

Executive Diversity

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Huntley Muir

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outstanding
Present
**The Leading
LGBT & Ally
Executives**

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Risks abound as companies export their pride globally

Employers have a duty to ensure staff are not held back, says **Tim Smedley**

A large company hosting an LGBT recruiting and networking event is so unexceptional now it has become the norm. However, when Goldman Sachs ran one in April 2014, a government minister issued a stern, public rebuke for failing to “respect local culture and context. They are entitled to decide and articulate human resource policies,

but should not venture into public advocacy for causes that sow discord . . .”

The event took place in the Goldman Sachs office in Singapore – a country where gay sex is illegal. Many multinational companies with proud records of diversity and inclusion, and long-established LGBT employee networks, have operations in countries where homosexuality is legally or culturally prohibited. Maintaining a consistent global diversity policy is a significant challenge.

Of Standard Chartered’s 15 African operations, 13 are in countries where homosexuality is illegal, according to the annual State-Sponsored Homo-

phobia report. In Asia and the Middle East, it is 12 out of 27.

Alison McFadyen, Standard Chartered’s group head, US supervisory remediation programme, and executive sponsor for its global LGBT network, says: “Our Global LGBT Allies Programme has members in 22 countries, around half of which have legal restrictions on same-sex relationships.” These networks aim to ensure LGBT colleagues and clients are treated with dignity and respect, says Ms McFadyen, and “start a respectful conversation about what inclusion and fairness mean in practical terms for all employees, regardless of sexual orientation or gender identity”.



Celebrating diversity: dancing at this year's 'Pink Dot' event in Hong Kong

Dale de la REY/AFP/Getty Images

At HSBC, the self-styled “World’s local bank”, global head of human resources, Pierre Goad, is the executive LGBT sponsor: “We made a decision two or three years ago to say we respect the law in countries in which we operate, but that doesn’t prevent us having a global point of view. And our global point of view is to be very strongly, very firmly on the side of diversity and inclusion.”

As a sponsor of Hong Kong’s “Out

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— whether that’s ethnicity, sexual orientation, whatever it might be — would cause them difficulties”, says Mr Goad.

As the axis of global power shifts eastward and southwards, accepted “western” attitudes to LGBT equality could be challenged. HSBC announced its own “pivot to Asia” in June, cutting a fifth of its total 266,000 workforce, including some 7,000 in the UK, while increasing jobs in China and India. How this affects LGBT diversity and inclusion “depends on whether you take an optimistic or pessimistic view”, says Mr Goad. “I lived in HK from 1991 to 2003 — the early 1990s was very different in attitudes . . . people would not acknowledge they had a gay child. Now it’s more or less ‘so what.’”

LinkedIn, the career social networking site, has more than 8,500 employees in 30 offices around the globe. Josh Graff, openly gay UK country manager and senior director for LinkedIn EMEA, admits he would “be hesitant to work in a country that prohibited me from bringing my authentic self to work”. He believes “even the quickest look at data drawn from our membership shows that talent is flowing around the world more freely than ever, regardless of industry or sector. That being said, we should be under no illusion that it is a

frictionless move for western companies to stand behind diversity. Better dialogue between multinational organisations will lead to better working standards, but it’s not a perfect solution.”

This friction could lead to allegations levelled at western companies of cultural imperialism by imposing values on other cultures.

“We can’t assume we know better than everybody else,” says Dianah Worman, a diversity adviser at CIPD.

After labour scandals in global supply chains, LGBT could be next on reputational risk agenda

“Respecting difference has to be part of the way we behave in other cultures, otherwise you’re dismissing your own argument.”

Ms Worman says holding LGBT events in countries where it might cause controversy risks “disengaging people who might be important — you don’t know how much resistance you’re creating . . . a smarter move would be to engage with resistance,

listen to them and their concerns”.

Philippa Foster Back, director of the Institute of Business Ethics, also argues that while “businesses can be a force for good on many human rights issues . . . when we are talking about strongly-held religious views, differences need to be handled sensitively, otherwise rather than creating harmony you create more conflict.”

However in extreme cases, says Ms Worman, “at some point the decision has got to be made, much like with bribery and corruption, do you carry on or do you say no, because of the damage to your corporate reputation and corporate values?” After labour scandals within global supply chains, LGBT could be next on the reputational risk agenda, says Ms Worman.

From a business point of view, the need for diversity and inclusion is clear, says Mr Goad. “All the academic literature and my own conversations across global LGBT networks suggest the ability to bring your ‘whole self’ to work makes you happier and more productive.”

Beth Brooke-Marciniak, global vice-chair of public policy at EY, says: “As a leader, one of the most potent tools I have is being visible. Being ‘out’ around the world sends a very powerful signal to our EY people . . . they can succeed by being who they are.”

A few notes...



