

Executive Diversity

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LGBT rights battle moves to workplace

Inside Gigi Chao and Marc Benioff top ranking of gay, lesbian, bisexual, trans and ally executives *Pages 8-10*

Executive Diversity

Old and young see rights in contrast

Baby boomers worry while millennials shun labels, reports *Josh Spero*

The fight for LGBT rights has taken different forms across generations. In 1969, it was truly a fight — a series of riots outside the Stonewall Inn, a New York gay bar. In 2003, campaigners won a political battle when the UK government established the Employment Equality regulations, banning discrimination against workers on the grounds of sexual orientation. In 2015, judicial confrontation culminated in the US Supreme Court legalising gay marriage.

This patchwork accretion of rights and protections gained over the past 50 years means there are LGBT people working today who remember a

time when homosexuality was illegal and being able to marry their partner a distant fantasy. Job security for LGBT people who began their careers in the 1960s and 1970s was far from assured and coming out as trans was downright dangerous. Contrarily, there are people starting work today who have come of age as lesbian, gay, bisexual and trans acceptance has soared in society.

Richard Easton, 55, a shop manager at J Sainsbury who has worked for the UK supermarket chain for 36 years, remembers when being out at work was unthinkable. “It was something most people didn’t talk about in those days,” he says. “If you were gay, you were pigeonholed [as camp].” There

was a “very, very small” gay community at the company, he adds, and that was not vocal.

Antony Smith, equalities officer at charity Age UK, says for the older people he talks to advancements won in recent decades were once “unimaginable”. Those who came of age in the 1950s and 1960s “have lived through enormous change — and change that was probably unexpected”. This means they are less likely to take the progress in LGBT inclusion for granted and more likely to worry about the possibility that it could be reversed.

Mr Easton’s story bears this out. In 2011, aged 50, he came out, with “no negative feedback at all” and five

years later he recorded a clip for a corporate film about diversity. Despite the company’s embrace, he is unsure the acceptance will last. He is an advocate for policies and networks that support LGBT people, not least in terms of visibility. He says only



Once upon a time: For older members of the LGBT community today’s rights were once ‘unimaginable’ - Getty Images

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Executive Diversity

director of advocacy group Georgia Equality.

Corporate America has stepped into the vacuum of state protection. Some 91 per cent of Fortune 500 companies mention sexual orientation in their non-discrimination policies, according to the Human Rights Campaign, an LGBT advocacy group.

UK companies are following suit. In the 13 years that the British campaign group Stonewall has run its programme to teach corporate best practice, membership has grown from fewer than 50 businesses to more than 700. Unlike Stonewall’s more secretive initial members, its cohort of companies today see significant benefit in being “out and proud”.

Not all generations feel the same way. For older workers, coming out after decades of hiding their true selves can feel awkward and frightening, especially if they were part of the workforce before 2003, when employers could fire openly gay staff.

For Generation X and millennials — born between the mid-1960s and the mid-1990s — coming out can be uncomfortable for a different reason. Ruth Hunter, 39, a director at consultancy PwC, plays down being gay. “It’s not the only thing or the main thing about me,” she says.

Many millennials intensely dislike being labelled. Kate Clark, 25, a technology project manager at Sainsbury’s, says she has a girlfriend at the moment but “I don’t put myself in any of the boxes”. Similarly, Nick Pringle, 24, a senior associate at PwC, says, “I don’t want to be known as ‘the gay one.’” However, as his work is project-based, he ends up “coming out again and again and again” to new teams, which can be “frustrating” if innocuous.

While Mr Easton, part of the baby-boomer generation, is more worried about rights being rolled back, Mr Pringle focuses on their expansion through the company and beyond. He sees the usefulness of a corporate LGBT policy as a safety net and because it “sets the tone in the culture”. Such responses follow quite naturally, it might be argued, from the different climates of LGBT acceptance within which Mr Easton and Mr Pringle came of age.

What is perhaps surprising, given today’s corporate culture of tolerance, at least in the west, is that millennials often go back into the closet when they start their first job, says Deena Fidas of the HRC. She believes this happens because companies do not give out “the clear message” that

recruits should “bring their full self to work”. Despite this, LGBT youths in the US have almost equally high expectations for their careers as their straight counterparts. An HRC survey found 92 per cent of young members of the LGBT community believe they can have a good job compared with 95 per cent of straight youths.

Outside the corporate sector, some workplaces put less focus on sexual orientation. Syma Khalid, professor of computational biophysics at Southampton university, has discussed LGBT rights with colleagues old and young. The prevailing view has been that in academia, sexual identity is unimportant. Academics are “an odd bunch”, she says, more concerned with papers published or grants won than personal lives. “There is a collegiate atmosphere in general and a cerebral element to it.”

In academia or beyond, work can provide a refuge, especially in countries hostile to the LGBT community and for trans individuals who find it difficult to be accepted at home.

Prof Khalid says work can offer a “second family”, a more accepting one, and if work is the only place you are out, then companies ought to ensure they offer the best atmosphere possible.

“constant vigilance” can stop a slide back into ignorance.

His worries about the fragility of LGBT rights appear well founded. In the US, a majority of states do not have workplace protection for LGBT people. This year North Carolina

and Georgia passed bills that effectively banned or invalidated such protections. The Georgia bill, which was ultimately vetoed by the state’s governor, “would have ended our protections before we even had them”, says Jeff Graham, executive

Inside

Companies are stepping up their fight for workers rights **Page 4**, while the shift towards the gig economy suits some trans people just fine **Page 5**.

Employers are boosting benefits tailored to gay and trans employees for moral and corporate reasons **Page 6** and are seeking to rid their workplaces of unconscious homophobia **Page 7**.

We reveal the 2016 OUTstanding and the FT rankings on **Page 8-10**. Gigi Chao (right) tops the Leading LGBT Executive ranking. The Asian businesswoman and lesbian shunned a \$65m indecent

proposal and has become one of Hong Kong’s biggest advocates of gay inclusion. Marc Benioff, chief executive of Salesforce.com, is our top ally. The Silicon Valley boss stood up

to various states’ attempts to infringe on LGBT rights.

