



# 2017 HONG KONG LGBT+ Inclusion Index Report

*Making Progress*



## ABOUT COMMUNITY BUSINESS

Community Business is a not-for-profit organisation (Hong Kong Charity Number 91/6560) whose mission is to lead, inspire and support businesses to have a positive impact on people and communities. A recognised leader in advancing responsible and inclusive business practices in Asia, Community Business facilitates networks, conducts research and events, leads programmes and campaigns and provides training and consultancy. Our focus on responsible business is aligned to 5 mission-led themes:

- Building responsible leadership
- Investing in local communities
- Tackling workplace inequality
- Ensuring employee wellbeing
- Promoting social inclusion

Founded in 2003 and based in Hong Kong with a presence in India and the United Kingdom, Community Business works with companies of all sizes and from diverse industries across Asia, harnessing the power of business to drive social change. For more information, please visit [www.communitybusiness.org](http://www.communitybusiness.org).

## ACKNOWLEDGEMENTS

Thank you to the Community Business Assessment Panel who dedicated time to reviewing the many submissions and nominations, including Fern Ngai, Florence Chan, Ivy Wong, Joy Tsang, Kate Vernon, and Kevin Burns, and to Karen So for coordinating and supporting the assessment process.

We would also like to thank our external judges who took part in the final selection of award winners, including:

- Dr. Brenda R. Alegre, Assistant Lecturer of Faculty of Arts at The University of Hong Kong
- Peter Reading, Legal Counsel at Equal Opportunities Commission in Hong Kong and
- Prof. Suen Yiu-Tung, Assistant Professor of Gender Studies at The Chinese University of Hong Kong

Judges from Award Sponsors:

- James Green, Chief Operating Officer, Greater China and Chief Operating Officer, Asset Management, Asia Pacific, Credit Suisse
- Justin D'Agostino, Global Head of Disputes and Regional Managing Partner for Asia and Australia, Herbert Smith Freehills
- Kent Wasson, Managing Director, Goldman Sachs
- Lisa Douglas, Executive Director, Goldman Sachs
- Peter Herbert, Regional Chief Operating Officer, Retail Banking and Wealth Management, Asia Pacific, HSBC

We would also like to thank Dr Denise Tang, Assistant Professor of Department of Sociology, Faculty of Social Sciences, the University of Hong Kong for reviewing the questions for the SME Index.

## ABOUT THIS REPORT

**Author:** Kate Vernon - Community Business

**Researchers:** Ivy Wong, Karen So and Matthew Yu - Community Business

**Contributor:** Florence Chan - Community Business

**Designer:** Carmen Li - Community Business

**Reviewer:** Fern Ngai - Community Business

## DISCLAIMER

All information in this document is provided for general information only and is not in the nature of advice. It should not be relied upon for any purpose and Community Business Limited (CBL) makes no warranty or representation and gives no assurance as to its accuracy, completeness or suitability for any purpose. Inclusion of information about a company, programme or individual in this publication does not indicate CBL's endorsement. Where cited, you should refer to the primary sources for more information. This report does not necessarily reflect the views of CBL member companies or the sponsors of this report. CBL reserves the right to make alterations to any of its documents without notice.

## COPYRIGHT

©2017 Community Business Limited. All rights reserved. Reproduction and dissemination of this document (in whole or in part) is not allowed without prior written permission of Community Business Limited and due acknowledgment of authorship. If use of this document (in whole or in part) will generate income for the licensee, prior written permission to that effect must be obtained from Community Business Limited. To obtain permission, write to [ip@communitybusiness.org](mailto:ip@communitybusiness.org).

# CONTENTS

<b>FOREWORD</b>	2
<b>FROM OUR SUPPORTERS</b>	4
<b>ABOUT THE INDEX</b>	6
<b>2017 INDEX RANKINGS</b>	10
Top 12 Employers	10
Top 3 SMEs	10
Bronze, Silver and Gold Standards	11
<b>2017 AWARD WINNERS</b>	12
<b>OVERVIEW OF RESULTS</b>	14
<b>CATEGORY BY CATEGORY REVIEW</b>	19
1. Strategy & Leadership Accountability	20
2. Equal Opportunity & Anti-Discrimination Policy	23
3. Diversity Training	28
4. Diversity Structure	31
5. Benefits	34
6. Corporate Culture	37
7. Market Positioning	41
8. Monitoring	43
9. Community & Advocacy	46
<b>CONCLUDING REMARKS</b>	51
<b>APPENDIX: 2017 SME INDEX QUESTIONS</b>	55

## FOREWORD

“ Community Business is delighted to present this report which shares the collective findings of all the submissions in the **2017 Hong Kong LGBT+ Inclusion Index**.

The introduction of Asia's first benchmark to assess, progress and promote LGBT+ inclusive practices, coupled with our annual awards to celebrate those organisations and individuals who have done the most to promote LGBT+ inclusion in Hong Kong, has proven to be a game changer for LGBT+ inclusion in Hong Kong. The Index's robust framework has given companies a credible tool to chart their performance and understand what more needs to be done. The public acknowledgement of strong performance has put the spotlight on best practice and encouraged others to up their game.

However, the impact has extended beyond merely the companies themselves. In the last two years since the introduction of the Index, we have seen an increase in the level of senior level and public commitment, a flurry of internal and external activities, and proactive collaboration - both within the international business community and the local community. We have also seen more public and open debate, including lobbying of corporate support on specific LGBT+ challenges facing Hong Kong – whether it be the growing demand for LGBT+ anti-discrimination legislation or the call for dependant visas for same-sex partners. This positive impact has been truly gratifying and motivating for us at Community Business. Putting the spotlight on LGBT+ inclusion and driving a more open and inclusive Hong Kong was always the ambitious goal behind our investment and introduction of this pioneering tool.

In this second iteration of the Index, there have been a number of important changes. We followed the global trend and decided to change the name of the Index, incorporating the acronym 'LGBT+' to capture the changing terminology and greater understanding of the diversity of identities involved. We also removed 'Workplace' from the name as the Index encompasses marketplace, community, and advocacy work. The questions were reviewed in detail – balancing the need for consistency with the previous version with the continued aim to stretch companies in the direction of international best practice, resulting in a new category 'Strategy & Leadership Accountability' as well as more focus on transgender and a reference to intersex. Mindful of the need to engage the local business community and smaller companies, we introduced an SME version – closely aligned to the structure of the main Index but seeking to make the questions and scoring more applicable to those with fewer employees.

We were delighted to see an increase in the number of Participating Companies – from 35 in 2015 to a total of 51 in 2017. We surpassed our modest goal of encouraging 10 SMEs to participate and hope that this will pave the way for further engagement with this sector moving forward. Despite raising the bar on the criteria, overall performance in the main Index has improved – demonstrating that companies are genuinely making progress. The quality of submissions was generally very high and the evidence provided was at times truly inspiring. While the range of performance of the Participating Companies continues to be wide, the average overall score has risen from 42.7 points to 49.17 points out of 100, with more companies achieving the Gold, Silver and Bronze standards set in 2015.

We extend our congratulations to the companies that are on our **2017 Hong Kong Top 12 Employers** and **Top 3 SMEs for LGBT+ Inclusion** rankings, as well as the winners of our LGBT+ awards and those that achieved a Gold, Silver or Bronze Standard. In particular, we applaud Goldman Sachs for its outstanding performance and continued position as the number one ranking company on the main Index and Walk in Hong Kong for aptly taking the lead and setting the pace as the number one performing SME. However it

is not just the top performers who should be acknowledged. Regardless of performance, all the companies that participated have shown they are committed to creating inclusive workplaces for LGBT+ employees in Hong Kong and have invested time and energy to assessing their progress. Community Business congratulates all the companies for taking part.

I would like to express my heartfelt appreciation to all our sponsors and supporters. In particular, we are grateful to Credit Suisse, Goldman Sachs, Herbert Smith Freehills and HSBC – all previous winners of our LGBT+ Awards – for sponsoring our 2017 Awards. A huge ‘thank you’ to our external judges on our Awards Panel, all of whom are referenced in the Acknowledgements on the inside front cover. Without your continued support, this endeavour simply would not be possible.

Through our commitment to this Index, we believe we are truly living and breathing our mission of ‘harnessing the power of business to drive social change’. We thank all the companies for the part they are playing and look forward to continuing to leverage your leadership and influence to drive continued progress on LGBT+ inclusion in Hong Kong.”