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Top 100 out executives and their allies

The top ranked leaders of OUTstanding and the FT’s third annual list of leading LGBT and ally executives represent a wide range of businesses and include individuals from across the LGBT community, from gay men to lesbians and bisexuals, to trans individuals. Their allies may be straight, but have in some cases had even more influence in promoting the rights of the community, helping make it possible for more people to bring their authentic selves to work.

Inga Beale, chief executive of Lloyd’s of London, has smashed the double glass ceiling to become the top-ranked LGBT executive. She is bisexual and thus comes from a group whose voice has often been drowned out. “It’s not a phase, it’s my life” is a slogan often used by bisexuals who, as Kenji Yoshino, NYU Law professor puts it, have to fight the prejudice that they are “fence-sitters, traitors, cop-outs, closet cases, people whose primary goal in life is to retain heterosexual privilege”.



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Winning wars is easier with well-led and diverse teams

Military

Army's operations chief tells *Sam Jones* LGBT personnel raise UK's fighting ability

This year, amid warnings of a heightened terror threat against British soldiers, the Ministry of Defence ruled it would be too dangerous to allow serving personnel to participate in pride marches across the country. The forces could parade in London, senior Whitehall figures stipulated, but it would be too risky to allow them to march elsewhere. It is a mark of how far the armed forces have come in



Despite threat: top brass insist on parading with pride *Alamy*

their attitude towards LGBT rights that the decision was met with fierce protest – from the very top. “Of course we should be represented all over the country,” says Lt General James Everard, commander of land forces and, though himself straight, the British army's new LGBT champion. “I wanted them to be out there because that is what is going to inspire others and lead to more men and women coming through the door to join us.” The decision was over-

turned. This year, more servicemen and women marched for LGBT rights across the UK than ever before. It is a battle the army thinks worth fighting for practical, as well as moral reasons. Lt Gen Everard is unequivocal that openly gay, bisexual and transgender service personnel have improved the UK's fighting ability. “Operational effectiveness is at the top of the pile,” in reasons to champion LGBT rights, he says. “Diverse teams, well led, give you a

breadth of understanding and capability you don't get in any other way.” Britain's armed forces dropped their prohibition on openly gay serving personnel in 2000. But it is in the past seven or so years – since soldiers were allowed to participate in uniform at Pride marches in 2008 – that a real shift in attitude has occurred. In 2013, the army ranked 128th in Stonewall's list of leading LGBT employers. In 2014 it came 79th. And in 2015, it came 46th. “When I first got involved, [the army's LGBT forum] was hard pressed to find a Nissan hut somewhere that would host them and they would all go along in their civvy clothes,” says Gen Everard. “Now we host them in the Royal Military Academy Sandhurst and the defence academy at Shrivenham – and everybody comes in their uniform.” “The point is that for a long time we had good policies, but the problem was they were words, they weren't deeds.” It is actions, and leadership

that are now the real challenges, Lt Gen Everard says – for any organisation, including in the commercial world. “I don't think there's much any business out there doesn't instinctively know about how to do this. They've just got to put it into practice.” Visibility is crucial, says Warrant Officer Karen Styles, current chairman of the army LGBT forum. “Role models are what has worked, right up the chain of command.” The case of transgender personnel in the army is an “electric” example, says Lt Gen Everard. Capt Hannah Winterbourne, who transitioned after a tour of duty in Afghanistan, became a champion for transgender issues. Now 20 servicemen and woman are openly transgender. The next step, says Lt Gen Everard, is changing attitudes among the majority, not just in raising the profile of the minority. “Like most problems, the first 70 per cent is easy. It's closing out the last 30 per cent, and that's to do with attitudes.”

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Gay men dominate the conversation

Activism Difference in approach suggests lack of cohesion in community, says *Hugo Greenhalgh*

Will gay men ever shut up? This may be a blunt question, but it is one that comes up time and again within the LGBT community. In activism, politics – and business – gay men are often the ones driving the agenda much to the annoyance not only of the others in the group – but sometimes also to gay men themselves. “It's because they're the ones who bother to turn up,” says Ivan Massow, a serial entrepreneur who recently sought the Conservative party nomination for mayor of London. He has little sympathy with those who carp

that gay men dominate the conversation. “I get very disappointed when you turn up to events that are publicised to the whole LGBT community and they are predominantly full of gay men and a few women who complain that there are not more women there. They make the men feel terribly uncomfortable. “[Gay men] get blamed for the fact that other parts of our community can't be bothered to show up,” he continues. “The meetings have been hijacked by lesbians who have attacked the room for being too male dominated as if it were part of some conspiracy. You can't self-select or self-censure in case we're one man too many – they've got to get up and join in.” While Mr Massow's views may prove controversial – he admits his comments are likely to stir things up – they represent a widely held view that the “LGBT community” is not very much of one at all.

