



Good Practices in Diversity and LGBTQ

Seres

fundación sociedad
y empresa responsable

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In collaboration with:



Fundación SERES-Responsible Business and Society

Fundación SERES is a non-profit organization which promotes the commitment of companies to improve society through actions aligned with the company's strategy, generating value for all. Today there are 133 companies and institutions that are part of this project and represent more than 20% of the Spanish GDP. The objective of the Foundation is to promote the social actions of companies and transform business reality to help build a better and healthier society as well as a resilient company.

SERES advocates for shared value as an indispensable strategic element of organization to transform the business reality and achieve a better society. The Foundation has committed to social innovation as it believes it is an indispensable element to face the challenges that arise to current business managers, through the creation of value, metrics and sustainability over time. In order to get this message through society and raise awareness, we recognize innovative social initiatives aligned with the company's strategy thanks to the SERES Awards for Innovation and Social Commitment of the Company.

REDI - Business Network for Diversity and LGBTQ¹ Inclusion

In June 2015, REDI (<http://www.redi-LGBTi.org/>) was created, the first inter-business network in Spain composed by leaders and experts on employee diversity and LGBTQ inclusion. REDI is a permanent forum for consultation, training and exchange of ideas on demands and best practices, sharing and expanding our experience as experts in diversity and LGBTQ inclusion throughout its companies.

The mission of REDI is to improve the inclusion of the LGBTQ group in the Spanish business context so as to ensure an adequate integration climate for all employees, regardless of their sexual orientation, identity and gender expression. Its vision is to contribute to the social integration of LGBTQ people in Spain and the elimination of sociocultural prejudices that hinder the professional development and full performance of LGBTQ employees.

If you want to meet some of the many members, you can see this video sponsored by SAP: <https://gayles.tv/empresas/redi-la-red-empresarial-por-la-diversidad-e-inclusion-lgbti/>

Comunidad de Madrid LGBTQ Program

The Regional Government of Madrid (Comunidad de Madrid) launched in 2002 a comprehensive support strategy to LGBTQ people, their families and environment, which includes educational, informative, advisory and awareness activities. They are aimed to professionals and society in general.

The LGBTQ Program of Comunidad de Madrid carries out social, psychological and legal actions regarding the experience of sexual and gender diversity. The main demands are related to support in processes of 'coming out' and self-acceptance, as well as in the processes of acceptance from the point of view of the families and the environment. Cases of harassment, rejection and discrimination because of sexual orientation, gender identity and/or expression are also addressed.

¹ The acronym LGBTQ used in this document refers to other concepts like: LGBT+, LGBTP, LGBTA, LGBTT or LGBTQIA

1. SERES FOUNDATION AND DIVERSITY

The SERES Foundation, within its support to companies and commitment to society, regards the promotion of diversity as one of its main lines of action. However, this mission requires a true attitude of critical thinking, to detect discrimination and to establish the means to eradicate it, wherever it occurs.

Behind this attitude lies the solid belief that diversity is a real competitive advantage for the company. A diverse team is a more creative and innovative team, more productive, with greater pride of belonging and more committed to the business project. In addition, a society where integration is real, is a healthier context in which to perform.

Furthermore, we should essentially not forget that we are facing a human rights issue; and that is that nobody can be discriminated by sex, race, religion, sexual orientation or gender.

1.1. LGBTQ Diversity

We can distinguish between two great types of diversities: visible diversity, such as race, ethnicity, sex or disability; and invisible diversity, concerning religion, ideology, sexual orientation or gender. While the first is accompanied by external features that allow its identification, the second requires an expression of the individual to be identified.

Diversity by sexual orientation or gender, LGBTQ diversity, falls within the category of invisible diversity and as such is not identifiable beforehand. Precisely for being more unnoticed, in many cases this type of diversity does not receive the necessary attention neither from institutions nor from companies.