**Fern Ngai**  
CEO  
Community Business

## FROM OUR SUPPORTERS

“The 2017 Hong Kong LGBT+ Inclusion Index by Community Business provides an important tool for measuring the progress of LGBT+ inclusion across Hong Kong’s business and professional sectors, and a platform for sharing best practices. It highlights the strong business case for LGBT+ diversity and inclusion, and underlines the impact of companies in driving social change, and creating a safe, open and welcoming environment in which everyone can be their true selves, and enjoy respect and equal opportunities.”



**Professor Alfred Chan**, Chairperson  
Equal Opportunities Commission



“I congratulate all the nominees and winners of the 2017 Hong Kong LGBT+ Inclusion Index and laud the success and hard work done by the entire Community Business team led by Fern Ngai. This initiative allows employers to recognise the importance of diversity and equality in the workplace. I do hope that beyond the cheers and the branding, the more important call to action is full engagement in issues we need those support for.”



**Brenda Rodriguez Alegre**, PhD  
The University of Hong Kong  
ILGA World Trans Secretariat

“In an increasingly globalised business environment, diversity and inclusion is critical as it fosters a culture where diversity of thought, style, experience and approach is valued and nurtured so innovation can thrive. The 2017 Hong Kong LGBT+ Inclusion Index serves as an important tool to assist business owners to make better investment and socially responsible decisions. I sincerely congratulate and applaud all the indexed companies for taking the lead and initiative, as well as Community Business for driving the engine. I do hope that this corporate diversity culture will be embraced by more and more local enterprises and businesses in the future.”



**Brian Leung**, Chief Operating Officer  
BigLove Alliance



“ We believe that your LGBT+ inclusion Awards and public ranking of Hong Kong’s companies are important in the changing of attitudes in Hong Kong’s business and wider communities. In the three years in which you have run the rankings, we have noticed a growth in the open discussion and implementation of LGBT friendly policies in the commercial world. There is now a growing confidence in businesses that coming out of their closets will not damage their bottom line. Much of that is down to Community Business, and we thank you.”



**Nigel Collet**, Managing Director  
Gurkha International (Hong Kong) Ltd

“ The 2017 Hong Kong LGBT+ Inclusion Index showcases brilliant examples of how businesses can be at the forefront of driving progress on diversity and inclusion. Hopefully it will serve as a catalyst to inspire more employers to realise that diversity and inclusion for LGBT+ people in the workplace is not only the right thing to do, but also makes great business sense.”



**Prof. Suen Yiu-Tung**, Assistant Professor  
Gender Studies Programme  
The Chinese University of Hong Kong



## ABOUT THE INDEX

### Background

The **Hong Kong LGBT Workplace Inclusion Index** was first introduced in 2015. At that time it was the first and only benchmark on workplace inclusion practices and initiatives for lesbian, gay, bisexual and transgender (LGBT) employees in Asia. Launched by Community Business, this pioneering initiative was designed to provide companies in Hong Kong with a credible and robust tool to assess, progress and promote their efforts towards LGBT inclusion. The Index was the culmination of a long term *Creating Inclusive Workplaces for LGBT Employees Campaign* that Community Business has been running since 2009 and combined learning from global indexes and local stakeholder engagement to ensure an approach suitable for companies operating in Hong Kong. Further to consultation with Participating Companies after the first iteration of the Index, it was agreed that the Index should be run every two years, thereby giving companies sufficient time to respond to the learnings and recommendations provided, develop a plan for moving forward and demonstrate progress.

### Value of the Index

In line with the 2015 edition, the **2017 Hong Kong LGBT+ Inclusion Index** is designed to:

- ▶ Drive the adoption of best practice by the corporate sector in Hong Kong
- ▶ Provide the motivation for action by creating a sense of competition
- ▶ Capture the attention of the media – in Hong Kong and beyond
- ▶ Harness the power of business to impact social change in Hong Kong – with companies leading the way, it is hoped that changes in wider Hong Kong society will follow

From an individual company perspective, the **2017 Hong Kong LGBT+ Inclusion Index** is a tool to drive progress within organisations, allowing them to:

- ▶ Benchmark their organisation's performance against other key players in the Hong Kong market
- ▶ Leverage a robust framework to assess progress and drive adoption of best practice going forward
- ▶ Engage key stakeholders in their organisation to ensure joint commitment to their LGBT+ inclusion efforts
- ▶ Position their brand as LGBT+ friendly and establish their organisation as an employer of choice for LGBT+ talent

### Initial Development of the Index

The content of the original **Hong Kong LGBT Workplace Inclusion Index** was based on the recommendations developed in Community Business' *Creating Inclusive Workplaces for LGBT Resource Guide for Hong Kong*. In compiling these initial recommendations, we referenced global indexes, including Stonewall's *Workplace Equality Index*, HRC's *Corporate Equality Index* and Pride in Diversity's *Australian Workplace Equality Index*. The various criteria were validated from a Hong Kong perspective by engaging with groups of local business stakeholders who were asked to assess to what extent each of the proposed criteria were important and relevant in the Hong Kong market context. As a result, the structure and weighting of the questions were designed to reflect the state of maturity of LGBT workplace inclusion in Hong Kong.

The guiding principles for the design of the Index were that:

- the criteria should be achievable but robust;
- the submission process should be straightforward but credible;
- the spirit should be to celebrate, rather than name and shame.

## New in 2017

In developing the 2017 Index, our goal was to keep the structure and content as consistent as possible with the 2015 edition – to ensure a credible basis for comparison and enable the tracking of progress over time. However, recognising that two years is a significant time period when it comes to promoting change on this topic in Hong Kong, the Index was reviewed thoroughly to ensure it was robust and continued to set the bar for driving the adoption of best practice. As a result, a number of important enhancements and changes were made.

- **Changed name of Index.** The most significant change was to the name of the Index. Like many, we observed that the four letter acronym ‘LGBT’ no longer adequately describes the growing diversity of this community, which includes queer and intersex and may continue to evolve over time. In the debate about the various pros and cons of adding additional letters to the ‘LGBT’ acronym, we were delighted to follow global trends and introduce the ‘+’ indicator, a simple, elegant and inclusive approach, which also symbolises positivity and progress. As part of this change, we also decided to drop the word ‘Workplace’ from the Index, as the Index also covers an organisation’s marketplace, community, and advocacy work.
- **Introduced online submission process.** In our desire to streamline the submission process – both for ourselves and for the Participating Companies, we invested in taking the Index online. The platform was developed by Award Force and allowed companies to create an account, upload supporting information and complete their submission over a period of time. We have been pleased with this process and will continue to use it moving forward – albeit subject to ongoing improvements and greater automation.
- **Introduced an SME Version.** As part of our long-term goal to engage more local companies on LGBT+ inclusion – and recognising that small and medium enterprises (SMEs) in Hong Kong ‘constitute over 98% of our business establishments and employ about 46% of our workforce in the private sector’<sup>1</sup>, we decided to introduce a version of the Index more suited to this target audience. Again, our guiding principle was to keep the structure of the Index as consistent as possible with the main Index, but adjust the questions and scoring to be more applicable to companies with fewer employees.

SMEs are defined as follows:

- Manufacturing firms which employ fewer than 100 persons in Hong Kong; or
- Non-manufacturing firms (including firms engaged in construction; mining; quarrying; electricity and gas; import and export; wholesaling; retailing; catering; hotel; transport; warehouse; insurance; real estate; business service; community, social and personal service) which employ fewer than 50 persons in Hong Kong.

For the purpose of this Index, we also allowed branch or subsidiary companies of global organisations, with less than 50 employees based in Hong Kong to choose to participate in the SME version. This is in recognition that some global or international organisations have a very small or recently set up presence in Hong Kong and therefore expecting the same level of maturity or sophistication around LGBT+ inclusion may not be realistic. It should be noted that the results of the SME Index have been kept separate from the results in the main Index but are summarised in each section of this report.