Topping the crop of future leaders is “rising social media star” Raymond Braun while Antonio Simoes, a stalwart of our past Leading LGBT Executives rankings is number one on the new Hall of Fame list. The final column on **Page 11** is dedicated to LGBT vocabulary — it turns out words transition, too.



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Companies confront US policymakers



Bathroom ban: North Carolina law blocks trans people —Getty

Workplace

Businesses are becoming more vocal, reports Sarah Murray

While gay marriage is legal in all US states, the same cannot be said for equality in the workplace, where LGBT workers in many states still lack protections. The upshot is that companies that have worked to treat employees equally are becoming vocal about discriminatory laws.

For a mature economy, the US has a surprisingly weak

record when it comes to corporate equality for LGBT people. Federal employment law does not protect people on the basis of their sexual orientation or gender identity and in 28 states employers can still sack staff for being LGBT.

“You can be married on a Sunday, put a picture on your desk of your new spouse and be fired on Monday,” says Matt McTighe, executive director of Freedom For All Americans, a bipartisan campaign to secure full non-discrimination protections for US LGBT people.

The corporate sector has been working towards such a

goal. The Human Rights Campaign, an LGBT advocacy group, has observed companies adopting such measures as establishing affinity groups and protection policies and practices on gender identity and sexual orientation.

Leadership training is a priority, including that for non-LGBT executives. “Not everybody is out in the workplace,” says Lindsay-Rae McIntyre, IBM diversity chief. “Having a management team that is educated about inclusivity in how they develop their people will allow LGBT employees to feel comfortable.”

Companies are recognising the importance of such training and the negative effects of having employees who feel they need to hide who they are. “They lack motivation,” says Drew Keller, programme director at Open for Business, an informal coalition of companies globally promoting LGBT inclusion. “Innovation and collaboration go down and companies have trouble retaining talent.”

In addition to bolstering their own policies, many companies in the US are more willing these days to speak out against prejudicial legislation. In March, North Carolina’s governor, Pat McCrory, signed into law House Bill 2, known as HB2, which included banning trans people from using bathrooms that did not match the gender of their birth. Companies were among those soon voicing their disapproval. In July, some 68 businesses — including Apple, Bloomberg, Cisco, Dupont, eBay, Gap, IBM, LinkedIn, Microsoft and Nike — joined HRC’s amicus brief supporting the Department of Justice’s effort to block HB2’s most discriminatory elements. Because of corporate boycotts, a fall in tourism and other effects, HB2 has cost North Carolina an estimated \$450m in six months, according to advocacy body Georgia Equality. Beyond the desire to promote equality, companies have business reasons for embarking on this kind of action. “We’ve taken a pretty strong stand in a number of states because it’s important for them to understand that as an employer we want to hire the best and brightest,” says Ms

McIntyre of IBM. “If laws are unwelcoming, individuals won’t want to live, work or be trained in those states.”

As well as making their views known as individual organisations, companies are joining forces. In many states, corporate coalitions have emerged — such as Georgia Prosper, Indiana Competes and Freedom Massachusetts — to support diversity and inclusion and to promote the message that discrimination is bad for business. Such groups have powerful voices, argues Mr McTighe, particularly since many of them have several hundred members: “There’s not going to be a single legislator who can ignore that.”

While Mr McTighe predicts a battle ahead to secure full employment equality and pass federal non-discrimination legislation, he believes the participation of the corporate sector is a reason for optimism. “We’re starting to see a turning point,” he says. “Companies really are speaking up in droves.”

McIntyre of IBM. “If laws are unwelcoming, individuals won’t want to live, work or be trained in those states.”

Executive Diversity

Gig work offers risks and rewards

Self-employment or casual jobs may reduce chances of discrimination, writes Emma Jacobs

When Owen Francis transitioned in 2011, he did so after his postgraduate studies. This was so he could have a “clean break” and avoid explaining the changes in his appearance and requesting breaks from work. “I followed the pattern of others transitioning — I didn’t want to inconvenience HR or take time out,” he says. To keep the wolf from the door he took a job in a burger bar, for which he was overqualified. Today, however, as an ambassador for trans*formation, a networking and advocacy group for trans professionals, he sees many options for self-employment or casual

work in the gig economy because they believe there is less chance of discrimination and they do not have to commit to one workplace. Tech platforms like ride-hailing app Uber could provide a non-discriminatory workplace as jobs are triggered by an algorithm, not a human. Yet they are vulnerable to customer ratings.

As the International Labour Organisation, a UN agency, points out, “Many LGBT [people] stay away from formal employment altogether, taking up freelance or informal work, fearing a discriminatory workforce.”

Jordan Marshall, policy development manager at the UK-based Association of Independent Professionals and the Self-Employed, sees this as a positive step. “If you freelance, you can pick and choose your clients. In many sectors you don’t need to be based on the client’s premises, so your exposure to discriminatory colleagues can be minimal.” However, he makes the point that creating a network as a freelancer may help.

For Jennifer Glauche, a trans woman in Germany, it has been the support of a local co-working group that has bolstered her confidence to seek work. “My skills and the quality of my work is more important than small details about my person such as gender,” she says.

Yet for some of those who are casual workers, in warehouses, for example, their status can make them feel vulnerable. While corporate human resources departments have made strides in LGBT policies (if not always practices) those who are not employees may feel excluded.

Huma Munshi, senior policy officer for equality at the Trades Union Congress, says people in precarious work arrangements are often too frightened about losing their jobs to speak out about harassment. “LGBT disclosure rates are small and the data are very sketchy. But it’s likely that LGBT workers have higher rates of discrimination and are vulnerable in the casual workforce.” This particularly



Owen Francis, trans advocate

applies to younger workers, who are more likely to be casually employed.

Nigel Mackay, employment solicitor at Leigh Day, says many casual workers are in fact covered by equality laws but they assume they are not given the same rights as employees. Businesses play on this, he says: “It’s a way companies operate to prevent people from asserting their rights.” Not only are people not aware of their rights, they also feel vulnerable, assuming they will not get any work if they kick up a fuss.