At the moment, it can be affirmed that in many environments of the Spanish and European society there is discrimination against this group:

- A study carried out by the Fundamental Rights Agency (FRA) of the European Union (EU) in 2013 indicated that almost half of the LGBTQ participants in the study had suffered some form of discrimination or harassment in the last year and one out of four had suffered violent assaults or had been threatened in the last five years.
- In the case of transgender people, this figure increases to 35%. In the labor market, 19% of the respondents had suffered discrimination because of their LGBTQ status².
- In Spain, a report drawn up the same year by the State Federation of lesbians, gays, transsexuals and bisexuals (FELGTB) and the Lesbian, Gay, Transsexual and Bisexual Group of Madrid (COGAM) pointed out that 30% of the respondents had suffered discrimination in their workplace through different ways: jokes at work (72% of respondents), obstacles to professional advancement (20.25% of respondents), obstacles to work access (19.83% of respondents), (47.52% of respondents) or job harassment (23.97% of respondents)³.

² EU LGBT survey. European Union lesbian, gay, bisexual and transgender survey. European Union Agency for Fundamental Rights. 2013

³ Estudio 2013 sobre discriminación por orientación sexual y/o identidad de género en España. FELGTB y COGAM. 2013



Comunidad de Madrid LGBTQ Program

During the past ten years, 513 cases have been related to situations of discrimination. And 192 people have attended the service for advisory and/or help for denouncing a situation of workplace harassment.

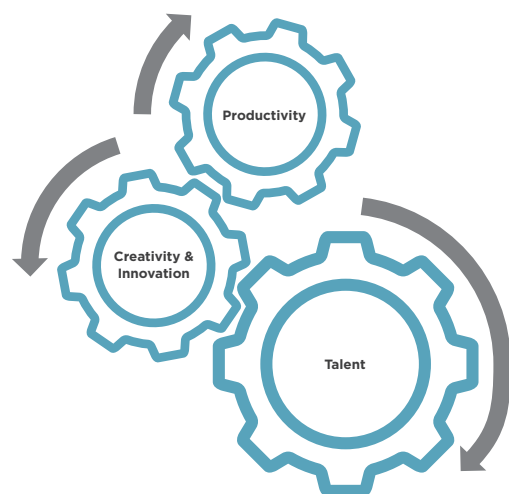
In psychological terms, the LGBTQ population is defined as a group capable of being very resilient. Resilience is “the capacity of the human being to cope with the adversities of life, to overcome them and be positively transformed by them” (Edith Grotberg, 1998).

Although not all LGBTQ people and their families need a specific help resource, there is still a strong demand for support. There are also many professionals who ask for information and advice. Much has been accomplished in terms of diversity visibility and rights, but there is still a long way to achieve full and real equality. In this sense, the Program is convinced that business involvement is a fundamental.

Especially regarding the situation of transgender people, highlighting the case of women: this group is one of the most vulnerable due to the ignorance of their reality and the prejudices they suffer. Though the situation of this group has been improving these past years through awareness raising campaigns, collective work and autonomic laws that establish procedures in areas such as health or education, there is still a lot of work to do for achieving a healthy social reality. In this line, the leadership role is necessary as a driving force for this change towards an egalitarian society.

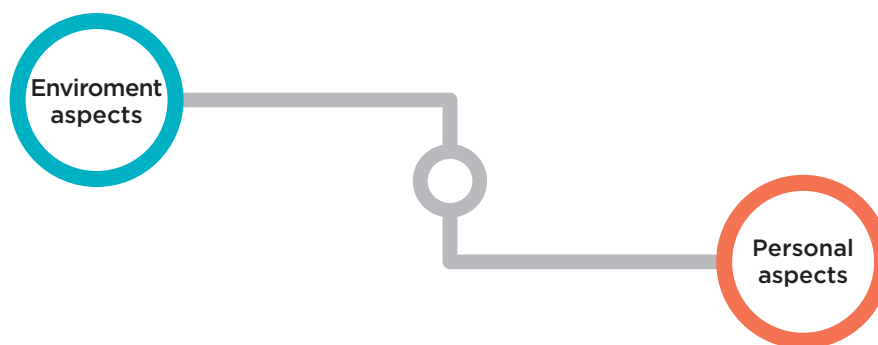
1.2. LGBTQ diversity Business Case

In the 21st century business world, about 80% of a company’s value comes from intangible assets and its main competitive advantage is talent. In the age of talent, the factor that points companies out is given by the team of professionals that compose them. Therefore, attracting and retaining the best talent is and should be the strategic objective of any company that wants to be sustainable in the medium and long term. Creating a business culture that is inclusive and diverse allows you to attract a greater number of candidates and open access for best expertise.