The following changes were made relating to the structure and content of the 2017 Index:

- **New Category: Strategy & Leadership Accountability.** In reviewing the 2015 Index, we acknowledged that a critical success factor and starting point for promoting LGBT+ inclusion is to ensure there is a clearly stated business case and commitment to LGBT+ inclusion and senior level support and accountability. We therefore added a new Category 1 which includes two questions on this and is worth 6% of the overall score.
- **Focus on transgender.** To reflect growing awareness and understanding of issues relating to the transgender community, and as part of our desire to encourage companies to direct more attention to this aspect, we introduced new questions and increased the weighting of scoring for questions relating to transgender. This included reference to transgender guidelines in Q6 and transgender benefits in Q15.
- **Reference to intersex.** While the majority of companies are still learning about this subject, we felt it was important to call this out as a specific aspect that should be addressed, particularly in terms of anti-discrimination policies and training. As understanding on this topic increases, we will likely see more reference to ‘intersex’ in future iterations of the Index.

<sup>1</sup> See: Trade & Industry Development, May 2017: [https://www.tid.gov.hk/english/smes\\_industry/smes/smes\\_content.html](https://www.tid.gov.hk/english/smes_industry/smes/smes_content.html)

## Structure of the Index

With the exception of the new *Category 1: Strategy & Leadership Accountability*, the structure of the 2017 Index is consistent with the 2015 Index and in line with the categories originally outlined in our *Creating Inclusive Workplaces for LGBT Resource Guide for Hong Kong*. The 26 multiple choice questions in the Index are structured around the following nine categories:

Table 1: Structure of the Index

CATEGORY	2017 Index				2015 Index	
	Number of Questions		Maximum Points		Number of Questions	Maximum Points
Index Version	Main	SME	Main	SME	Main	
1. Strategy & Leadership Accountability	2	2	6	8	N.A.	N.A.
2. Equal Opportunity & Anti-Discrimination Policy	4	3	15	15	4	13
3. Diversity Training	4	4	14	14	4	20
4. Diversity Structure	3	2	10	9	3	15
5. Benefits	2	2	12	12	3	10
6. Corporate Culture	4	4	19	20	3	20
7. Market Positioning	1	1	6	8	1	4
8. Monitoring	2	1	6	2	1	6
9. Community & Advocacy	4	3	12	12	3	10
<b>Total</b>	<b>26</b>	<b>22</b>	<b>100</b>	<b>100</b>	<b>22</b>	<b>100</b>

In Table 1, we have also indicated the number of questions and weighting for the 2015 Index. To reflect the growing maturity of LGBT+ inclusion in Hong Kong, we:

- Reduced the weighting of the following categories as many companies already have these fundamentals in place:
  - *Category 3: Diversity Training* (from 20% to 14%)
  - *Category 4: Diversity Structure* (from 15% to 10%)
  - *Category 6: Corporate Culture* (from 20% to 19%)
- Increased the weighting of the following categories to stretch companies further in the direction of best practice:
  - *Category 5: Benefits* (from 10% to 12%)
  - *Category 7: Marketing Positioning* (from 4% to 6%)
  - *Category 9: Community & Advocacy* (from 10% to 12%)

It should also be noted that unlike in 2015, in this iteration of the Index we did not give companies marks for making a nomination for an award.

## Recruitment of Companies

Community Business began formally promoting the Index in May of 2016 and ran a number of open information sessions to encourage companies to participate. The 2017 Index was officially launched at the Community Business Conference 2016 in Hong Kong and was open for submissions between 16 November 2016 and 24 February 2017. A number of Index Packages were offered, including Basic, Professional and Leader, each offering a different level of analysis on individual company performance.

## Submission and Assessment Process

For the first time, submissions were completed online, giving Participating Companies the ability to work on their submissions, responding to questions and uploading Supporting Information over a period of time. Some options to questions required supporting information in the form of descriptions and/or evidence to support the answer and this was clearly indicated in the online questionnaire with advice on the type of information to be provided. All submissions were pre-assessed by a member of the Community Business team to ensure that all questions had been answered and the necessary descriptions and/or evidence provided. Where time allowed, Community Business also contacted the Participating Companies to encourage them to provide any missing information.

All submissions were then reviewed and assessed by at least two senior members of Community Business. A scoring pair was assigned to each submission and assessors reviewed each submission individually before coming together to discuss, align and agree the final score. There was extensive levelling at the end of the process to ensure a consistent approach across the board.

## Scoring

Each category, question and selected option had a clearly assigned number of points, resulting in a score out of 100. All questions were multiple choice with a number of options. Some options required evidence and/or a description for points to be awarded. Community Business reviewed each submission thoroughly and worked hard to find supporting information to validate the options selected to maximise the performance of each Participating Company. Our guiding philosophy was to award points where we could. In assigning points, the following guidelines were adhered to:

- Where an option was selected requiring evidence and no evidence or description were provided, no points were awarded.
- Where an option was selected requiring evidence and only a description was provided, up to half the allocated points for that option were awarded.
- Where an option was selected requiring a description and no description was provided, up to half the allocated points for that option were awarded.
- In some instances, Community Business changed the selected option in line with the supporting material (or lack of material) provided. This resulted in some cases of either upgrading or downgrading of options.

## Quality of Submissions

As is inevitable for an Index exercise of this kind, the score and ranking a company receives is a direct reflection of the quality of the submission the company makes and the supporting information it provides. While many companies were extremely thorough in their submissions, providing detailed descriptions and evidence to earn the points they deserve, unfortunately some companies simply did not provide sufficient supporting information to allow Community Business to verify the answers and allocate the full points available. As a result, some companies may feel their performance in this Index is not an accurate reflection of the progress they have made in practice. Community Business regrets this but highlights that this is an evidenced-based assessment and we have to assess based on the materials that are provided.

## Analysis in This Report

In this report, we provide an analysis of the performance of all the Participating Companies in the main Index. We also provide a comparison of performance with the results in the 2015 Index at an overall and category level. It should be noted however, that an exact comparison is not possible as the structure, content and weighting of the questions were not identical. For more details on the changes, please see the previous section on *Structure of the Index*. Recognising that we were looking to stretch companies further in the direction of best practice, a reduction in average scores in any particular area is not necessarily an indication that performance has dropped, but rather that companies have not yet fully met the new criteria. Similarly, an increased score in certain categories should be viewed as a significant improvement.

## 2017 INDEX RANKINGS

### TOP 12 EMPLOYERS

In 2017, we provide a ranking of the **2017 Hong Kong Top 12 Employers for LGBT+ Inclusion**. This is to reflect both the increased number of companies participating in the Index and the overall improvement in performance. These companies achieved the highest scores in the **2017 Hong Kong LGBT+ Inclusion Index** and all achieved the Gold Standard.

1	Goldman Sachs
2	HSBC
3	<b>BlackRock</b>
4	J.P. Morgan
5	Morgan Stanley
6	Australia and New Zealand Banking Group Limited
7	<b>Credit Suisse</b>
8	<b>Commonwealth Bank of Australia</b>
9	Nomura International (Hong Kong) Limited
10	Barclays Capital Asia Limited
11	Standard Chartered Bank (Hong Kong) Limited
12	<b>BNY Mellon</b>

The companies highlighted in bold are new entrants to the top ranking. It is encouraging to see the strong progress made by these new entrants in the last two years, and in particular, BlackRock which has impressively debuted at the number three position the first time it has participated in the Index.

### TOP 3 SMEs

The following is a ranking of Top 3 Performing Companies in the **SME Version** of the **2017 Hong Kong LGBT+ Inclusion Index**.

1	Walk in Hong Kong
2	Infinity Financial Solutions
3	European Union Office to Hong Kong and Macao

## Bronze, Silver and Gold Standards

The following organisations, listed in alphabetical order, achieved a Bronze, Silver or Gold Standard in the 2017 Hong Kong LGBT+ Inclusion Index. Please note, not all companies were willing to be acknowledged, so this is not the complete list.



- Allen & Overy
- Australian Consulate-General Hong Kong
- Consulate General of Canada in Hong Kong and Macao
- Freshfields Bruckhaus Deringer
- Hogan Lovells
- Ove Arup & Partners
- Ropes & Gray
- Société Générale
- UBS AG (Hong Kong Branch)
- U.S. Consulate General Hong Kong and Macau

### SME Index:

- Ambition Hong Kong
- Gurkha International
- PRDA
- RFI Daylight
- The Capital Company



- British Consulate-General Hong Kong
- British Council Hong Kong
- Citibank
- Eversheds
- EY
- Fidelity International
- Herbert Smith Freehills
- Linklaters
- Moody's
- State Street Corporation
- Telstra Corporation Ltd
- Thomson Reuters

### SME Index:

- European Union Office to Hong Kong and Macao
- Infinity Financial Solutions



- Australia and New Zealand Banking Group Limited
- Barclays Capital Asia Limited
- BlackRock
- BNY Mellon
- Commonwealth Bank of Australia
- Credit Suisse
- Goldman Sachs
- HSBC
- J.P. Morgan
- Morgan Stanley
- Nomura International (Hong Kong) Limited
- Standard Chartered Bank (Hong Kong) Limited

### SME Index:

- Walk in Hong Kong

## 2017 AWARD WINNERS

The Index included a number of awards:



Sponsored by

**Goldman Sachs**

### 2017 LGBT+ Network Award

To recognise an employee network that has played a proactive role in promoting LGBT+ inclusion and demonstrated strong engagement with and commitment to local Hong Kong LGBT+ employees.