Precarious contracts might make people less likely to out themselves in the workplace and concealing their true identity can have an impact on their mental health and productivity. A survey by US advocacy organisation the Human Rights Campaign found that 30 per cent of LGBT workers (all types, not just casual) were unhappy or depressed at work.

Todd Sears, founder of Out Leadership, a consultancy that works to empower LGBT executives, says the effort of “covering” your sexuality is extremely stressful. He poses the challenge to straight people: “How many pictures are on your desk? How often do you talk about your wife?”

The increasingly casualised workforce, says Ruth Hunt, chief executive of Stonewall, the UK LGBT rights campaign group, is a cause for concern. “These are massively changing tectonic plates and LGBT equality isn’t sufficiently entrenched in society for it to withstand that kind of cultural shifting. That is our worry.”

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Social and profit motives boost LGBT benefits

Private sector

Open approach can aid employer's image, says *Steve Hemsley*

Steve Wardlaw remembers the cold climate during his eight years as managing partner running the Moscow office for law firm Baker Botts.

"Russia was becoming more pro-business and we were doing a lot of work in the oil and gas sector. I found the expat community very liberal but some of my clients were not happy that I was gay," says Mr Wardlaw. "It was a tough place to be so I told the management that I wanted my partner there full time rather than just making short trips. In the end they gave him a job as a 'specialist' so he could obtain a working visa."

Mr Wardlaw, who returned to London in 2012 and has since founded specialist LGBT insurer Emerald Life, adds: "If you relocate to a country where homosexuality is illegal or frowned upon, you need to know there is a support package for you and your partner."

Today many organisations are positioning themselves as gay-friendly employers and providing specific travel as well as health benefits for their LGBT workers. They are doing it for business as well as socially responsible reasons. Being perceived as LGBT-friendly can help an employer shed a traditional image which might turn off consumers, job-seekers and clients. Having gay role models in senior positions can also boost its reputation for inclusivity.

In 2015 Bank of America Merrill Lynch became the first company in the UK to offer pri-



Justice and health at work

ivate medical cover relating to gender reassignment. Lloyds Banking Group has offered the same benefit since May this year through provider Bupa, which says more corporate clients are showing an interest in gender dysphoria cover as part of their health trust schemes. Professional services company Accenture helps with hormone therapy, mental health counselling and transgender-

specific surgery in North America and wants to expand this to the UK.

The real level of interest in LGBT benefits is unknown because so few organisations have developed specific perks, and those that have are reluctant to reveal any data. However, Duncan Bradshaw, director of membership programmes at UK LGBT advocacy group Stonewall, says it is a positive sign that employers are addressing this area, regardless of uptake: "Interest will be linked to how confident employees feel about accessing these benefits and talking to managers and colleagues about them."

The way LGBT benefits are communicated will affect how an organisation is perceived. By law, same-sex couples are entitled to the same benefits as heterosexual couples but this is not always made clear to the

workforce. Global media group Dentsu Aegis has reworded its adoption leave policy to emphasise that it applies to same-sex couples and includes surrogacy.

Another problem for employers is how to help gay employees access more specific perks if they have chosen not to out themselves at work. Suzanne Horne, an employment lawyer at Paul Hastings, says details of LGBT benefits must be accessible discreetly and easily. "A common mistake made by businesses is to adopt a benefit for an LGBT employee to demonstrate acceptance and support but this can in itself risk discrimination," she says.

This advice extends to employee reward programmes. Companies should review their menu of benefits and survey their entire workforce to ensure schemes are

fully inclusive. Employers must avoid stereotyping when considering which perks might appeal to LGBT staff.

Battles are still being fought. The UK Trades Union Congress is urging all companies that want to be regarded as LGBT-friendly to alter their rules regarding equal survivor pension benefits. Most defined benefit occupational schemes provide a pension to a surviving spouse when a scheme member dies. Government figures estimate, however, that 27 per cent of private sector pension schemes that provide a survivor pension treat same-sex spouses and civil partners less favourably.

Even if uptake of specific perks remains low, employee benefits are one area where companies can show their commitment to diversity – for commercial as well as social motives.

Executive Diversity

Employers fight against ingrained prejudice

Unconscious bias is damaging the way we relate at work, writes *Emma Boyde*

A storm is heading straight for Selisse Berry but she does not seem unduly worried. Ms Berry, founder and chief executive of Out & Equal Workplace Advocates, is in Florida for the organisation's annual summit and is expecting 4,000 people from more than 35 countries – Hurricane Matthew permitting – to participate in sessions promoting the rights of LGBT employees.

When we speak, the afternoon seminar on unconscious bias – the gut reactions we all have that govern our actions before we can even think about them – has already taken place. The aim of the session was to tackle this gulf between what people say and what they feel, a principal ambition of the LGBT equality campaign.

"We all grow up with homophobia," says Ms Berry, "so you carry that around with you." It is unsurprising, she adds, because most images that peo-

ple see are of straight people. The direct effects of unconscious bias are, by definition, hard to discern. However, you can see the effect of it in how few LGBT people come out in the workplace and in surveys which reveal how many LGBT employees feel uncomfortable or unwelcome at work.

As one example, there was no openly LGBT chief executive in the Fortune 500 until Tim Cook, Apple's head, came out in 2014. Given broadly accepted estimates that between 5 per cent and 10 per cent of people are LGBT, this is a significant underrepresentation.

When it comes to LGBT people's perceptions, Deena Fidas, director of the workplace equality programme at the Human Rights Campaign, an advocacy organisation, says unconscious bias can contribute to a chilly atmosphere that drives a wedge between LGBT workers and their colleagues.

Research conducted by the HRC has begun to develop



Fortune 500: Apple's Tim Cook was first out gay CEO -Getty

what Ms Fidas calls an empirical narrative that captures both the incidence of unconscious bias and its effects. HRC's 2014 study about workplace inclusion, "The Cost of the Closet", found that more than half of LGBT workers surveyed in the US remain closeted and suggested a strong reason why that might be so – "water-cooler conversations".

Four-fifths of non-LGBT people said they felt that their LGBT colleagues should not have to hide who they were in the workplace but less than half of those straight respondents said they would feel comfortable hearing LGBT workers talk about dating. The main reason LGBT workers gave for not being open was the possibility that it would make people feel uncomfortable.