Sideways to talent comes productivity: diverse teams are more productive and innovative, as many studies point out⁴. LGBTQ diversity is a fundamental component of diversity, but LGBTQ diversity as invisible diversity requires an act of self-expression and exposure. This process of deciding whether to communicate sexual orientation or gender identity (known as the disclosure dilemma) depends on both personal and environmental factors.

The summit of the World Economic Forum held in Davos in January 2017 specifically recognized the economist cost of LGBT discrimination at the workplace, holding a discussion panel on the matter. Moreover, the World Bank in a 2014 study gave figures of this cost, amounting up to \$ 32,000,000,000 per year for a country like India, an equivalent to a 1.7% of the country's GDP.



While personal aspects -such as the perception of sexual orientation or gender orientation- depend on the person, the environmental aspects depend on the company and its managers. An environment that does not allow employees to openly express their sexual orientation or gender identity for fear of discrimination or career harm will lead the employees to filter the information they share with their peers and managers. This, in addition to represent an obvious inequality among employees, constrains the full expression of their creativity and talent. Instead, an environment that allows employees to express themselves as they are will increase their pride of belonging and commitment to the business project.

⁴ *Why Diverse Teams Are Smarter*. Harvard Business Review. 2016

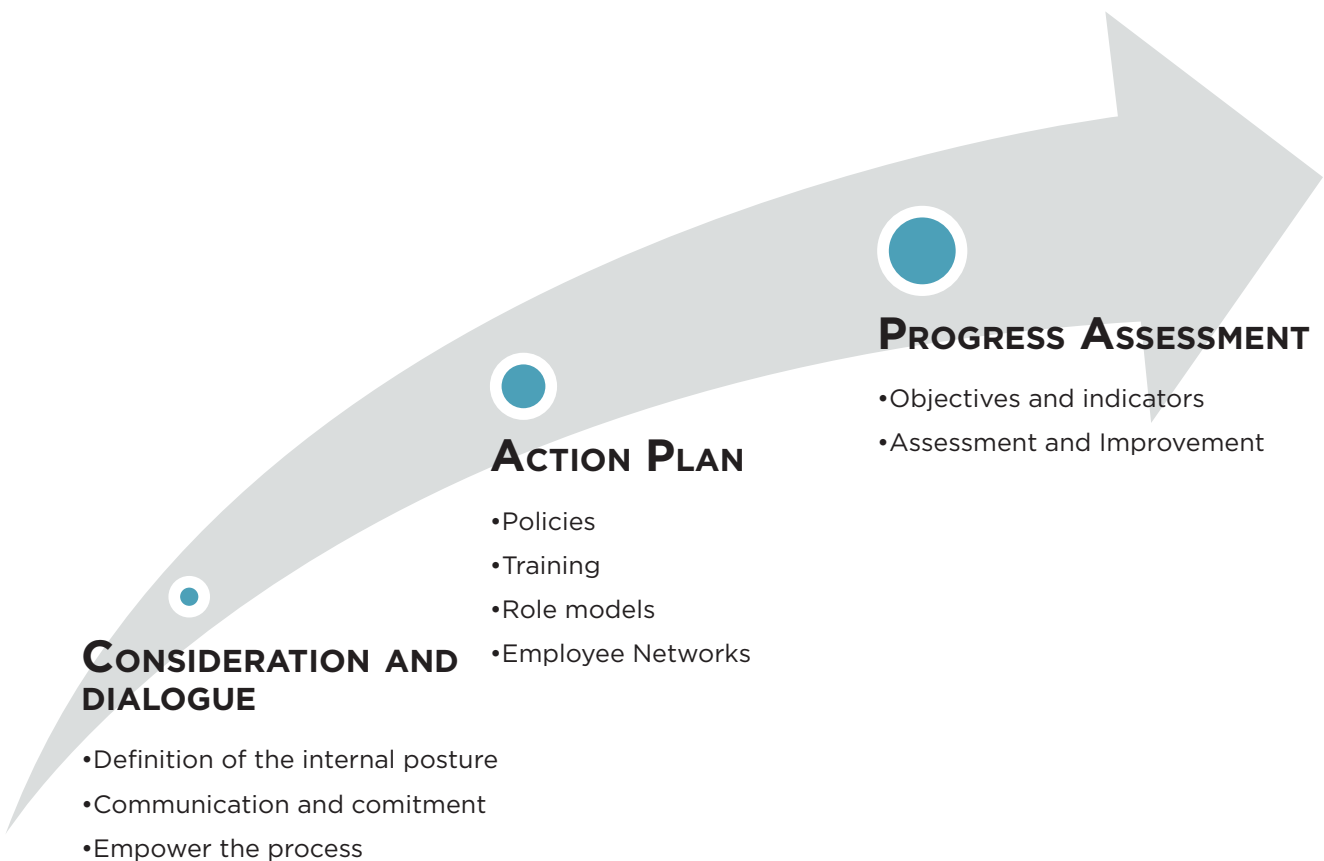
2. CREATE AN INCLUSIVE AND DIVERSE ENVIRONMENT

2.1. Confidence as a distinguishing feature

The distinguishing feature for an environment to be effectively diverse and inclusive is trust. Trust can be understood as the willingness to show vulnerability to others and share sensitive information⁵. Regarding the decision of communicating one's own sexual orientation or gender identity, the employees must be sure that this exposure will not harm them either professionally or personally.

What follows is a road map for building such trust, as well as a listing of good practices that illustrate how to achieve a reliable work environment that allows the expression of employees in their full diversity.

2.2. Road map for building an environment of trust



⁵ A Question of Trust: LGBT Visibility in the Workplace. ESADE Business School & Workplace Pride Foundation. 2013

A. Process of consideration and dialogue

Definition of the internal posture

Despite being a human rights' issue supported by a business case for the company, socially there is still certain reluctance to address LGBTQ diversity and to normalize this group in the workplace. Precisely for this reason, it is utmost important as a first step in the process to create an environment of trust with a firm definition of the internal posture of the company. This is because taking action related to LGBTQ diversity can raise adverse or even critical comments from inside or outside the company, and having a clear position on why the issue is addressed, allows to reply and to be consistent with the subsequent approaches.