**Winner:**

**J.P. Morgan PRIDE Hong Kong, J.P. Morgan**

#### Finalists:

- **Credit Suisse Hong Kong LGBT+ Open Network, Credit Suisse**
- **HSBC Pride HK, HSBC**



Sponsored by



### 2017 LGBT+ Executive Sponsor Award

To recognise a senior executive sponsor based in Hong Kong who has spoken up and used his/her influence to promote LGBT+ inclusion - in the workplace and beyond.



**Winner:**

**Nicholas Collins**, Director, Global Sales Operations, *Telstra*

#### Finalists:

- **James Tong**, Managing Director and Head of Global Shipping and Logistics Asia Pacific and Japan, *Citibank*
- **Kevin R Martin**, Group General Manager, Regional Head of Retail Banking & Wealth Management Asia-Pacific, *HSBC*



Sponsored by



### 2017 LGBT+ Inclusion Champion Award

To recognise an LGBT+ individual who has demonstrated personal passion and commitment to promoting LGBT+ inclusion in Hong Kong - in the workplace and beyond



**Winner:**

**Wally Suphap**, Vice President, Legal and Compliance, *Morgan Stanley*  
Co-founder, *Hong Kong Gay and Lesbian Attorneys Network (HKGALA)*

#### Finalists:

- **Robert Ronneberger**, Associate, Corporate Strategy, *BlackRock*
- **Steven Xavier Chan**, Managing Director & Regional Head, Regulatory, Industry and Government Affairs, Asia Pacific, *State Street*



Sponsored by



### 2017 LGBT+ Ally Award

To recognise a non-LGBT+ individual who has demonstrated personal passion and commitment to promoting LGBT+ inclusion in Hong Kong - in the workplace and beyond.



**Winner:**

**Kent Wasson**, Managing Director, *Goldman Sachs*

**Finalists:**

- **Allan Wardrop**, Partner, *Hogan Lovells*
- **Lynne Barry**, Global Head of Learning and Development, *Telstra*



Sponsored by



### 2017 LGBT+ Community Impact Award

To recognise a community-based LGBT+ initiative that has had a significant positive impact in promoting LGBT+ inclusion in Hong Kong.



**Winner:**

**LGBT Triple Zero**, *AIDS Concern*

**Finalists:**

- **Pink Season**
- **Inclusion Recruitment Conference**, *Queer Straight Alliance*



Sponsored by



### 2017 LGBT+ Unsung Hero Award

A discretionary award made by Community Business to an individual who has worked tirelessly behind the scenes to champion, progress and support the promotion of LGBT+ inclusion in Hong Kong.



**Winner:**

**Peter Sargent**, Executive Director, Employee Banking Sales Corporate Partnerships Retail Banking, *Standard Chartered Bank*



# OVERVIEW OF RESULTS

## Participating Companies <sup>2</sup>

In total, 40 organisations, employing approximately 24,000 employees in Hong Kong, participated in the **2017 Hong Kong LGBT+ Inclusion Index**. In alphabetical order, these companies include:

- Allen & Overy
- Australia and New Zealand Banking Group Limited
- Australian Consulate-General Hong Kong
- Barclays Capital Asia Limited
- Consulate General of Canada in Hong Kong and Macao
- The Bank of New York Mellon
- BlackRock
- British Consulate-General Hong Kong
- British Council Hong Kong
- Citibank
- Commonwealth Bank of Australia
- Credit Suisse
- Eversheds
- EY
- Fidelity International
- Freshfields
- Bruckhaus Deringer
- Goldman Sachs
- Herbert Smith Freehills
- Hogan Lovells
- The Hongkong and Shanghai Banking Corporation Limited
- Hyatt International – Asia Pacific, Limited
- J.P. Morgan
- Linklaters
- Moody's
- Morgan Stanley
- Nomura International (Hong Kong) Limited
- Ove Arup & Partners Hong Kong Limited
- Ropes & Gray
- Scania (Hong Kong) Limited
- Société Générale,
- Standard Chartered Bank (Hong Kong) Limited
- Telstra Corporation Limited
- Thomson Reuters
- UBS AG (Hong Kong Branch)
- U.S. Consulate General Hong Kong and Macau.

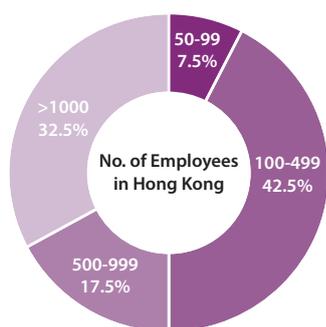
An additional 4 organisations participated in the Index but chose to remain anonymous.

The profile of the Participating Companies is outlined below.

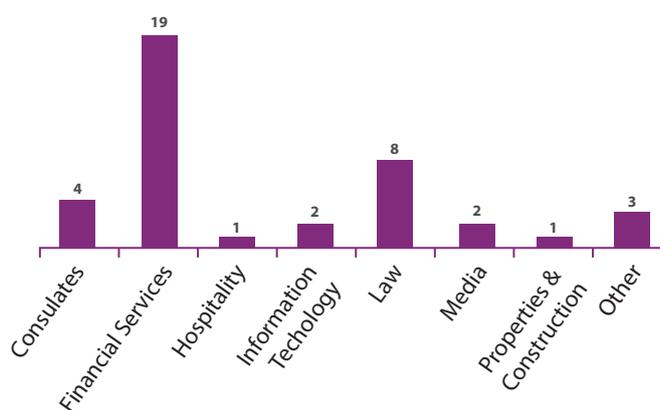
**Table 2: Profile by Type of Organisation**

Multinational Companies	36 (90.0%)
Not-For-Profit/ Government Organisations	4 (10.0%)

**Chart 1: Profile by Company Size**



**Chart 2: Profile by Industry**



<sup>2</sup> Throughout this report, where we have used the term 'companies' or 'Participating Companies', this may also refer to not-for profit and other organisations.

### Participation in Community Business 2015 and 2017 Index

Of the 40 Participating Companies in the 2017 Index, 23 companies (57.5%) also participated in the 2015 Index. There were 17 organisations that were new to the Index, participating for the first time in 2017.

### Participation in Other LGBT Indexes

For nine companies (22.5%), this was the first time they have participated in an LGBT+ Index of any kind. However, the vast majority of companies (77.5%) indicated that they have participated in other LGBT+ indexes internationally, with the Stonewall *Workplace Equality Index* being the most popular.

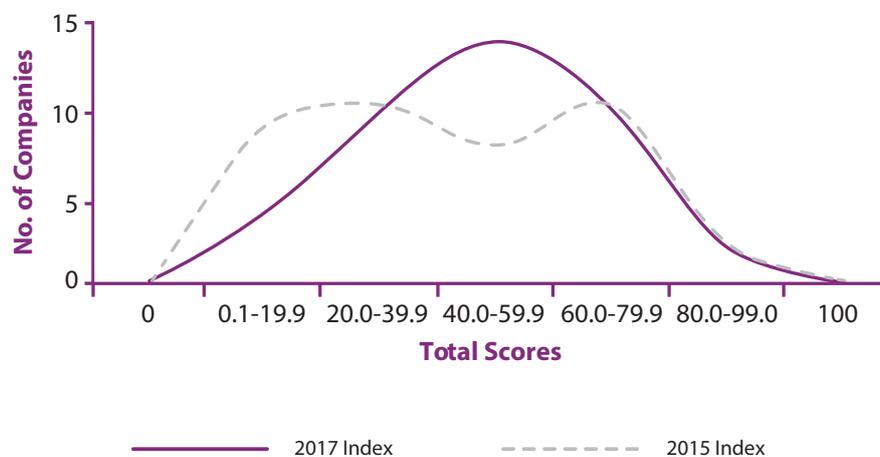
**Table 3: Participation in LGBT+ Indexes**

Stonewall Workplace Equality Index (UK)	23 companies (57.5%)
Human Rights Campaign Corporate Equality Index (US)	14 companies (35.0%)
Pride in Diversity Australian Workplace Equality Index	11 companies (27.5%)

## Distribution of Results

Chart 3 shows the distribution of scores in 2017. A quick glance shows that this range was extremely wide. However, the bulk of companies scored somewhere between 35 and 70 points. If we compare the purple line for 2017 with the dotted line for 2015, we can see that there is a new peak in the distribution curve. This is a positive sign as it indicates that the average performance of the bulk of companies is improving as more companies are achieving a higher score. In future iterations of the Index, we would hope to see this trend continue, with a gradual shifting of this peak further to the right.