Organisations such as Out & Equal claim considerable success in changing people's explicitly stated opinions on sexual orientation or gender identity. Ms Berry insists

and comparative way

Not everyone is convinced. "Sadly, I have not found any evidence suggesting that diversity training programmes work [on unconscious bias]. It is very hard to de-bias mind-sets," says Iris Bohnet, a behavioural economist at Harvard University and author of *What Works: Gender Equality by Design*, a book that focuses on what can be done to address unconscious gender bias. Instead, she says, "we should focus on de-biasing our practices and procedures to make it easier for our minds to get things right." (See box)

If companies do not take action to identify when they are getting things wrong – perhaps inviting employees to bring spouses to a social event, without thinking to use the terms "partner" or "significant other" – they risk alienating their LGBT staff, says Neil Grogan of Stonewall, the UK-based LGBT advocacy organisation.

There are, however, some positive signs, he says. Stone-

wall's annual anonymous survey of employees has shown LGBT employees are now more likely to feel engaged and supported in their company and visualise themselves at the top one day.

A body of research in the US has picked up a change in attitudes over time. Academics analysed data from a psychological test designed to detect unconscious bias as well as explicit, or self-reported, bias. More than half a million people participated in the study between 2006 and 2013. The team found that unconscious bias against lesbian and gay people was 13 per cent lower in 2013 than in 2006. Explicit bias had fallen by 26 per cent in the same period.

"The two findings together offer a speculative interpretation: substantial explicit change may occur first and perhaps enable the slower implicit change that occurs later," wrote the authors.

If the US study is to be believed, Ms Berry's optimism about changing unconscious bias might not be misplaced.

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Tips Iris Bohnet's guide to de-biasing

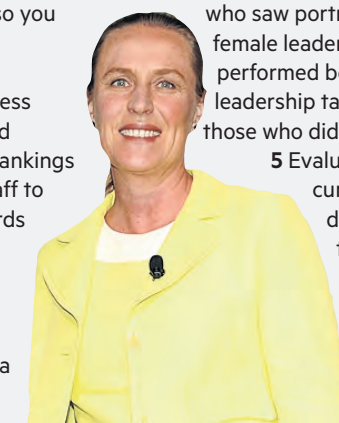
Recruitment

- 1 Use "screens" – hide information on résumés that allows bias to drive poor hiring decisions
- 2 Compare two or more candidates against each other rather than measure them against your own ideas
- 3 Take out gendered language from your job advertisements (such as "competitive" for male-dominated occupations)
- 4 Ask candidates the same questions in the same order during the interview
- 5 Give candidates job-

related tasks to complete as part of the selection process

Workplace

- 1 Collect data so you can diagnose problems and measure progress
- 2 Use goals and participate in rankings to motivate staff to compete towards equality
- 3 Remove barriers by presenting information in a simple, salient



- 4 Add portraits to your walls – seeing is believing. Research shows that women who saw portraits of female leaders performed better on leadership tasks than those who did not
- 5 Evaluate your current diversity training schemes – do not assume they are working

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Executive Diversity Rankings

Methodology The rationale behind our rankings

This year's OUTstanding and FT leading LGBT executives ranking is for the first time topped by someone from Asia: Gigi Chao, the lesbian executive vice-chairman of Cheuk Nang Holdings, a Hong Kong-listed property developer. As she puts it, "In Europe, one can say being gay is cool; in Asia, we are far from that."

Undeterred, she is one of the biggest campaigners for LGBT rights in Hong Kong, despite public

disapproval from her father, who is not only a business tycoon, but also her boss.

Meanwhile, the 2016 top ally award and the top future leader prize go to Americans — Marc Benioff, chief executive of Salesforce.com, and Raymond Braun, the YouTube activist.

This year, we introduced a hall of fame for which any LGBT executive who has ranked in the top 10 for at

least three years running is eligible.

As last year, all those included in the 2016 rankings were nominated by their peers and have given their permission to be named. This is why there are some notable omissions, including Apple's chief executive, Tim Cook.

Nominations were reviewed by a judging panel consisting of Lord Browne, executive chairman of L1 Energy; Dawn Airey, chief executive

of Getty Images; Ashok Vaswani, chief executive of Barclays UK; Harriet Green, head of internet of things, commerce and education at IBM; Vicki Culpin, Hult International Business School's global dean of research; Suki Sandhu, founder and chief executive of OUTstanding, the LGBT networking and research group; and Carola Hoyos, the editor of the FT's Executive Appointments section and of its Non-Executive

Directors' Club. The judges scored nominees for the leading LGBT executives ranking and the allies list on the seniority and influence of their role, their business achievements and their impact on LGBT inclusion. In ranking future leaders, performance was used instead of seniority.

For a full methodology go to www.ft.com/executive-diversity

Hong Kong lesbian shunned \$65m man

Top LGBT Executive Gigi Chao

Tycoon father vainly sought man to marry and convert determined daughter, reports *Gloria Cheung*

On a weekday morning in the third tallest building in Hong Kong, the phone is ringing relentlessly in Gigi Chao's office. "Boss is looking for you," says one of her staff. Ms Chao dashes out to give a quick answer.

Ms Chao is the executive vice-chairman of Cheuk Nang Holdings, a Hong Kong-listed property developer run by her father, the billionaire Cecil Chao. The 37-year old has also been, since a 2012 media imbroglio, one of Asia's most visibly out lesbians.

After Ms Chao announced her civil union with her female partner, Sean Eav, her father publicly offered a \$65m bounty to any man who could woo and marry Ms Chao. Mr Chao doubled the offer in 2014 but it only prompted his daughter to write an open letter to the South China Morning Post declaring that men "are just not for me".

"In Europe, one can say being gay is cool. In Asia, we are far from that," says Ms Chao. She once explained that in Chinese culture, coming out as homosexual is seen as "blatant disrespect to your parents".

Ms Chao has revealed her identity while many Asian countries have yet to recognise LGBT rights. This year, a Chinese court rejected the nation's first same-sex marriage case after a one-day hearing, while the Singaporean government warned foreign companies not to back gay pride events.