IBM
“What helps to normalize this environment is to have a policy that supports you”

Definition of the internal posture



IBM is a company that from its start stands up on people as the main actors of the company's success, strategically seeking to attract and retain the best talent, regardless of race or belief. That is why IBM has one of the most inclusive and diverse business cultures throughout the globe. This long process began in the 1980s with the inclusion of sexual orientation within the company's non-discrimination policies and the creation of an LGBTQ working group in 1995. In 1997, benefits for employee couples were extended to same-sex couples in the US and in 2002 gender identity and expression were included within the company's equal opportunity policy.

For this diversity and inclusion programs, IBM has been recognized and rewarded on many occasions, highlighting its 100% score on the HRC Corporate Equity Index (US) from 2003 to present, and included at the *Star Performers* of Stonewall (UK) in 2016.



In the process of defining the Corporate Social Responsibility strategy, the group stood up for management aspects related to diversity, including functional, cultural or associated with the LGBTQ community.

Regarding the LGBTQ community, the internal challenges are different and range from the management perspective of the workers belonging to the collective so as to external impacts, such as how medical services help to improve the life of this group.

Quirón is working to identify these challenges and tackle them through clear policies that allow the creation of a working environment that truly assures the freedom of employees to express their sexual orientation, without resulting in homophobic behaviors or discriminatory practices. On the other hand there is also a chance to offer healthcare and solutions that respond effectively to the needs of patients belonging to this group (for example giving psychological assistance or support for patients with specific transgender needs).

Communication and commitment to the internal posture

Willis Towers Watson

“Our CEO is an active ally and publically demonstrates his support for the LBGT+ community which greatly helps the company create a culture of inclusivity”

If the company stands up strategically for diversity as a distinguishing feature and source of competitive advantage, it may be appropriate that this posture is specifically reflected in the values of the company and / or its strategic proposal. In some cases, it may even be convenient to include this storyline in the company's non-financial report, so that a stronger commitment is made to the different stakeholder groups of the company.