“It's like any group,” says Conservative MP and entrepreneur Margot James. “It has its similarities and its tensions. I am shocked about some of the things I hear [from gay male friends] about trans people.” Ms James, who is the Conservative party assistant whip in parliament, has however had far more positive experiences when exposed to the male gay majority, noting that she received an overwhelmingly favourable reception at a recent dinner. “There were 90 men there – mainly because there are so many more [gay male Conservatives]. It has nothing to do with discrimination; they could not have been more supportive.” The fact is there are simply more gay men than there are gay women – and that is even before any attempt to quantify the number of bisexual or trans people. According to the latest figures from the Office for National Statistics Integrated Household Survey, 1.5 per cent of men aged over 16 in the UK identified themselves as

gay, while 0.7 per cent of women said they were lesbian. Just 0.3 per cent of men said they were bisexual, while the figure rose to 0.7 per cent for women. Critical in today's struggle for equality, though, says Stephen Coote, director of the Gay Business Association UK, is the growing number of trans people who are prepared to add their voices to the conversation. “They are definitely moving forward and undertaking a more prominent role,” Mr Coote says. “What happened was that because of the advantages they've always had, gay men have led the way since the 1970s. “There were a few women involved, and certainly back then

women had even less power and were treated unequally in terms of pay and promotional prospects – but that has moved on,” he adds. Indeed it may have done, but that does not mean frictions between the disparate elements of the community have disappeared. “There are huge differences [in approach] between men and women,” says Ms James, “and even more so between gay men and gay women.” Therefore, she says, tacitly agreeing with Mr Massow's point about greater involvement across the community, “while gay men are still to the fore – and they have made much of the running in getting the laws changed and so on – the onus is now on lesbians, bisexuals and trans people. It's about people coming forward and becoming role models.”



Ivan Massow: 'Other parts of our community can't be bothered to show up'

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Mx matters as much as Lord, Prof, Ms and Mr

Defining difference How companies choose to treat their trans employees affects commercial success, says *Pippa Bunce*

In August, the honorific Mx was added to the Oxford English Dictionary. It is used by men and women who do not wish their title to convey their gender and is similar to Ms, which is used by women who find it unnecessary for their title to indicate marital status. The term's inclusion is the latest example of an increasing awareness of gender identity. Some banks and city councils have added Mx as an option on forms and the Swedish language recently added the gender-neutral "hen". Meanwhile, Facebook offers 71 sexual orientation and gender markers and allows users to add their own.

So what is in a name and why should it matter? To many trans people (a wide range of individuals who do not see themselves in traditional gender terms) the use of correct names and pronouns is very important as this gesture signifies respect and understanding. We are quite comfortable respecting academics with titles such as Professor and Dr, aristocrats with Lord or Viscount, and those knighted by the Queen, and their wives, as Sir and Lady. We do this — in some cases, whether we agree or not — because the individual sees such honorifics as a fundamental part of who they are.

The LGBT community has so many labels that it is unsurprising some people find the subject of gender identity confusing, or even infuriating. There are some basic concepts to keep straight: sexuality is simply who a person is attracted to. Most people are either straight, gay or bisexual, although there are many others who define themselves differently. Gender identity and gender expression, meanwhile, are distinctly separate constructs.

The former refers to how someone feels internally and affects whether they are comfortable in the body with which they were born. Some people make the transition to another gender.

Gender expression, however, is an external presentation of gender. An individual may choose to present as male, female or androgynous for various stints of time. But generally, these people have no desire to change sex.

I, for example, consider myself as gender fluid or gender variant. I like to be Phil one day and Pippa another, using different forms of dress and make-up to do so. I do it at home and at work. I am straight, have been married for more than 20 years and have two children.

I understand that for some people it may be hard to accept. They argue that at almost every place of work we have to conform in one way or another. Indeed, gender expression still operates within some boundaries, such as dress code.

But there is a real value in allowing employees to bring their authentic selves to work, whether



Mx Bunce: 'I consider myself gender fluid or gender variant. I like to be Phil one day and Pippa another' — Dave Parry/FT

they be gender variant, gay, women, Sikh or simply eccentric. Companies are beginning to understand such openness increases employee engagement, discretionary effort and productivity while developing an inclusive culture within the workplace that benefits retention and recruitment.

Though the trans community is small, the way we are treated is a barometer of workplace inclusivity and diversity, which is important to staff, potential employees and customers of all walks of life.

The growth in the number and strength of corporate LGBT Ally programmes shows the tide is turning from diversity simply being tolerated to now being embraced and celebrated.

Of course, there is still some way to go. Two in five of people who want to change gender feel unable to do so in their work environment and, as a result, work under high stress and are far less likely to achieve their full potential, says Trans*formation, a financial services networking group for trans professionals.

Hiding your true self is unsustainable: almost three-quarters of closeted LGBT employees are more likely to leave their job within three years compared with those who are out at work. Such turnover creates significant costs for organisations. It is smart to allow people to be authentic. As Oscar Wilde said: "Be yourself. Everyone else is taken."

Mx Pippa/Phil Bunce is global head of FID IT engineering at Credit Suisse

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Podcast Do leaders have an obligation to be out?