With her business focused on China and Malaysia, both still conservative about homosexuality,

her marital status is usually a "conversation-stopper", Ms Chao says. "People keep asking me if I have a boyfriend. It's quite a leap to go from that mentality to say 'actually, I am gay.'" Searching for ways to "land it softly on them" and "not to seem rude", Ms Chao usually responds that she has a partner and uses the pronoun "she".

The embarrassment of her father's bounty did not stop Ms Chao from becoming one of the most outspoken gay rights advocates in Hong Kong. She is a founding member of the Big Love Alliance, a charity that campaigns for LGBT rights and organises the largest pride event, Pink Dot HK, in the Chinese territory.

She likes to quote the late Harvey Milk, the first openly gay government official in the US, on the "conspiracy of silence".

"I think it's important to break through the fear and self-censorship," she says of confronting one's LGBT identity, adding that people in Asia disproportionately worry about how difficult it is to come out in the professional world.

Ms Chao started in her father's business but says she was fired because she was paying too much attention to her public relations company side project.

This she went on to run full time and succeeded in acquiring clients that included Rolex and Montblanc.

She returned to Cheuk Nang in 2011 and works alongside her 80-year-old father, overseeing various projects in Asia.

The multi-million-dollar marriage offer is no longer on the table, yet her father still believes his daughter was just too young to decide on the right man. Ms Chao describes this as "an interesting attitude".

She respects her father, she says, adding that "we will always have things we have different opinions on."

That is "something I came to terms with," Ms Chao concludes.

Silicon Valley ally took on Bible Belt

Top Advocate Marc Benioff

Founder of Salesforce has led the tech community in standing up for rights, says *Richard Waters*

Marc Benioff, the boss of cloud software company Salesforce.com, is forthright about why chief executives like him have been drawn into political battles in the US over LGBT rights: "Well, the politicians aren't looking out for our employees any more, so we have to."

And when it comes to protecting the rights of minority workers, he adds: "Our country is still a long way from people abiding by the Constitution."

A former Oracle salesman who went on to become a pioneer of the "software as a service" industry, Mr Benioff has always put a social conscience close to the centre of his business and personal dealings. He made philanthropy a part of Salesforce's operating principles when he founded the company in his home town of San Francisco in 1999 and his name adorns the city's UCSF Benioff Children's Hospital. It is good business as much as anything, he says: today's workers want to feel they are part of something with a greater purpose.

It was almost by accident that he came to take a leading role in the US battle over sexual freedoms that has raged at a state level for the past two years. While he was returning home one evening on Interstate 280, a scenic highway that connects San Francisco to Silicon Valley, he was surprised by the news that Indiana governor and now the Republican party's vice presidential candidate Mike Pence had signed a law that threatened to

limit gay rights. Mr Benioff says he decided, there and then, to take a stand.

Two years before, Salesforce had acquired Indiana's biggest tech company, another cloud software concern called ExactTarget. A big fan of social media, he pondered a takeover offer for Twitter before pulling out this month — it was fitting that Mr Benioff's initial intervention came in the form of a tweet: "Today we are cancelling all programs that require our customers/employees to travel to Indiana to face discrimination." This set the ball rolling on a very public campaign among businesses.

Other chief executives joined the protest and Indiana quickly passed an amendment to its new religious freedom law explicitly barring anything that would limit anyone's rights based on their sexual orientation. "I really think it just took one person to come forward to do it — [other chief executives] wanted to but they were afraid," Mr Benioff says. "For whatever reason, I was the one who went first. I'm from Silicon Valley, so it's not a problem for me."

Being brought up in the politically liberal San Francisco Bay area, and with much of his workforce in the region, he was a natural leader for this cause. The company has more than 1,000 LGBT employees among its workforce of 20,000. "Our employees expect that," Mr Benioff says of his willingness to take a public stand. "It's enhanced our culture".

Mr Benioff has gone on this year to take on other state-level battles over sexual freedoms, including in Georgia — where his company is a large employer — and North Carolina.

Despite this public stance on LGBT rights, Salesforce and the tech industry still have plenty of social issues of their own to put right. High among these is an acute racial inequality in the industry's workforce.

Executive Diversity Rankings

YouTube activist taps zeitgeist

Top Future Leader Raymond Braun

Millennial high flyer has made the leap from being a behind-the-scenes strategist to an on-camera campaigner, reports *Anna Nicolaou*

Raymond Braun, like many millennials, wears several hats. The 26-year old is at once a social media influencer, former Google manager, journalist, entrepreneur and social justice advocate. Named among the most influential LGBT people in the world by Out Magazine and called a "rising social media star" by MTV, Fortune 500 companies and Hillary Clinton's campaign have turned to Mr Braun for help in reaching young people online.

It may then come as a surprise that Mr Braun says it all began with AOL's clunky dial-up internet connection. As a gay kid growing up in a conservative Ohio town, the now-extinct modem unlocked web forums like LiveJournal, where he found the first "glimmer of hope", he says, after years in which he felt isolated: "I could google the word 'gay' and go to these message boards and actually see stories from people that sounded like me."

Once Mr Braun entered the halls of high school, a video site called YouTube had begun to gain traction, becoming a place for the queer community to connect — while also tearing up the rule book for Hollywood as ordinary users scooped up massive followings online. "No longer were you beholden to TV studios to see images of yourself in media and culture," he says. "If you are a black trans girl in the Deep South, you can find a YouTube video from someone who has had similar experiences to you."

Mr Braun's fascination with the web as a space for diverse communities took him on a serendipitous path. After graduating from Stanford he joined Google's competitive graduate marketing programme, where he had to bridge the gap between Hollywood and YouTube — at a time when social media stars were still viewed as the Wild West of the entertainment industry.

Mr Braun noticed the outsized LGBT

presence pulsing through YouTube's ecosystem and, in his "20 per cent time", during which Google employees were allowed to pursue their own projects, he hatched an idea.

At 23, he pitched YouTube's chief marketing officer, Danielle Tiedt, a plan to launch Google and YouTube's first LGBT marketing campaign — pegged to two US Supreme Court decisions on aspects of same-sex marriage (not legalisation). It was a "pretty bold move", he says. "Many companies just weren't entering in those conversations at that time."