At the same time, this position has to be ratified and promoted from top management, through public demonstrations of support: either in social networks, internal communications or participation in events to support the LGBTQ collective. In order to avoid an opposite effect among employees, it may be convenient to synchronize these support samples with designated days, such as international days in favor of visibility, non-discrimination or the LGBTQ pride.

Communicate externally the posture towards LGBTQ diversity

amadeus

In order to ensure a strong diversity strategy which is integrated into the culture and values of the company, Amadeus stood for visibility and communication as the best tools to achieve an effective diversity and an environment of trust.

Therefore, they worked on a visibility and awareness raising campaign led by *SVP Global HR, Communication and Brand* who made clear their unconditional support to the LGBTQ community, indicating that Amadeus is a company where everyone has a place.

Willis Towers Watson

The Willis Towers Watson Global Inclusion and Diversity Initiative began in 2011, based on the evidence that a diverse team and inclusive culture enables a greater range of talent, experience and insights and enhances performance, which translates into a competitive advantage. The initiative continues to be led by Willis Towers Watson's global CEO, John Haley. The company, in addition to promoting a series of internal actions, carries out internal and external communication campaigns to demonstrate that it is an inclusive company and that it supports the LGBT+ community. For example, it sponsors LGBT+ Out & Equal events, participates in Pride parades around the world as a company and sponsors employees to attend LGBT+ conferences. In addition, they are members of myGwork (LGBT+ employment platform) and attend LGBT+ university career fairs, are members of LGBT+ networks and serve as HR consultants advising other companies on Diversity and Inclusion in several countries in which they operate.



The company's actions in LGBTQ diversity have been backed by visibility in external forums, such as the LGBTQ State Congress, participation in discussion panels in other companies, and positioning itself corresponding with relevant dates: October 20 (*Spirit Day*), March 31 (*Transgender Day*), May 17 (*IDAHOT day*) and Pride Week in June. This has led to an external recognition of these efforts, in the first National ranking of the LGBTQ State Federation and receiving the gay-friendly company EMIDIS award.



Metro Madrid shows its support to the LGBTQ community through concrete actions such as the extension of service hours during LGBTQ 2015 Pride Day, in order to guarantee a better mobility of the participants: Increasing multi-line schedules, number of trains in service and Metro staff in those stations with more passenger flow. At the same time, a number of campaigns have been launched to support the fight for equality of civil rights and for raising awareness against discrimination and towards equality as advertisements along the facilities.

Empowering the Process

In addition to having a person responsible for diversity, it may be useful to create a committee of diversity and inclusion that brings together managers from different departments and employees belonging to the collective. This will result in a more realistic understanding of the company's internal LGBTQ diversity needs. It may be interesting to work closely with human resources to identify employees who are particularly sensitive about these issues.

Vodafone
“First of all you have to work internally with your employees, before reaching outside”

Creating Transversal Participatory Processes



In Vodafone, Diversity and Inclusion are strategic objectives. Precisely for this reason after consideration, LGBTQ diversity has turned a key goal for the company at a global level and has been supported by the CEO of the company. A number of company actors have participated giving insights to the discussion about this issue, including the Global CEO, the *Head Officer of Diversity and Inclusion* of the Vodafone Group, members of the Global LGBTQ Network (formed by the Champions of Diversity and Inclusion, *Executive Sponsors* and Managers Of Human Resources) as well as the Diversity and Inclusion Committees at a local level.



Freshfields Bruckhaus Deringer

Diversity and inclusion are a key part of the Freshfields Bruckhaus Deringer strategy, with LGBTQ diversity being one of the current priorities. Freshfields Bruckhaus Deringer, wants to attract the best talent, and the best talent is, of itself, diverse. Therefore, the process of creating an atmosphere of trust has been led by a variety of stakeholders from the outset with clear support from the management team and a number of partners who have met with members of the LGBTQ community to show their support and understand what the challenges they face and how the management team and partners can support the group.