Jan Gooding, group brand director at Aviva, the insurer, and Ivan Massow, an entrepreneur, discuss why they believe LGBT people in executive leadership positions have an obligation to be out. This is a selection of excerpts from the podcast. For the full recording go to: ft.com/executive-diversity.

JG: At the core of leadership is this idea of authenticity, that you can't lead others if you are not prepared to be honest about yourself. Your sexuality is part of who you are.

IM: I have dealt with people from all kinds of backgrounds . . . often they don't want it [diverse sexual orientation] for their own family, but they are very understanding when it comes to other people.

IM: When I was younger and I used to hear lads talking about the City culture, and not being able to come out as traders; being on the trading floor and how robustly heterosexual it was and how they were all frightened that they simply wouldn't get the deals or the trades. Now they are using their sexuality to their advantage. They are finding that the authenticity that comes with fessing up is read as honesty, as something that brings them almost to the front of the queue

JG: We know that there are people who are not out at work, a significant number and that is very troubling. I worry about it. Why is that the case? What would stop someone from being out?

I know that for some they feel that they are from a generation where, frankly, it was illegal. And until 2003 and the Equality Act you could lose your job for being gay and you had no recourse in law.

IM: When you do speak to people like Lord Browne, they consider the periods they lied as missing years, almost as if their life was not lived. That is the biggest travesty.

JG: The difficulty with coming out is you've been dishonest. It's quite difficult to say to colleagues: "I did not trust you with this information." It's marginally offensive.

IM: It is a beautiful, wonderful, brave new world in my metropolitan London existence and I would love that to spread not only throughout Britain, but the rest of the world.

JG: My hope is that in a generation we can declare victory at least in this country. But in most of the Commonwealth countries it is still illegal even to be gay.

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Champions come in many stripes

Role models
Authentic and empathetic leaders populate all three rankings, writes *Carola Hoyos*

Inga Beale as the highest ranked LGBT executive marks two firsts. She is the first woman to hold the position and the first bisexual to do so.

In a community where gay men have so far dominated the conversation, Ms Beale's is a particularly important role model.

"Inga is proof that you can smash through the double glass ceiling," says Suki Sandhu, chief executive of OUTstanding, the LGBT networking group. He adds that this year's list also includes a high ranking transgender

executive, number 4, Martine Rothblatt, chief executive of United Therapeutics. "This is particularly important, when 90 per cent of transgender individuals report mistreatment or harassment at work," he notes.

Mark Zuckerberg's top position in the allies list will come as less of a surprise, especially to Facebook members, 26m of whom used the social networking site's rainbow flag filter in June to support gay marriage.

This year marks the launch of the future leaders' list. Not only do the

people on it represent a wider range of ethnicities and backgrounds than those on the other rankings, but they have also been particularly active in taking the cause of LGBT rights to the rest of the world. The top ranked future leader is Aritha Wickramasinghe of K&L Gates, the law firm. He has expanded the LGBT networks of his employers, challenged laws that criminalise homosexuality and worked with the UN and others to create a global, mandatory curriculum to teach children equality.

"Those featured are an inspiration to anyone who fears that they may have to be closeted at work, and make valuable effort muting their authentic selves," says Mr Sandhu.

One conspicuous omission to the list of LGBT leaders is Tim Cook, chief executive of Apple, who last year publicly came out as gay.

Though many colleagues nominated him, we would have needed his permission to include him on the list. His absence, of course, makes him no less of a role model.



- **1 Inga Beale**
CEO, Lloyd's of London
"Just by having that conversation we can have an enormous impact on making people feel included."
- **2 Alan Joyce**
CEO, Qantas
"I want people to know that they can have a great career and reach their potential at Qantas regardless of their sexuality."
- **3 Antonio Simoes**
CEO, HSBC Europe
"There is a need for business leaders to be honest about who they really are...it makes them more human."
- **4 Martine Rothblatt**
Co-CEO, United Therapeutics
- **5 Claudia Brind-Wood**
VP & MD Intellectual Property Licensing, IBM
- **6 Paul Reed**
CEO, Integrated Supply & Trading, BP
"I don't want people saving a quarter of their brain to hide who they are. I want them to apply their whole brain to their job."
- **7 Beth Brooke-Marciniak**
Global Vice Chair, Public Policy, EY
"Since coming out... I have shared my story globally in an effort to eliminate workplace barriers."
- **8 Christopher Bailey**
Chief Creative & CEO, Burberry
- **9 Anthony Watson**
President & CEO, Uphold
"To move my career forward, I came out at work. It was the best thing I ever did."
- **10 Sander van 't Noordende**
Group CEO Products, Accenture
"I have been out since day one in Accenture in 1987."
- **11 Liz Bingham**

- **12 Joseph Evangelisti**
Chief Communications Officer, JP Morgan Chase
- **13 Arjan Dijk**
VP Marketing, Google
- **14 Jason Grenfell-Gardner**
President & CEO, IGI Laboratories
- **15 Louis Vega**
Chief of Staff, Office of the Chairman and CEO, Dow Jones Chemical Company
- **16 Jan Gooding**
Group Brand Director, Aviva
"I believe my main contribution is to be 'out' and visible as a gay woman."
- **17 Trevor Burgess**
President & CEO, CI Financial
"I am the first openly gay chief

executive of a publicly traded bank in the US and one of only three openly gay chief executives of public companies in the US."