The #ProudToLove campaign drew accolades and thrust one of the world's largest corporations into a leadership role in the LGBT movement. It catapulted Mr Braun into a formal position heading LGBT marketing and partnerships at YouTube, where he has "left a permanent imprint" on the company's culture, says Ms Tiedt.

A few years later when another big moment approached — this time a Supreme Court ruling that could (and did) legalise same-sex marriage across the US — Mr Braun again felt an itch. "The news alert came up on my phone and my heart literally stopped. I had to be a part of it," he says. He left his YouTube job for an unpaid sabbatical, living off savings while volunteering for non-profit organisations, including GLAAD and the Human Rights Campaign, to get the most out of the moment online.

He dipped his toes into performing on the platform he had become an expert in promoting, launching his own YouTube channel. It has since won more than 21,000 subscribers and had 1.9m views.

Companies and non-profits these days come to him for advice on tapping into the millennial zeitgeist, as well as into the LGBT community, which holds more than \$900bn in spending power, according to an analysis by Witeck Communications.

Mr Braun's guidance to brands is to amplify the voice of the consumer, instead of "trying to reinvent the wheel and put a rainbow on it".

"A quote that has always resonated with me is, 'If you don't have a seat at the table, you're probably on the menu,'" he says.

"My mission is to open up a seat for as many people as I can."



2016 OUTstanding and FT rankings

Role models For the first time, our highest-ranked LGBT executive comes from an Asian country

Hall of Fame

- 1 **Antonio Simoes** *chief executive, HSBC Bank plc*
- 2 **Beth Brooke-Marciniak** *global vice-chair, public policy, EY*
- 3 **Paul Reed** *chief executive, integrated supply trading, BP*
- 4 **Claudia Brind-Woody** *vice-president and managing director, intellectual property licensing, IBM*
- 5 **Anthony Watson** *president and chief executive, Uphold*

LGBT Executives

- 1 **Gigi Chao** *executive vice-chairman, Cheuk Nang Holdings Limited*
- 2 **Inga Beale** *chief executive, Lloyd's of London*
- 3 **Alan Joyce** *chief executive, Qantas*
- 4 **Martine Rothblatt** *chief executive, United Therapeutics Corporation*
- 5 **Stacey Friedman** *general counsel, JPMorgan*
- 6 **David Furnish** *chief executive, Rocket Entertainment Group*
- 7 **Jonathan Mildenhall** *chief marketing officer, Airbnb*
- 8 **Liz Bingham** *partner, EY*
- 9 **Mary Portas** *executive creative director, Portas Agency*
- 10 **Louis Vega** *chief of staff, office of the chairman and chief*



- 11 **Peter Arvai** *chief executive, Prezi*
- 12 **Christopher Bailey** *chief creative officer, Burberry*
- 13 **Alex Schultz** *vice-president, growth, Facebook*
- 14 **Vivienne Ming** *managing partner, Socos*
- 15 **Paul Wood** *chief risk and*

- 16 **Angela Darlington** *chief risk officer, Aviva*
- 17 **Brian Bickell** *chief executive, Shaftesbury*
- 18 **David Palumbo** *partner, Baker & McKenzie*
- 19 **David Isaac** *head of advanced manufacturing and technology, Pinsent Masons*
- 20 **Sally Susman** *executive vice-president, corporate affairs, Pfizer*
- 21 **Jon Miller** *partner, Brunswick Group*
- 22 **Arjan Dijk** *vice-president of marketing, Google*
- 23 **Cindy Armine-Klein** *executive vice-president and chief control officer, First Data Corporation*
- 24 **Gerry Stone** *managing director, Bank of America*
- 25 **Robert Hanson** *chief*

- 26 **Jan Gooding** *group brand director, Aviva*
- 27 **Justin D'Agostino** *global head of disputes and joint managing partner Asia and Australia, Herbert Smith Freehills*
- 28 **Jim Fitterling** *president and chief operating officer, Dow Chemical Company*
- 29 **Sander van 't Noordende** *group chief executive products, Accenture*
- 30 **Sara Geater** *chief operating officer, All3Media*
- 31 **Mark Anderson** *managing director, Virgin Holidays*
- 32 **Alison McFadyen** *group head, internal audit, Standard Chartered Bank*
- 33 **Antonia Belcher** *founding member and senior partner, MHBC*

Continued on page 10

Opinion Inga Beale, Lloyd's CEO

It has been eight years since I came out as a lesbian at work. I could not hide a big part of life any longer. I had to be me — unapologetically. It is hard to put into words how powerful that experience was, because I had spent so much of my life hiding who I was. It felt a weight had been lifted from my shoulders and I finally felt free . . . to be me.

When I started at Lloyd's of London in early 2014, I was separating from my wife and marrying my husband. It was a challenging time. I went through the same emotions and difficulties as anyone experiencing a break up, coupled with the reality that I now had the 'bisexual' label. It made no difference that I was chief executive — except that it did.

I realised that I was being seen as a role model and could have a fundamentally positive effect on people and their engagement at work. We can all influence the way business talks — or does not talk — about diversity, in all its forms.

Many conversations about diversity and inclusion do not happen in the boardroom because people are embarrassed at

using unfamiliar words or afraid of saying the wrong thing — yet this is the very place we need to be talking about it. The business case speaks for itself — diverse teams are more innovative and successful in going after new markets.

When I assumed my role at Lloyd's I made a conscious decision to be authentic, to be honest, to be open and to challenge my peers and drive change when it comes to providing a modern and vibrant environment. It is not always easy — but driving any sort of change is tough.

I am passionate about diversity and inclusion because I know how it has affected me throughout my life. And it still does.

We all have the ability to promote a culture of acceptance and inclusion — and that is something I believe every leader has a responsibility to do.

It starts with having a dialogue until we are all comfortable and no longer have the fear of saying the wrong thing.