AXA has a Diversity Council, made up of Directors from different areas and members of the Executive Committee of AXA, which meets periodically to oversee that the Diversity and Inclusion plan is executed as agreed and to validate alternative actions complementary to those set out by the plan. AXA also has a Champion of Diversity, a member of the Executive Committee of the company and the highest representative of the matter. At group level, all the Diversity and Inclusion teams of the different AXA entities in the world meet periodically, generating forums for discussion and exchange of best practices and to organize joint actions on specified dates (e.g., Pride Day).

B. Developing an Action Plan

Policy-making for human resources and against discrimination

Once the company has defined clearly its posture, its business case and has gathered knowledge about the LGBTQ diversity needs, non-discrimination and human resources policies must be established regarding LGBTQ diversity (the criteria for recruitment and staff promotion must be clear in order to avoid unconscious biases in these processes).

IBM

“ We include diversity in our company values.
So an attack on LGBTQ rights could
lead to sanctions ”

The definition of these policies is intended to guide the future actions of the company, so as to inform employees about the company's posture regarding diversity and the consequences of discriminatory behavior in the workplace. Those companies operating in different countries, including countries where the environment is not favorable to the LGBTQ community, should take these particularities into account when developing their policies.

Freshfields

“ We operate in countries like England or
Germany where this subject is very advanced,
but in others there is much work to do ”

Furthermore, it may be convenient to review the language and graphics used in internal communications, so that it is more inclusive and regards all realities existing in the company.

Policies that guarantee and generate diversity



Freshfields Bruckhaus Deringer

The firm has a very clear strategy, so regardless of national laws and cultural nuances, discrimination, harassment or bullying of any kind are unacceptable and are contrary to the values of the company. All offices have an anti-discrimination policy that includes discrimination against the LGBTQ community, or given the case, they implement the London policy.



Accenture has a standard human resources policy implemented throughout all the countries where it operates, though always within the local law frame. This policy includes *all-gender/ non-gendered* procedures, equal benefits for same-sex couples, support for gender transition in countries where it is not covered by national health systems, and a monitoring system of measuring the level of risk for the LGBTQ population by countries and procedures to avoid the mobility of LGBTQ employees to countries with a higher risk.

Training on diversity and inclusion

These policies should be included in the employee training plan so that the company's posture is clearly understood: the benefits of diversity and what is meant by discrimination so as the consequences of such behavior. This training may be included within a broader chapter on diversity or have its own space. Regardless of the decision to be made, LGBTQ diversity must be explicitly named as another source of diversity and employees must be formed on the unconscious biases that occur in the workplace regarding the LGBTQ community.

SAP

“It is critical to train all employees on global anti-discrimination policies”

The training plan and materials can be developed by the company itself or by external suppliers, depending on the resources and needs of the organization. In any case, the particularities of the corporate culture as well as the cultural and legal differences of the countries where they operate must be taken into account.

Special emphasis should be made middle managers' training on diversity and inclusion. Given their responsibilities, they will be responsible for managing everyday situations in which discrimination can occur and also play a key role in decisions affecting the personal lives of employees. They are known as *hard situations o hard conversations* that occur at certain times in the professional life of employees.

Another direct impact of corporate education in LGBTQ diversity is the improvement of the education of society as a whole. Those employees who have been trained in aspects of LGBTQ diversity will be able to more effectively manage personal or social situations in which there are threats of discrimination.

Education on Diversity



In mid-2016, SAP launched its Diversity and Inclusion education program for the company's more than 84,000 employees around the world. This program is called Focus on Insight: Diversity + Inclusion. It consists of seven units, each focusing on a specific area of diversity and inclusion: Cultural Intelligence, Gender Intelligence, Inclusion of the LGBTQ collective, Generational Intelligence, Functional Diversity, and Team Diversity in addition to the introduction.

The specific unit for the LGBTQ community includes an eLearning section with basic concepts describing the different sexual orientations and gender identities and expressions, explaining why these concepts are relevant in the company, what is the legal situation and the social acceptance of the LGBTQ collective in different parts of the world and how the anti-discrimination policies of SAP also include this collective and have global application. Materials such as a glossary of terms, videos with TED Talks and studies of the economic impact of the inclusion of this group are also provided, as well as a guide for discussion and deliberation to be used in group workshops.



In Metro Madrid there is a clear commitment to LGBTQ diversity and the fight against all types of discrimination towards this group. This has taken place these last years through a series of actions at an institutional and internal level.