Inga Beale

In 327 years, Lloyd's of London had never had a female chief executive, let alone a bisexual one. In 2013, Inga Beale changed that by becoming the first bisexual woman to lead the world's oldest insurance marketplace. The former competitive rugby player was already openly bisexual at the time, but the appointment gave her centre stage.

Ms Beale had no bisexual individuals to look up to when she came out in 2008, making it more difficult, she says. "Seeing a role model like you, it gives you the confidence to be yourself at work".

Throughout her career she steered clear of employers who were unaccepting of her gender or sexuality. At Lloyd's she introduced a strategic diversity and inclusion working group and LGBT diversity has become a key focus of how the institution is to evolve in the coming decade.

She says that fostering an inclusive culture is not purely altruistic: "Diverse teams are more productive."

Her biggest contribution, however, has been her visibility and outspokenness. She is bisexual irrespective of the gender of her partner, she maintains, thereby sending a strong message to an often-overlooked minority within a minority.

"Just by talking about it... senior leaders can have a huge impact" on issues that make others nervous.

Daniel Barabas



'By seeing a role model like you, it gives you the confidence to be yourself at work'

- **22 Andrew Swaffield**
CEO, Monarch Airlines Group
- **23 Brian Bickell**
CEO, Shaftesbury PLC
- **24 Robert Hanson**
CEO, John Hardy
- **25 Susan Silberman**
President, Pfizer Vaccines, Pfizer
- **26 Alison Berryman**
Chief Operations Officer, UK Cards, Barclaycard
- **27 Justin D'Agostino**
Global Head of Disputes / Managing Partner Asia, Herbert Smith Freehills
- **28 Bob Annibale**
Global Director, Citi Inclusive Finance & Community Development, Citi
- **29 David Isaac**
Senior Partner, Pinsent Masons LLP
- **30 Sally Susman**
Executive VP, Corporate Affairs, Pfizer
- **31 Neil Tallantire**
Global Portfolio Director, Diageo
- **32 Angela Darlington**
Chief Risk Officer, Aviva
- **33 Julie Hogan**
Region VP, North America Global Services Delivery, NCR Corporation
- **34 Deborah Sherry**
Partnerships Director, UK & Ireland, Google
- **35 Peter Zorn**
MD, Deutsche Bank
- **36 Gavin Wills**
MD, Goldman Sachs
- **37 Geoff Godwin**
Chief Operating Officer UK, AIG
- **38 Nadeem Shamim**
Managing Director & Head, LC & CT, TB Europe, Standard Chartered
- **39 Michael Jary**
Partner, OC&C Strategy Consultants
- **40 Denny Tu**
Head of Strategy & Planning, Sky
- **41 Joshua Graff**
UK Country Manager & Senior Director EMEA, LinkedIn
- **42 Margot Slattery**
Managing Director, Sodexo Ireland
- **43 Michael Sosso**
Vice President, Ethics & Compliance, BP
- **44 Misa von Tunzelman**
Lead Director, UK Marketing & Communications, JLL
- **45 Daniel Winterfeldt**
Head of International Capital Markets, CMS Cameron

- **46 Richard Beaven**
Distribution Director, Swinton Insurance
- **47 Jim Ford**
Partner, Allen & Overy
- **48 Kevin Jenkins**
MD, UK & Ireland, Visa Europe
- **49 Matthew Flood**
General Counsel, Ingeus
- **50 Matthew Hubbard**
HR Director, Commercial Banking, Lloyds Bank
- **51 Crawford Prentice**
Head of Service Recovery, HSBC
- **52 Renaud Digoïn Danzin**
Executive Director, SPIE Limited
- **53 Sadiq Gillani**
Chief Strategy Officer & Senior VP, Lufthansa
- **54 Jonathan Mildenhall**
Chief Marketing Officer, Airbnb
- **55 Elyse Cherry**
CEO, Boston Community Capital
- **56 Hein Knaepen**
Chief HR Officer, ING
- **57 Mark Anderson**
MD, Virgin Holidays
- **58 Marianne Roling**
General Manager, Small Medium Solutions and Partners CEE, Microsoft
- **59 Bethmara Kessler**
VP Corporate Audit, Campbell Soup
- **60 Jeff Davis**
Global Head of Markets Client Strategy, Barclays
- **61 Antonia Belcher**
Founding Equity Partner, MHBC
- **62 Guy Black**
Executive Director, Telegraph Media
- **63 Dennis Layton**
Partner, McKinsey & Company
- **64 Michael Brunt**
Chief Marketing Officer, The Economist
- **65 Mark McLane**
MD, Global Head of Diversity and Inclusion, Barclays
- **66 Michiel Kolman**
Senior Vice President, Global Academic Relations, Elsevier
- **67 Simon Altham**
Managing Director, Hoseasons
- **68 Chris Stening**
Transformation Delivery Director, Telefonica O2
- **69 Narind Singh**
Partner, Clifford Chance