**Chart 3: Distribution of Total Scores**



## Bronze, Silver and Gold Standards

Community Business reviewed the distribution of scores and assigned a Bronze, Silver and Gold Standard. While the number of points assigned for Bronze, Silver and Gold Standards is not being published, it has been kept consistent with 2015 to allow direct comparison. The number and percentage of companies achieving each of the standards set by Community Business is illustrated in Table 4. This highlights that 87.5% of companies achieved at least a Bronze Standard in 2017. This compares with 71.4% in 2015 and represents a significant improvement.



Table 4: Attainment of Bronze, Silver and Gold Standards

Standard	2017	2015
Gold Standard	12 (30.0%)	11 (31.4%)
Silver Standard	12 (30.0%)	6 (17.1%)
Bronze Standard	11 (27.5%)	8 (22.9%)
Total	35 (87.5%)	25 (71.4%)

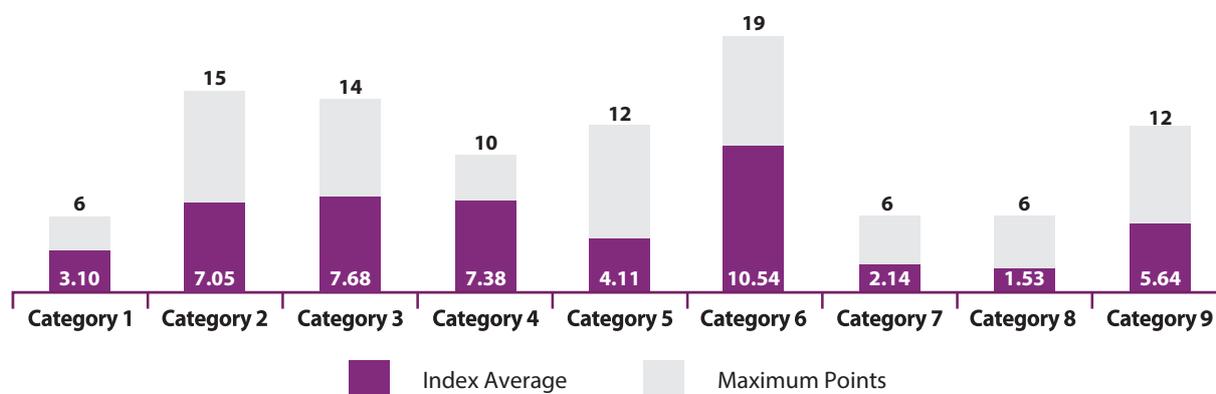
## Index Averages

Looking at the performance of all the 40 Participating Companies, the average total score was 49.17 points out of 100 while the median score was 46.13 points. This represents an improvement on performance in 2015 when the average total score was 42.8 points and median score was 40.0 points. Although on the face of it, this may seem a modest improvement, if you take into account that the bar has been raised in the overall criteria and the fact that no marks were allocated for award submissions this time, it is clear that laudable progress has been made.

Table 5: Average Score by Category

CATEGORY	Maximum Points	Index Average	Index Average	2017 v. 2015	Gold Average	Silver Average	Bronze Average
			Maximum Points				
1: STRATEGY & LEADERSHIP ACCOUNTABILITY	6	3.10	51.7%	N.A.	4.38	3.75	1.95
2: EQUAL OPPORTUNITY & ANTI-DISCRIMINATION POLICY	15	7.05	47.0%	▼	9.50	7.04	5.93
3: DIVERSITY TRAINING	14	7.68	54.9%	▲	11.06	8.56	4.93
4: DIVERSITY STRUCTURE	10	7.38	73.8%	▲	9.33	7.92	6.50
5: BENEFITS	12	4.11	34.3%	▼	6.83	2.92	3.95
6: CORPORATE CULTURE	19	10.54	55.5%	▲	16.29	11.44	7.61
7: MARKET POSITIONING	6	2.14	35.7%	▲	3.42	2.21	1.34
8: MONITORING	6	1.53	25.5%	▲	3.42	0.88	0.48
9: COMMUNITY & ADVOCACY	12	5.64	47.0%	▲	8.10	5.81	5.00
	100	49.17	49.2%	▲	72.33	50.52	37.70

Chart 4: Average Score by Category



## Strongest Performance

Table 5 shows that the Participating Companies demonstrated the strongest performance in *Category 4: Diversity Structure*, achieving an average score of 7.38 points out of a possible 10 points (73.8%). This indicates that organisations are doing well in terms of establishing a robust structure to enable their LGBT+ inclusion efforts in Hong Kong, including having dedicated individuals responsible for addressing, establishing local LGBT+ employee networks and having a named executive sponsor.

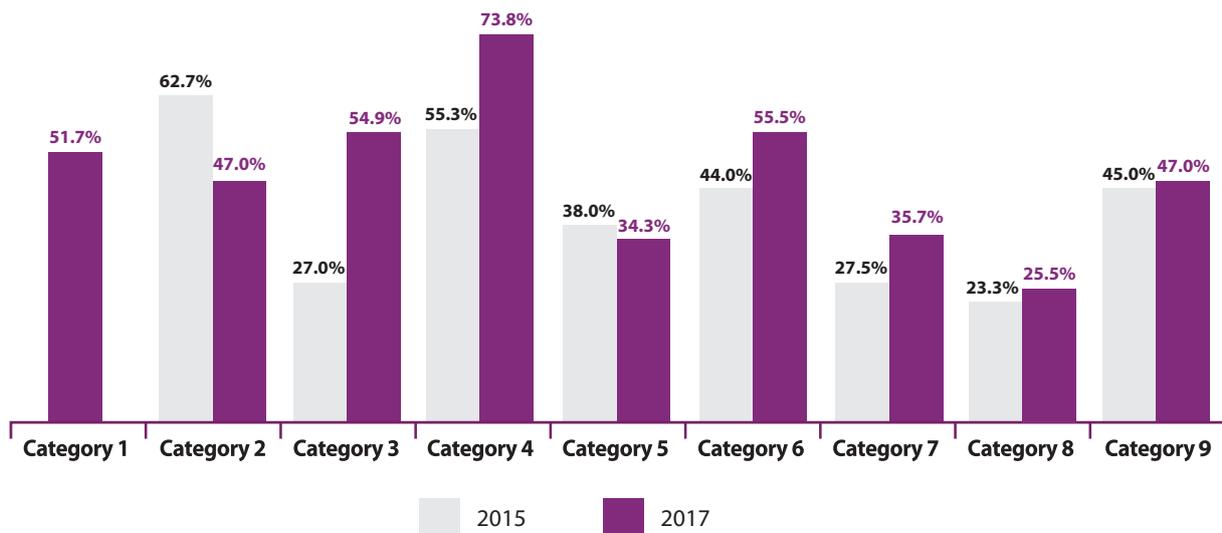
## Weakest Performance

Table 5 shows that the Participating Companies demonstrated the weakest performance in *Category 8: Monitoring*, with an average score of 1.53 points out of a possible 6 points (25.5%). This is consistent with performance in the 2015 index, and while there has been a nominal improvement, it is clear that this is not yet a priority area of focus for companies in Hong Kong. The average score for *Category 5: Benefits* was also disappointingly low (at an average of just 4.11 points for this category out of a possible 12 points (34.3%)). We were hoping to see more progress in this area, however this lower than expected performance may be attributed to the more demanding criteria in this category, including the requirement of clear statements in policies that domestic partners are covered and that this includes 'same-sex partners' as well as a focus on benefits for transgender employees.