The writer is last year's winner of our Leading LGBT executive award

Executive Diversity The Rankings

Continued from page 8

- 34 **Andrew Wilson** chief information officer, Accenture
- 35 **Cynthia Fortlage** vice-president IT and social business, GHY International
- 36 **Dan Crisp** chief information risk officer, BNY Mellon
- 37 **Dennis Layton** partner, McKinsey & Company
- 38 **Denny Tu** head of strategy and planning, Sky
- 39 **Josh Graff** UK country manager and vice-president, EMEA, LinkedIn
- 40 **Lawrence Spicer** vice-president, personal and commercial banking, internal audit service, RBC financial services, PwC
- 41 **Mark Gossington** partner, financial services, PwC
- 42 **Michael Sosso** vice-president, ethics and compliance, BP
- 43 **Rob Hudson** group finance director, St Modwen Properties
- 44 **Andy Woodfield** partner, PwC
- 45 **Misa von Tunzelman** UK lead director, marketing and communications, JLL
- 46 **Steve Wardlaw** chair and co-founder, Emerald Life
- 47 **Susan Silbermann** president and general manager, vaccines, Pfizer (pictured above)
- 48 **Kevin Jenkins** managing director, UK and Ireland, Visa
- 49 **Adam Rowse** managing director, Barclays Business Coverage, Barclays
- 50 **Daniel Gerring** partner, Travers Smith
- 51 **Deian Rhys** partner, Simmons & Simmons
- 52 **Jeffrey Krogh** managing director, BNP Paribas
- 53 **Marianne Roling** general manager small medium solutions and partners, central and eastern Europe, Microsoft
- 54 **Crawford Prentice** head of service recovery UK, HSBC
- 55 **Bob Annibale** global director of community development and inclusive finance, Citi
- 56 **JR Badian** vice-president, digital marketing and social media, MasterCard
- 57 **David Levine** vice-president, programming, production and strategic development for Disney Channels EMEA and general manager of Disney Channels UK and Ireland, Walt Disney Company
- 58 **Deborah Sherry** general manager and chief commercial officer, GE Digital Europe, GE
- 59 **Iain Anderson** executive chairman, Cicero Group
- 60 **Kayton Bhatia** senior director, HP
- 61 **Margot Slattery** president, Sodexo Ireland
- 62 **Tim Hely-Hutchinson** group

chief executive, Hachette UK

- 63 **Shamina Singh** president, MasterCard center for inclusive growth
- 64 **Suresh Raj** global chief business development officer, Ogilvy

Public Relations

- 65 **Masa Yanagisawa** director, co-head of Japan equity sales, Deutsche Bank
- 66 **Daisy Reeves** partner, Berwin Leighton Paisner
- 67 **Dan Fitz** group general counsel and company secretary, BT Group
- 68 **Daniel Winterfeldt** partner, Reed Smith
- 69 **Geoff Godwin** chief operating officer, AIG
- 70 **Pippa Dale** head of global market roadshows, BNP Paribas
- 71 **Siobhan Martin** executive director, HR UK and Ireland, Mercer
- 72 **Brian Casebolt** vice-president, merchandising and ancillary revenue, Hertz Global Holdings
- 73 **Chris Stening** transformation delivery director, Telefónica O2
- 74 **Darren Styles** managing director, Stream Publishing
- 75 **Elliot Vaughan** partner and managing director, Boston Consulting Group
- 76 **Elyse Cherry** chief executive officer, Boston Community Capital
- 77 **Gary Stewart** director of Wayra UK, Telefónica
- 78 **John Kerslake** operations director, Costa
- 79 **Mark McLane** global head of diversity and inclusion, Barclays
- 80 **Tim Millward** chief executive, Extrastaff
- 81 **Matthew Hubbard** people director, commercial banking, Lloyds Banking Group
- 82 **Orlan Boston** senior partner, EY
- 83 **Richard Beaven** distribution director, Swinton Insurance
- 84 **Jan Siegmund** chief financial officer, ADP
- 85 **Steven Chan** managing director and regional head of regulatory, industry and government affairs, Asia Pacific, State Street
- 86 **Steven Cox** vice-president, head of public sector and transport, Fujitsu UK and Ireland
- 87 **Bethmara Kessler** senior vice-president, integrated global services, Campbell Soup Company
- 88 **Dario Parente** managing director, EMEA strategic programmes, corporate programme management office, BNY Mellon
- 89 **Mark Baker** director, international trade and regulatory affairs, Diageo
- 90 **Kimberley Bird** head of group risk systems, Lloyds Banking Group



- 91 **Emma Cusdin** people director, Aviva Investors
- 92 **James Murphy**, owner and partner, ModMansions
- 93 **Jo Rzymowska** managing director UK and Ireland and Asia-Pacific region, Celebrity Cruises
- 94 **Torrence Boone** vice-president, global agency sales and services, Google
- 95 **Nir Efrat** senior vice-president head of franchises, King
- 96 **James Frost** strategy director, Millivres Prowler Group
- 97 **Narind Singh** partner, Clifford Chance
- 98 **Roja Dove** perfumer and managing director, Roja Parfums
- 99 **Nick Major** chief underwriting officer, global corporate UK, Zurich Insurance
- 100 **Saleem Fazal** partner, head of real estate disputes, Taylor Wessing

- 13 **Howard Ungerleider** vice-chairman and chief financial officer, Dow Chemical Company
- 14 **Michael Cole-Fontayn** executive vice-president and chairman of Europe, Middle East and Africa, BNY Mellon
- 15 **Andy Maguire** group chief operating officer, HSBC
- 16 **Steve Varley** chairman, EY
- 17 **Chris Grigg** chief executive, British Land
- 18 **Eileen Taylor** global head of regulatory management, Deutsche Bank
- 19 **Noel Quinn** group managing director, chief executive officer global commercial banking, HSBC
- 20 **Ed Carolan** president, Campbell Fresh, Campbell Soup Company
- 21 **Jenny Dearborn** senior vice-president and chief learning officer, SAP
- 22 **Iain Conn** chief executive, Centrica
- 23 **Paul Geddes** chief executive, Direct Line
- 24 **Richard Kirkman** technical director, Veolia
- 25 **Dino Trevisani** president, IBM Canada, IBM
- 26 **Sharon Thorne** managing partner, global markets, Deloitte UK
- 27 **Estelle Brachlianoff** senior executive vice-president, Veolia UK and Ireland
- 28 **Rhian-Mari Thomas** managing director, Barclays
- 29 **Harry Odenhoven** group director customer experience and operations, Vodafone
- 30 **Sarah Morris** chief people officer, Aviva