Executive Diversity

Top straight allies reach billions as they champion LGBT rights



- **1 Mark Zuckerberg**
Founder & CEO, Facebook
"Facebook strongly supports LGBT equality for its community of 1.4bn users and more than 10,000 employees."
- **2 Sir Richard Branson**
Founder, Virgin Group
"Our team at Virgin has noticed that business suffers in nations where discrimination is sanctioned."
- **3 Andrew Liveris**
Chairman and CEO, The Dow Jones Chemical Company
- **4 Peter Grauer**
Chairman, Bloomberg LP
"Supporting a diverse workplace isn't just the morally right thing to do, it has the benefit of making companies stronger and more successful."
- **5 Jamie Dimon**
Chairman and CEO, JPMorgan Chase
"I've expanded benefits for LGBT employees, where our firm has been a leader in same-sex benefits and, most recently, paying for gender reassignment surgery."
- **6 Paul Polman**
CEO, Unilever
"The answer is resoundingly clear, diverse companies that also have an inclusive work environment perform better on multiple business dimensions."
- **7 Greg Case**
President and CEO, Aon
- **8 Eileen Taylor**
CEO, DB UK Bank Ltd, Deutsche Bank
- **9 Peter Rogers**
CEO, Babcock International
- **10 Rachel Reid**
European COO, King & Wood Mallesons
"I have worked to ensure that diversity and inclusion sits at the heart of how the business operates."
- **11 Chris Craig**
CEO, British Land

- **12 Annette King**
CEO, Ogilvy & Mather Group UK
"Diversity gives companies a distinct competitive advantage, as well as making them nicer places to work."
- **13 Steve Varley**
Chairman, EY
"I made diversity and inclusion one of my three strategic imperatives"
- **14 Maria Leistner**
Managing Director & General Counsel Emea, Credit Suisse
- **15 Nicola Rabson**
Partner, Linklaters LLP
- **16 Charlotte Hogg**
COO, Bank of England
"When people are able to be themselves at work, not only does it make it a more welcoming and pleasant place to be, it has the added benefits of better staff attraction, retention and productivity."
- **17 Jim Cowles**
CEO Emea, Citi
"I believe that it's important to lead by example and be visible in my

- **18 Lis Brown**
Managing Director, Financial Services and Client Delivery, Accenture
"Ensuring they feel included and no discrimination exists has meant me speaking directly to our people."
- **19 Estelle Brachlianoff**
Senior Executive Vice President UK &

Mark Zuckerberg

Mark Zuckerberg, the 31-year old founder and chief executive of Facebook, has been one of the most instrumental allies in the global campaign for LGBT equality this year. His influence is undeniable, given that he sits at the helm of a digital community with 1.4bn users.

Most notably in June Facebook launched "Pride-ify", a rainbow picture filter that more than 26m people — including numerous celebrities and heads of state — used when the US Supreme Court was ruling on marriage equality. The campaign became so difficult to ignore that conservative leaders in Russia called for the site to be shut down until the campaign ended.

Mr Zuckerberg has said Facebook, the most widely used social media forum globally (one in seven people in the world use it) has a mandate to facilitate a tolerant digital environment, stressing: "Our country was founded on the promise that all people are created equal."

For example, Facebook users have 71 ways to define their sexuality and gender or can use their own label. Mr Zuckerberg himself has also marched in San Francisco's Pride parade, acting as a role model for Facebook's 10,000 employees around the world.

Daniel Barabas



Staunch allies: Andrew Liveris and Charlotte Hogg



- support for LGBT colleagues."
- Ireland, Veolia UK
- **20 Nancy Ngou**
Partner, EY
"We are proud to have started the first dedicated diversity and inclusion advisory in Japan among major professional services firms."
- **21 John Griffith-Jones**
Chairman, Financial Conduct Authority
- **22 Sharon Thorne**
Managing Partner Global, Deloitte
- **23 Christopher Saul**
Partner, Slaughter and May
- **24 Karin Cook**
Group Director of Operations, Lloyd Banking Group
- **25 Douglas Lankler**
Executive VP & General Counsel, Pfizer
- **26 Noel Quinn**
Group GM, Head of Commercial Banking for Asia-Pacific, HSBC
- **27 Mark Gorry**
Chief Nuclear Officer Region 1, EDF
"I am passionate about helping to create an environment where everyone feels comfortable to be themselves at work."
- **28 Martin Coyd**
Regional Head of Environment Health & Safety, Lendlease
- **29 Hannah Grove**
Chief Marketing Officer and Executive VP of Global Marketing, State Street
"The last thing you want is a company where everyone looks, acts and thinks alike."
- **30 Matt Elliott**
People Director, Virgin Money