On the one hand, in 2016 Metro signed a framework agreement with the "Observatorio Madrileño contra la LGBTfobia" (Arcópoli), whose purpose is to fight discrimination and violence related to LGBT-phobia. This collaboration has taken the form of several activities, such as the promotion of the Observatory through a campaign on institutional support, broadcast of educational materials among all employees of the Metro network (Observatory brochures giving guidelines on how to proceed in case of attending a homophobic aggression) and the option of voluntary training to Metro staff and security guards (external company).

facebook

A key feature of education on diversity is the management of unconscious biases that affect us on our daily lives. To build an increasingly more inclusive environment, it is necessary to educate employees so that they are able to identify them and gradually overcome them. Facebook, within its core commitment to diversity, has designed a series of videos publicly available that help identify these biases (including those targeted at the LGBTQ community) and reduce their negative impacts on the workplace. These videos are also used by many companies within their programs of education on diversity.



At AXA, they have sought a closer formula to educate staff in diversity and discrimination. For this they have launched short videos on inclusive language to raise awareness about the words we use, with the motto "take care of your language, it can hurt even if you do not realize it."

Reassure trust through example: *role models* and ambassadors

A really effective way of communicating equal opportunity in the organization is through role models. Role models are leaders, managers or senior employees of the company who are openly members of the LGBTQ community and a vivid example that the company is committed to diversity effectively. In this way LGBTQ employees who want to take the step of communicating their belonging to their colleagues or directors will have the confidence that they will be respected and that it will not negatively influence their professional development.

Accenture

“ There are managers in the company who are openly gay and this helps create an open and respectful environment ”

Another key point in this process of creating trust may be the ambassadors. The ambassadors are non-LGBTQ employees who show public support to this community, engaging in the struggle for a diverse and inclusive work environment.

Openly LGBTQ managers



Among the actions implemented globally throughout the company, IBM is committed to visibility encouraging role models among employees with executive positions, creating a group of people who have publicly recognized themselves as members of the LGBTQ community and actively promote initiatives in this regard. This is supported by a leadership development program among LGBTQ employees with high potential.



Freshfields Bruckhaus Deringer

The firm has stood up for visibility of LGBTQ employees in order to create an atmosphere of trust: the existence of role models - in London, Germany or Japan there are several partners that are openly LGBTQ - who have supported and led the initiatives allowing the situation in these regions to advance very significantly.

aMADEUS

Since the creation of the global area of Diversity and Inclusion and after an extensive assessment, one of the areas in which the company has focused has been the diversity and inclusion of the LGBTQ community. This was because great part of the employees regarded Amadeus as a neutral company while executives considered that the company was truly LGBT-friendly. For this reason it has been imperative determining the company's posture on this matter. In this process, they went on to identifying a senior and well-known manager who became the image and voice of the LGBTQ community and also its ambassador. His story of 'walking out of the closet' became an inspiration for other LGBTQ people through a successful communication campaign and increased support towards this struggle.

Employee Networks

Another essential tool for the creation of an atmosphere of trust is the creation, promotion and defense of networks of LGBTQ employees - networks of diversity in general - that provide a safe meeting space. Through these informal networks, employees can express the problems they face on a daily basis, can support each other and inform *management* about situations, retrofits or advances in diversity and inclusion they may agree on. These groups can be physical or virtual.

Employee Networks as support



Freshfields Bruckhaus Deringer

LGBTQ diversity became a priority for the firm in 2012. Initially, the firm had an informal LGBTQ network in the London quarters. The network had two main purposes: on the one hand offering support to members, and on the other as a social group. Gradually this network evolved as it aligned to the business core, but without forgetting the reasons why it was initially established. Finally, in 2012 the internal LGBTQ Halo network was officially launched, transforming itself into a vibrant network with members from different geographies, from Europe to Dubai, Hong Kong, Japan and the United States. Since then, three world conferences have been held: in London in 2012, in Frankfurt in 2014 and most recently in London in 2016. Network members often meet formal and informally, in the quarters, at social events, and at Halo Conferences to give feedback on LGBTQ diversity policies to the directors. In addition, the network has the Halo Champions, linked to this initiative.