## Comparison of Performance with 2015

Table 5 and Chart 5 also show that the average performance in 2017 has improved since 2015 in all categories except *Category 2: Equal Opportunity and Anti-Discrimination Policy* and *Category 5: Benefits*. Again this can be attributed to the fact that the criteria were more stringent, including for the first time requirement for companies to show they have Workplace Gender Transition Guidelines for employees in Hong Kong. Detailed analysis of performance, including comparison with 2015, is given in the following section, with key points of progress highlighted in the Concluding Remarks.

Chart 5: Index Average Performance by Category





## Overall Performance of SMEs

In total, 11 SMEs, employing approximately 325 employees in Hong Kong, participated in the SME version of the 2017 Index, two of whom also participated in the 2015 Index. In alphabetical order, these companies include:

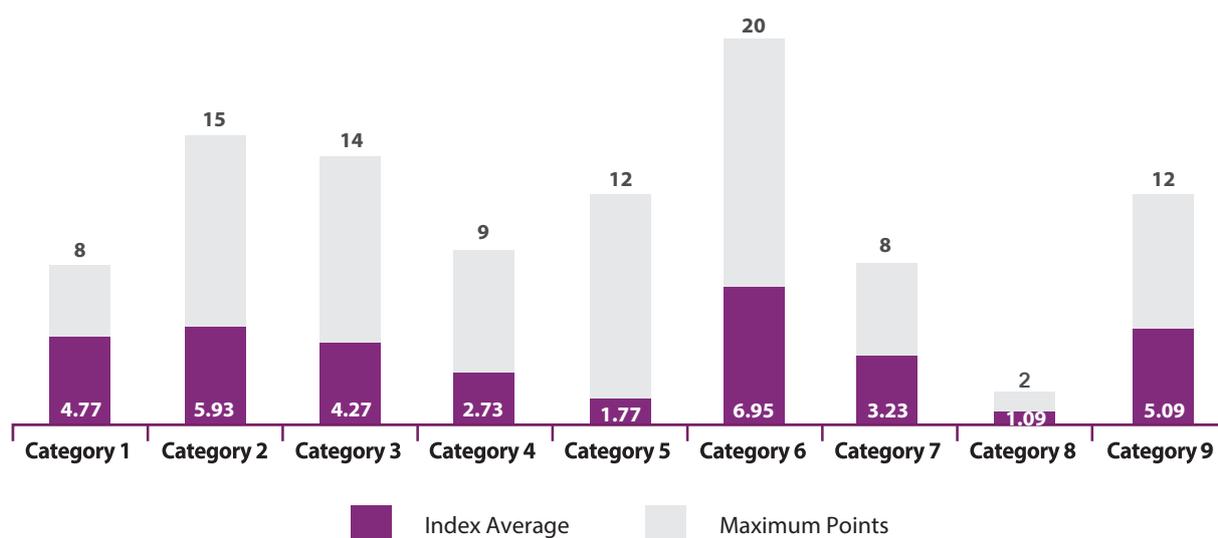
- Ambition Hong Kong
- European Union Office to Hong Kong and Macao
- Gurkha International (Hong Kong) Limited
- Infinity Financial Solutions
- Modernism
- PRDA
- RFI Daylight
- The Capital Company Hong Kong Limited
- Tru-Style Manufacturing Co. Limited
- Walk in Hong Kong

One additional organisation participating in the 2017 Index (SME Version) chose to remain anonymous.

Looking at the performance of all the 11 SMEs, the average total score was 35.84 points out of 100. The median score was 34.00 points. In terms of the distribution of scores, the range was extremely wide.

The SMEs performed best in *Category 1: Strategy & Leadership Accountability*, achieving an average of 4.77 points out of 8 (59.6%) and perform worst in *Category 5: Benefits*, achieving an average of just 1.77 points out of 12 (14.8%).

Chart 6: SME Average Performance by Category



## Comparison of SME Performance with Main Index

While very similar, the structure, content and weighting of the questions in the main Index and the SME Index were not identical. Bearing this in mind, as well as the difference in nature of business and industries, a smaller sample pool of the SME Index and quality of submissions, it should be noted that a direct comparison between the two set of Indexes is not possible.

However it is interesting to observe the following:

- SMEs performed better than companies participating in the main Index in *Category 1: Strategy & Leadership Accountability*, with an average score of 4.77 points out of 8 (59.6%) compared to 3.10 points out of 6 (51.7%).
- SMEs performed better than their larger counterparts in *Category 8: Monitoring* with an average of 1.09 points out of 2 (54.5%) compared to 1.53 points out of 6 (25.5%). However, this finding is slightly misleading as the requirements in the SME Index were far lower than in the main Index, with companies merely having to indicate that they protect the confidentiality of data of LGBT+ employees, rather than what, why and how they collect the data.

# CATEGORY BY CATEGORY REVIEW

In this section, we examine the performance in the Index by looking at each category.

This includes:

- Setting the context for the questions in each category with a focus on highlighting what best practice looks like
- Providing the Index average score for each question
- Presenting charts to show how companies performed in each question\*
- Identifying the number of Participating Companies that demonstrate best practice on each question\*\*
- Making observations on the key findings and overall trends
- Providing a summary of SME performance in each category
- Putting the spotlight on specific examples of best practice, as identified in the supporting evidence provided by Participating Companies

\* Data in the charts is presented to show the options companies selected and were assessed on. Please note, the individual companies may not have received the full allocation of points for the option they selected and/or the options may have been adjusted by Community Business to reflect the actual performance.

\*\* Community Business has defined the number of points it deems to be evidence of best practice for each question. This is usually, but not always, the full allocation of points.

# CATEGORY 1

## STRATEGY & LEADERSHIP ACCOUNTABILITY

As companies seek to address LGBT+ inclusion in their workplaces, an important starting point is to ensure that there is strong business case and strategy in place that is supported at the highest levels. Companies should articulate clearly their commitment to LGBT+ inclusion and make sure that this is well understood and shared by senior management and then promote more broadly to both internal and external audiences via different communication channels. However, a stated commitment is not enough and companies are encouraged to take steps to hold their senior management accountable for driving the desired culture of LGBT+ inclusion. This is best achieved when specific LGBT+ related goals or behaviours are included in senior management performance objectives and appraisals. Given the hierarchical culture in Asia and the respect for those in authority, having the most senior level executives champion LGBT+ inclusion and publically state their personal commitment, can be extremely powerful in driving wider organisational behaviour and general cultural acceptance.

	2017
Number of Questions	2
Maximum Score	6 points
Index Average	3.10 (51.7%)
Gold Average	4.38
Silver Average	3.75
Bronze Average	1.95

### Overview of Performance and Comparison with 2015 Index

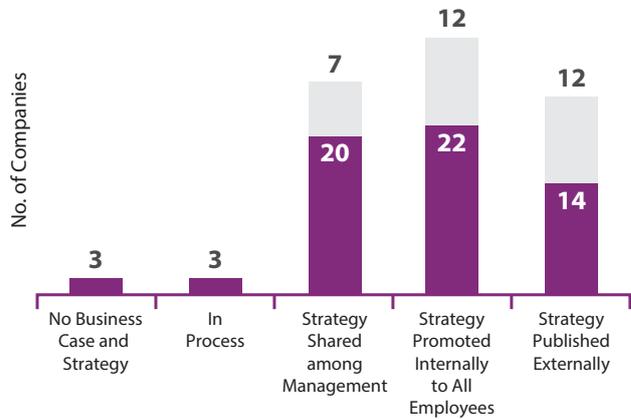
The average score for this new category was 3.10 points out of a possible 6 points. As this was a new category introduced in 2017, no comparison with the 2015 Index is possible.

### Performance by Question

**Q1**

Does your organisation have a clearly stated business case and strategy for promoting LGBT+ inclusion in Hong Kong?