'Our country was founded on the promise that all people are created equal'



Executive Diversity

Future bosses inspire others

Up and coming

The ranking of the young leaders is more diverse than that of top executives



Clockwise from top left: Aritha Wickramasinghe, Rica Paras, Mark McBride-Wright and Morgana Bailey



1 Aritha Wickramasinghe

Associate, K&L Gates
“By being visible, LGBT leaders send the message to LGBT youth that being themselves is not a detriment to their careers.”

2 Mark McBride-Wright

Safety Engineer, KBR
“Engineering needs more open LGBT leaders and role models if it is to catch up to the inclusiveness of other, more open industries such as banking and law.”

3 Cory Valente

Associate Scientist & Global Leader, The Dow Chemical Company

4 Rath Wang

Senior Consultant, EY
“Coming out has enabled me to be myself, work to my full potential and build trusting relationships with colleagues throughout all levels of the firm.”

5 Andrew Barratt

Head of Ogilvy Pride, Ogilvy & Mather
“The key to creating true diversity and inclusion in the culture of a company stems from recruitment and fostering an inclusive culture.”

6 Rica Paras

Solutions Architect Manager, Accenture
“Companies should take the lead in showing to governments how it should take care of its citizens.”

7 Amy Stanning

Shared Services Director, Barclays
“Companies should develop their employee networks for LGBT colleagues and allies to provide direct support.”

8 Darren Beaumont

Assistant VP, Technology Solution Architect, Deutsche Bank
“In my opinion, more individuals and companies need to recognise the

value of active allies in the workplace, and the cost that not being open about their gender identity or sexual orientation has on individuals in the workplace.”

9 Christopher Moody

Market Risk Stream Lead, BP
“It’s not always easy for minorities to ask for help as it makes them vulnerable so we must create an environment where everyone feels comfortable to ask any question.”

10 Michael Oakes

Head of Programmes Emea, The Economist
“If just one LGBT person in my global network of business contacts sees what I am and feels empowered, or is given hope or strength in any way then I’ll be happy.”

11 Daniel Pheysey

Sports Partner Manager for YouTube, Google

“I’m lucky that Google actively encourages diversity projects and this has enabled me to work alongside and learn from exceptional leaders.”



12 Morgana Bailey

VP, State Street
“We need visible diversity of all kinds in leadership positions, and we also need to hear leaders talk about their invisible diversities too.”

13 Quentin Goodwin

Head of IS Commercial Management, SABMiller

14 Alessandro Commisso

Global Brand Operations, Lush Cosmetics
“I’m a gay man, but I’m also Italian, young, stubborn, hyperactive, slightly rebellious and these things impacted my career much more deeply than my sexual orientation.”

15 Krishna Omkar

Associate, Slaughtert and May
“The most powerful advocate for equality is someone who speaks up for another.”

16 Samuel Rensing

Associate, Boston Consulting Group
“LGBT role models are a vital part of creating a safe environment.”

17 Rupert McCann

Head of Client Onboarding Prime Services Emea, Credit Suisse
“I firmly believe that organisations have an obligation to remove all barriers to employees feeling comfortable to be out in the workplace.”

18 Tlacacl Benavides

LAA AMS Marketing Manager, The Dow Chemical Company
“From that moment I came out, I felt I was twice as productive and twice as engaged.”

19 Rhys Kearney

Safety Case Engineer, EDF Energy

20 LaShana Lewis

Server Engineer, MasterCard

21 Simon Rodgers

Strategic Account Manager, Aviva

22 Kelly Canterford (with Dave Carlos)

Senior Surveyor, JLL

23 Emma Cusdin

Senior HR Business Partner, Thomson Reuters

24 Ramses Aldana Ante

Consultant, Accenture

25 Jim Ho

Senior Associate, Cleary Gottlieb Steen & Hamilton LLP
“When organisations enforce inclusive policies, they acquire and retain better talent, foster a more collaborative workplace and make a more exciting workplace where different ideas can be put forward.”

26 Mohsin Zaidi

Pupil Barrister, 6KKBW College Hill
“I hope one day the question of ‘are you gay’ becomes redundant.”

27 Emily Sendall

Senior Consultant, Deloitte
“Coming out often enhances my working relationships. Sharing a piece of personal information about myself is usually received as a sign of trust.”

28 Daniel Docherty

VP & Business Support Manager, Bank of America Merrill Lynch

29 Christina Riley

Senior Planner, Balfour Beatty
“Leadership from the top should embrace diversity in all its forms and drive inclusive workplace policies.”

30 Caroline Shrader

Graduate Project Manager, Fujitsu
“I believe that being yourself is the first step to become everything you want to be.”