- 4 **Pips Bunce** global head of GM technology integration components, Credit Suisse
- 5 **Nick Deakin** investment banking associate, Citi
- 6 **Mark McBride-Wright** senior safety engineer, KBR
- 7 **Tamoor Ali** corporate finance manager, BP Treasury, BP
- 8 **Rica Paras** technology solution planning manager, Accenture
- 9 **Anthony Shop** co-founder and chief strategy officer, Social Driver
- 10 **Catherine Hennigan** senior analyst, Goldman Sachs
- 11 **Darren Beaumont** technology product manager, Deutsche Bank
- 12 **Em Sendall** manager, consulting, Deloitte UK
- 13 **Rupert McCann** director head of EMEA prime client on-boarding, Credit Suisse
- 14 **Helen Slinger** senior manager, PwC
- 15 **Jose Alberto Pino Andrade** consumerism value chain manager, Dow Chemical Company
- 16 **Krishna Omkar** associate, Slaughter and May
- 17 **Marijn Pijnenburg** global business development executive, IBM
- 18 **Ramses Aldana** manager, management consulting, products industry, Accenture Mexico
- 19 **Quentin Goodwin** head of commercial, SABMiller
- 20 **Cory Valente** R&D leader, strategic recruiting, Dow Chemical Company
- 21 **Ali Hannon** communications manager, American Express
- 22 **Stuart Barette** CMB IT infrastructure streamlining manager, HSBC
- 23 **James Davies** head of campaigns and international markets, marketing, Asia Pacific, HSBC
- 24 **Jean-Luc Vey** innovation manager, Deutsche Bank
- 25 **Jessica de Kramer** vice-president, senior accounting analyst, asset servicing, BNY Mellon
- 26 **Kyle McQueen** strategic transformation manager, Barclays
- 27 **Rashanne Coke** specialist, banking and research, Thomson Reuters
- 28 **Martin Gilbert** business services quality coordinator, Direct Line Group
- 29 **Emmeline Tang** EMEA engineering manager, Amazon Web Services
- 30 **Niarchos Pombo** head of diversity and inclusion, Latin America and Caribbean, SAP



Advocates:
straight executives fight for LGBT rights at their companies and beyond

- 1 **Marc Benioff** chief executive, Salesforce
- 2 **Mark Zuckerberg** founder and chief executive, Facebook
- 3 **Andrew Liveris** chairman and chief executive, Dow Chemical Company (pictured above)
- 4 **Julie Shirley** managing director, Asia-Pacific business operations, Credit Suisse
- 5 **Paul Polman** chief executive, Unilever
- 6 **Jes Staley** group chief executive, Barclays
- 7 **Karin Cook** group director, operations, Lloyds Banking Group
- 8 **Peter Grauer** chairman, Bloomberg
- 9 **Hannah Grove** executive vice-president and chief marketing officer, State Street
- 10 **Harry van Dorenmalen** general manager Benelux, country general manager IBM Netherlands, IBM
- 11 **Jim Cowles** chief executive, Europe, Middle East and Africa, Citi
- 12 **Greg Case** president and chief executive, Aon



Up and comers:
Younger LGBT workers campaign for faster progress

- 1 **Raymond Braun** chief executive and founder, RWB Media
- 2 **Simon Rodgers** corporate events strategic account manager, Aviva
- 3 **Aritha Wickramasinghe** associate, K & L Gates

Executive Diversity

Words transition, too

Vocabulary
Terms denoting sexuality have evolved over the centuries, writes *Erez Levon*

Since antiquity, there have been numerous terms for people who engaged in sexual or gendered behaviours considered “atypical”. In 17th-century Britain, for example, men who had sex with younger men were described as *rakes*, while in 1710 *Molly* was applied to effeminate men who participated in homosexual acts.

It was not, however, until the 19th century that the terms homosexual (1869) and heterosexual (1892) were coined, as part of a broader societal shift in viewing sexuality not as something you do (ie a behaviour) but as something you are (an identity).

Labels for these new sexual-identity categories emerged rapidly. *Lesbian* appeared in 1870 and by the turn of the 20th century was interchangeable with *Sapphist* and *invert* in the medical literature to describe homosexual women (with *invert* also referring to homosexual men).

The term *gay* did not acquire its current sense until the 1950s, though it took on a meaning of sexual freedom and licence 30 years before. In early 20th-century New York, some homosexual men adopted the word *queer*, originally meaning “deviant”, as their preferred self-reference term. Though it fell out of favour in subsequent decades as it became adopted as a term of abuse, *queer* was reclaimed as an umbrella term for the LGBT community in the 1980s by activist groups such as Queer Nation.

Bisexuality was coined at the same point in the late 19th century as *heterosexuality* was, though it was sometimes used to refer to sexual and romantic attraction (as it is today)

and at other times to an individual’s biological characteristics (replacing terms such as *hermaphrodite*, or what we would today describe as *intersex*).

In 1965 psychiatrist John Oliven introduced the term *transgender* to replace the older *transsexual*. By the mid-1980s, *transgender* became the common label for people whose gender identity or gender expression does not match their sex assigned at birth. (In the 1990s the term *cisgender* was coined to denote those for whom it does.)

Over the past 20 years, there has been a growing movement against the perceived rigidity of these various sexual- and gender-identity categories. Inspired by the work of scholars like philosopher Judith Butler, individuals have begun labelling themselves in ways that seek to transcend binaries of sexuality (ie homo v hetero) and gender (woman v man).

The most common of these is *queer*, repurposed from its former meaning as an umbrella term for LGBT people



to denote a refusal of traditional sexual-identity categories. Similarly, *genderqueer* (sometimes *non-binary*) is used as a label for individuals who reject conventional gender distinctions. *Queer* and *genderqueer* are labels for new ways of understanding and

experiencing sexuality and gender. For this reason, they are labels we should respect – just as we respect the experiences they describe.

Erez Levon is reader in sociolinguistics at Queen Mary University of London

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