<p>Maximum Score</p> <p><b>3</b> points</p>	<p>Average Score</p> <p><b>1.83</b> points</p>	<p>Best Practice (Full marks)</p> <p><b>10</b> companies (25.00%)</p>
---	--	---

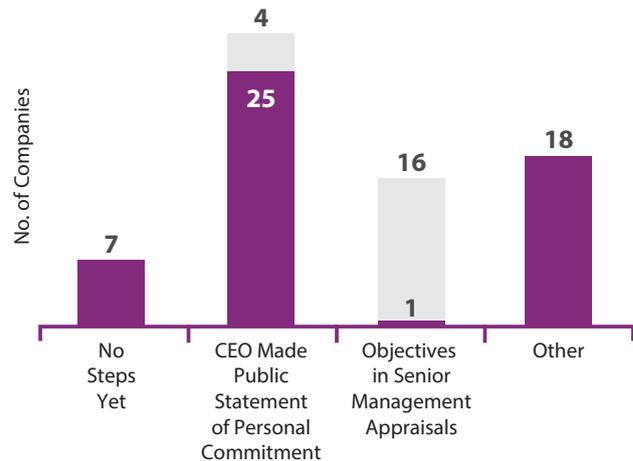


NOTE: For some charts, where we deemed relevant and have included commentary in the Observations and Trends, we have differentiated between those companies that scored full marks (in purple) and partial marks (in grey) for the options they selected.

## Q2

What steps do you take to ensure that your leaders in Hong Kong champion and are accountable for promoting your LGBT+ inclusion strategy?

<b>Maximum Score</b> <b>3</b> points	<b>Average Score</b> <b>1.28</b> points	<b>Best Practice (2.5 marks)</b> <b>4</b> companies (10.00%)
---	--	---



## Observations and Trends

- This new category was fairly challenging for companies. While by far the majority could show that they have a clearly stated business case and commitment to diversity and inclusion in general, few were able to demonstrate that this has been articulated for LGBT+ inclusion specifically. As a result many companies scored half marks for the options they selected.
- Over two-thirds (67.5%) of companies were able to demonstrate that they have shared their commitment to diversity and inclusion with senior management. However, only half (50.0%) were able to reference their specific LGBT+ inclusion strategy.
- Similarly, the vast majority (85.0%) were able to show that their commitment to diversity and inclusion is promoted to employees internally, most commonly via dedicated resources on their intranet page. However, only just over half (55.5%) were able to point to specific content about their commitment to LGBT+ inclusion. Interesting to note too, that for the most part the positioning of the business case was related to the purpose and goals of an LGBT+ employee network, rather than a company's broader LGBT+ inclusion strategy.
- With regards to external promotion, nearly two-thirds (65.0%) of companies were able to provide evidence of their company's commitment to diversity and inclusion on their external websites or in their corporate governance reports but disappointingly only just over a third (35.0%) made significant reference to their approach to LGBT+ inclusion.
- With regards to leadership accountability, it was encouraging to see that nearly two-thirds (62.5%) of companies were able to demonstrate fully that their CEO or equivalent in Hong Kong had made a public statement of commitment to LGBT+ inclusion. This level of endorsement is seen as crucial indication of commitment, setting the tone of the organisation and giving permission for others to follow.
- However, the findings suggest that few companies are currently holding their leaders accountable by incorporating LGBT+ inclusion objectives in their performance appraisals. Less than half (42.5%) of companies indicated that they do so, but on closer examination, most of these were general objectives relating to diversity and inclusion. In fact, only 1 company (2.5%) was able to demonstrate that their senior executives have specific objectives relating to LGBT+.
- Nearly half (45.0%) of companies demonstrated other ways in which they make their leaders accountable for promoting LGBT+ inclusion, including, for example, providing their Managing Directors with Ally Checklists, ensuring that their senior executives go through targeted training and having to report on progress to a Global Diversity Council.

## Key Takeaways

- ▶ Companies do well in stating their strategy and commitment to promoting diversity and inclusion in general terms - however they need to do more to highlight their specific focus on LGBT+ inclusion.
- ▶ Many CEOs in Hong Kong are taking the lead in making a public statement about their commitment to LGBT+ inclusion – however more can be done to hold senior leadership accountable for following through on these commitments.

## SME Performance

<b>Number of Questions</b>	<b>2</b>
<b>Maximum Score</b>	<b>8 points</b>
<b>Index Average</b>	<b>4.77 points (59.6%)</b>

- It is encouraging to see that SMEs are generally doing well in terms of having a strategy and leadership accountability for LGBT+ inclusion in Hong Kong.
- Nearly all (81.8%) were able to demonstrate that they have a clear understanding of the business case for promoting LGBT+ Inclusion in Hong Kong.
- The majority (72.7%) had senior executive support for their commitment to LGBT+ inclusion, and over half (54.5%) were able to show that their senior executive had made a public statement of commitment to LGBT+ inclusion.

## Spotlight On Best Practice

**Herbert Smith Freehills** developed an 'LGBT Action Plan 2015-2016' which it presented to its Senior Management, outlining its strategy for its Hong Kong LGBT Committee.

**Standard Chartered Bank** highlights the business case for promoting LGBT+ inclusion to its employees by stating: "Everyone should be judged on the work they do, not their sexual orientation or gender identity. Aside from being morally and ethically wrong, discrimination is bad for business. First, if we strip away any biases and take the best people no matter what they look like, whichever gender, whichever sexual orientation, etc, then we will attract the best talent in the world. Secondly, our clients are diverse, and we need to match them in order to serve them most effectively – that's just commercial business sense. Thirdly, a diverse environment is more stimulating and it makes coming to work much more fun."

**Credit Suisse's** CEO for Hong Kong and Greater China spoke at the Pride Parade 2015 press conference which was hosted at their Hong Kong office, publicly backing their LGBT+ inclusion strategy and the wider case for inclusion.

**Hogan Lovells** produced a corporate video for the Out Leadership Summit in 2015 featuring their partners in Hong Kong and China that clearly states the business case and their commitment to LGBT+ inclusion in Asia. This is now promoted externally via YouTube. See: <https://www.youtube.com/watch?v=yZjk8JgdLnY&feature=youtu.be>

**BlackRock** links LGBT+ inclusion to compensation of management and senior management. Inclusion and Diversity (I&D) is a firm-wide objective and a core component of its 'One BlackRock' principle. All employees, including managers and leaders, are accountable via assessment of the principles and their objectives. The Global Executive Committee (GEC), including the CEO, have tied part of their compensation to the delivery of their respective functions' I&D objectives. These objectives are reviewed by the GEC and Board on a quarterly basis. Specific LGBT+ measures of success include perception gaps from the firm's Employee Opinion Survey, progress in local benchmarks and an increase in the firm's LGBT+ network membership and participation.

## CATEGORY 2

### EQUAL OPPORTUNITY & ANTI-DISCRIMINATION POLICY

With a strategy and leadership accountability in place, it is important for companies to pay attention to their policies, ensuring that they include statements to both promote equal opportunity of employment and to protect employees from discrimination, bullying or harassment. For some companies, these are part of a single policy document; for others, typically larger companies, they exist as separate policies. It is important that each of these policy statements make specific reference to sexual orientation, gender identity and/or expression and intersex. Multinational companies may favour a global approach to their policies, but a local approach is preferable. Certainly the global policy should state that it applies to employees in Hong Kong and be included in local resources, such as a Hong Kong employee handbook.

A strong equal opportunity policy should state clearly that the company seeks to treat all employees with dignity and respect, regardless of background, and ensure that decisions about employment - including recruitment, promotions, bonuses, leave, training, etc. are based on merit. A strong anti-discrimination policy should state clearly that discrimination is prohibited and will not be tolerated, defining what is meant by discrimination, bullying and harassment and giving specific examples of behaviour that is unacceptable. In addition, companies should have a grievance policy that describes the process in place at the local level for handling any complaints of discrimination, including LGBT+ related grievances.

It is not enough that these policies and processes exist - employees in Hong Kong need to be aware of them and feel comfortable referencing them. It is therefore important that companies demonstrate their commitment to the spirit of their policies by actively promoting them to their employees in Hong Kong. This should be through employee induction, ongoing training and targeted communications. Requiring employees to make a declaration to show that they have read and accepted the terms and conditions of these policies is also a leading best practice.

As companies seek to create more inclusive policies for transgender employees – particularly those who are transitioning, it is important that there are clear guidelines in place to support the individual, their manager and colleagues. These guidelines should address issues relating to workplace procedures as well as answers to frequently asked questions such as dress code and the use of restrooms.

	2017	2015	YOY
Number of Questions	4	4	-
Maximum Score	15 points	15 points	-
Index Average	7.05 (47.0%)	9.4 (62.7%)	▼
Gold Average	9.50 (63.3%)	10.9 (72.7%)	▼
Silver Average	7.04 (46.9%)	12.8 (85.3%)	▼
Bronze Average	5.93 (39.5%)	10.3 (68.7%)	▼

#### Gold, Silver, Bronze Standard Analysis

Comparing performance in 2017 with 2015, the average performance of all standards, Gold, Silver and Bronze, was down in this category.