Methodology

The rankings were decided by a panel of seven judges from business, academia and journalism. Everyone on the ranking needed to be a success in their own right (or a success in the making, in the case of Future Leaders), influential within their sectors and a role model who is lesbian, gay, bisexual or trans or a powerful ally. The judges weighed these three criteria equally as they ranked the nominees, giving them a score for each category. We defined business as for-profit organisations that did not have charity status, had a strongly hybrid model, or were significantly business facing — so universities would be out, but a business regulator could be in.

For the rankings of LGBT executive leaders and allies, nominees’ seniority and influence mattered. LGBT nominees had to be out at work and the judges looked at their efforts towards creating an environment where staff can comfortably bring their best professional selves to work. Allies had to demonstrate that they had also visibly worked towards the goal. Individuals had to be working doing this over and above their day jobs, which made it difficult for diversity and inclusion executives, however deserving. Future leaders are high performing and out. They range from new entrants to the workforce to those a rung or two shy of the C-suite. All nominees had to agree personally to their inclusion. The judging panel consisted of:

- Lord Browne, executive chairman, L1 Energy
- Dawn Airey, chief executive, Getty Images
- Ashok Vaswani, chief executive, personal and corporate banking, Barclays
- Harriet Green, vice-president and general manager, internet of things & education, IBM
- Vicki Culpin, dean of faculty and director of research, Hult International Business School
- Carola Hoyos, editor of FT Executive Appointments and Non-Executive Directors Club
- me, Suki Sandhu, chief executive of OUTstanding



Executive Diversity

Why Bake Off wins by mixing ingredients

Media

TV is years ahead of film in how it depicts LGBT lives, writes *Sophie Clowes*

The diversity of the contestants, judges and participants on *The Great British Bake Off* television game show, and new US programmes such as *Sense8*, suggest popular media has reached a milestone in its portrayal of individuals with gender associations and sexual preferences that were taboo a generation ago. Once relegated to niche cinema, many parts of the LGBT community see themselves reflected in mainstream media.

Matt Kane, director of programmes and entertainment media at GLAAD, the US campaign group, says LGBT people “live and exist in all walks of life and it’s important stories being told about the world represent that”.

GLAAD tracks the number of LGBT depictions on US television and in

cinema. “For a number of years we’ve seen that number go up along the same curve that we’ve also seen public opinion shift,” says Mr Kane. But he adds it is time to see representations “of the full diversity of our community”. He believes the media has some way to go in jettisoning stereotypes and prejudices and rooting LGBT characters firmly in reality.

Brian Robinson, programmer for BFI Flare, the London Lesbian and Gay Film Festival, agrees. He says it is “a very, very narrow range of LGBT life that’s reflected in mainstream culture”, adding: “There’s very little about the real fluidity and diversity of sexual identity.”

The portrayal of trans people is the latest frontier to be crossed in television and on the web.

In Britain, BBC2’s *Boy Meets Girl* depicts “the first real transgender character in a primetime comedy”, says BFI Flare’s Mr Robinson. Even *EastEnders* now has a transgender character. Similarly in the US, *Orange is the New Black* (Netflix, 2015) broke



Baking buddies: a diverse lot — BBC

new ground by casting Laverne Cox, a trans woman, to play a trans woman.

GLAAD’s Mr Kane says online streaming services such as Netflix and Amazon are “trying to distinguish themselves as groundbreaking storytellers by choosing to tell stories that haven’t really been told before”. He cites Nomi in *Sense8* (Netflix, 2015) as a character who “never ignores the fact she’s trans but tells a story that deals with all different aspects of her life”.

US comedy *Transparent* (Amazon Studios, 2015) “is as much about a change in television as it is about personal change”, notes one critic on the Rotten Tomatoes website.

But Christopher Pullen, senior lecturer in media theory atournemouth University, notes the media offers a constructed version that matches what dominant audiences want to buy. Nowhere is this more evident than in Hollywood, which is seen as 10 years behind television in the way it depicts LGBT lives.

BFI Flare’s Mr Robinson takes par-

ticular issue with this year’s film *Stonewall*, saying it “seemed to be everything we wanted”, but concluded that “the history of the Stonewall riots had been literally whitewashed”. In this instance he feels history was misrepresented for commercial effect to appeal to a straight, white audience.

GLAAD’s Mr Kane agrees, lamenting the missed opportunity to portray LGBT rights to a global audience, especially in countries where LGBT people are still not recognised as full citizens. Mr Pullen believes Hollywood is still far from creating a central hero who, unremarkably, happens to be gay, lesbian or transgender.

“No LGBT person should be defined primarily by the fact that they are LGBT,” notes Mr Kane. This is something *The Great British Bake Off* gets right — its presenters and contestants are not defined by their age, race, gender, class or sexual orientation. They just happen to be part of a surprisingly popular televisionised British baking competition.

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