C. Progress Assessment on LGBTQ diversity

Objectives and Indicators

Every action plan must have clear objectives and indicators to assess the effectiveness of the different policies and actions undertaken. The ambition of the action plan depends on great extent on the available resources and the complexity of the environment. Precisely for this reason, the objectives should be realistic and coherent with the rest of the business strategy.

Progress Assessment



Freshfields Bruckhaus Deringer

The firm measures successful actions and initiatives aimed at creating an inclusive environment through feedback received, and monitoring Halo members and Halo Champions, i.e. how many of them attend events, both in numbers and by Regions / geographies (in the case of global events).



AXA Group is the main sponsor of the world's first international report on inclusive workplace regarding LGBTQ community. It regards positive consequences of the implementation of inclusive diversity policies towards this group of companies. With this type of initiative, AXA shows its commitment to promote an inclusive culture, based on analytical and experiential data. Aiming to allow each collaborator to express themselves as they truly are in the workplace, regardless of their sexual orientation.

Assessment and Improvement

The organization should look for ways to monitor and evaluate LGBTQ diversity outcomes. In this sense, in addition to conducting internal satisfaction surveys, the diversity indexes existing in several countries can be good indicators of progress in LGBTQ diversity.

Likewise, like any other action plan, diversity policies and strategies must be reviewed periodically, so that it is a process of continuous improvement within the organization.

Striving for excellence on diversity



In Accenture work guidelines in LGBTQ diversity seek to go further. Therefore, in countries where there is a diverse and inclusive atmosphere, diversity is addressed from an experiential point of view. This line of work focuses on aspects related to the employee's experience and seeks to increase the level of empathy towards diversity and to work on specific relational aspects such as the managerial development of LGBTQ employees (L3 - Development program), training in "*unconscious bias*" to raise awareness among employees on micro-discriminations or unconscious micro-advantages we encounter on our day to day, and *meaningful conversations* in which elements of support for diversity are incorporated.

Willis Towers Watson

Willis Towers Watson seeks best practice guidance from external organisations such as Stonewall (UK) and HRC (US) and participates in their rankings in order to access personalised feedback on where the company needs to continually improve to ensure its policies are inclusive of LBGT+ employees.

3. BUSINESS AS AN AGENT OF CHANGE

Business is a key agent of change. Policies and ways of operating, as well as support for initiatives regarding the LGBTQ community can boost progress within the societies they operate, fostering diversity as a positive element. Through these actions, companies can be shown as gay-friendly, achieving a greater pride of belonging among the employees and allowing a broader talent scope.

This leading role of companies is especially relevant in their interaction with agents along their value chain, whether they are clients, suppliers or institutions. In some cases defending their policies on diversity in front of others may require courage. In such cases, the coherence of the company's posture and alignment is crucial for consolidating an atmosphere of trust that requires commitment to diversity.

Business pushing for social change

accenture

Accenture works at the institutional level to increase empathy for the LGBTQ community with programs for employees and collaboration with LGBTQ awareness raising associations, and activities in the countries where it operates. Among other actions, the company has a LGBTQ *Allies Program* with elements, activities and participation in awareness campaigns; Promotes specific communication campaigns on LGBTQ days: *coming out day*, pride week, etc.; Includes LGBTQ-friendly values in talent recruitment actions; collaborates with local LGBTQ organizations, and in mass media through LGBTQ ambassadors.

facebook

Facebook is, by nature, a place where diversity and inclusion are lived as factors of differentiation and competitiveness. Therefore, Facebook celebrates and promotes diversity and inclusion in all the environments in which it operates.

One of the most relevant initiatives of Facebook is the fight against harassment of the LGBTQ community in social networks. To this end, the organization has partnered with the State Federation of Lesbian, Gay, Transsexual and Bisexual, COLEGAS - Spanish LGBTQ Confederation, and Fundacion Triángulo.

As part of this collaboration, Facebook provides tools and security rules to denounce network harassment of members of the LGBTQ community, creating the confidence necessary for victims to report such behavior. Likewise, this initiative seeks to raise awareness among users of social networks about insulting language regarding the LGBTQ collective, giving them guidelines to fight this language and make the internet a safer and more inclusive place.

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