#### Overview of Performance and Comparison with 2015 Index

The average score for this category was 7.05 points out of a possible 15 points. This represents a dip in performance compared to the 2015 Index when the score was 9.4 points. While the number of questions and weighting of this category has remained consistent with the 2015 Index, the questions and options were adjusted to demand a higher level of performance. In particular, a question on workplace gender transition guidelines was introduced and this was clearly a challenge for many companies.

## Performance by Question

### Q3

Does your organisation have an Equal Opportunity and/or Anti-Discrimination Policy in Hong Kong that covers sexual orientation and gender identity or expression?

Maximum Score

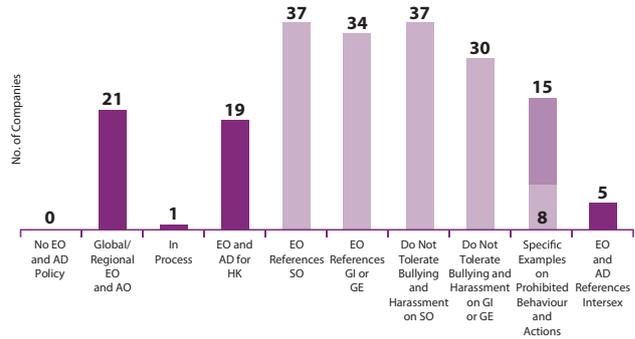
6 points

Average Score

3.64 points

Best Practice (5 marks)

4 companies (10.00%)



NOTE: Bars shaded with light purple indicate that these options were a sub-option to previous option(s).

### Q4

Does your organisation have a Grievance and Disciplinary Policy and/or procedure in place for handling LGBT+ related bullying and harassment arising in Hong Kong?

Maximum Score

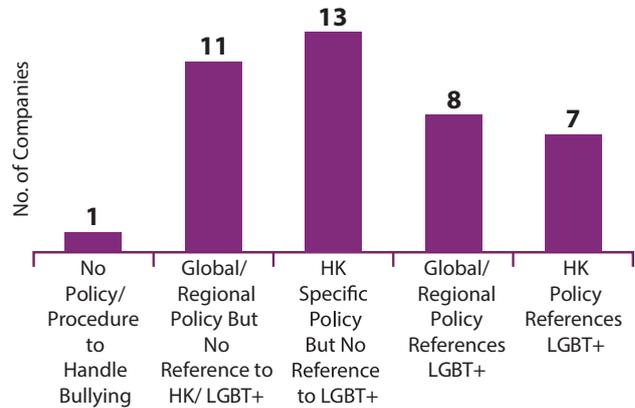
2 points

Average Score

0.99 points

Best Practice (Full marks)

5 companies (12.5%)



### Q5

How does your organisation promote these policies to employees in Hong Kong?

Maximum Score

3 points

Average Score

1.50 points

Best Practice (2.5 marks)

7 companies (17.5%)



## Q6

Does your organisation have workplace gender transition guidelines for employees in Hong Kong?

Maximum Score

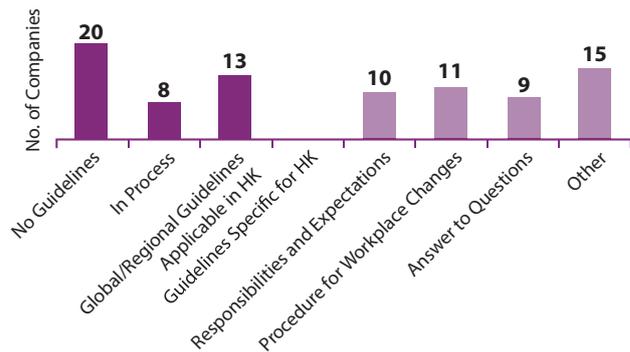
**4** points

Average Score

**0.92** points

Best Practice (2.5 marks)

**9** companies (22.5%)



## Observations and Trends

- It was pleasing to see that all 40 companies participating in the Index were able to demonstrate that they have an equal opportunity and anti-discrimination policy – either a global/ regional one that applies to employees in Hong Kong or a local Hong Kong policy – with a fairly even split between these two approaches.
- Companies performed very well in terms of having a policy which states that their company promotes equal opportunity in employment regardless of background. Nearly all made specific reference to sexual orientation (92.5%) and gender identity and/or expression (85.0%). This is a significant improvement on 2015 when only 65.7% of equal opportunity policies made reference to sexual orientation and gender identity.
- It is encouraging too to see that the majority of companies have an anti-discrimination and harassment policy which includes a clear statement that discrimination, bullying or harassment on the grounds of sexual orientation (92.5%) and gender identity and/or expression (75.0%) will not be tolerated. Again this is an improvement on 2015 when 71.4% of companies included a clear statement that discrimination on the grounds of sexual orientation and gender identity were prohibited.<sup>3</sup>
- Only a handful (12.5%) of companies were able to demonstrate that they include reference to ‘intersex’ in their policies, which was included as a stretch criteria. This is an aspect we encourage more companies to consider moving forward.
- While just over half (57.5%) of companies define what is meant by discrimination, harassment and bullying and provide examples of unacceptable behaviour, as in 2015, only a fifth (20.0%) demonstrate best practice by providing LGBT+ specific examples. This greater level of clarity is deemed important in calling out unacceptable behaviour and educating employees in Hong Kong.
- All but one company (97.5%) were able to demonstrate that they have a Grievance and Disciplinary Policy and/or procedure in place, whether global or local. However, the majority (60.0%) were general in nature and only just over a third (37.5%) specifically referenced the handling of LGBT+ related bullying and harassment. Again it is important that employees who have experienced such treatment feel comfortable that their case will be handled appropriately.
- Most companies (95.0%) take some steps to promote these policies to their employees. Nearly two-thirds (62.5%) of companies were able to show that they referenced these policies as part of their employee induction process in Hong Kong and/or via ongoing D&I training, while 90.0% were able to show that their policies were easily accessible via their employee handbook and/or corporate intranet. While a smaller percentage (42.5%) has targeted communications to make people aware of their policies, this is a big improvement on 2015 when the rate was just 25.7%. Just over half (52.5%) of companies demonstrate good practice by requiring employees to sign a form confirming they have read, understood and accepted the terms of the policies. Nearly a quarter (22.5%) of companies promote these policies in other ways, including making it part of mandatory training.
- Included as a stretch criteria, we were not surprised to see that less than a third (32.5%) of companies have workplace gender transition guidelines and that these were global rather than local guidelines that

<sup>3</sup> In the 2015 Index, the structure of the question was slightly different, but this comparison is valid.

were said to apply to employees in Hong Kong. However, we were encouraged to see that a fifth (20.0%) also stated they were in the process of putting local guidelines together.

- For the few companies that have workplace gender transition guidelines, the content was generally very comprehensive. Over three-quarters (76.9%) covered responsibilities and expectations of transitioning employees, their managers, colleagues and other staff. The vast majority (84.6%) outlined the general

procedure for implementing transition-related workplace changes such as adjusting personnel and administrative records, as well as a communication plan for co-workers and clients and over two-thirds (69.2%) provided answers to frequently asked questions, for example about dress code and restroom use. Nearly all those that provide these guidelines (93.8%) go further and cover other topics such as clarifying the concepts and terminology.

## Key Takeaways

- ▶ Nearly all companies now include reference to sexual orientation and gender identity in their equal opportunity and anti-discrimination policies. However, very few yet make reference to 'intersex'.
- ▶ Companies have Grievance Policies in place, but few make specific reference to LGBT+ related incidences of bullying and harassment.
- ▶ These policies are well promoted to employees in Hong Kong, particularly as part of the induction process and via the company employee handbook.
- ▶ Some companies have begun to introduce workplace transitioning guidelines. For the most part, they are adopting their global policies, but a handful are looking at localising for their employees in Hong Kong.

## SME Performance

<b>Number of Questions</b>	3
<b>Maximum Score</b>	15 points
<b>Index Average</b>	5.93 points (39.5%)

- It is encouraging to see that the vast majority (81.8%) of SMEs have an equal opportunity and anti-discrimination policy, whether global or local. A majority include specific reference to sexual orientation (63.6%) and gender identity or expression (54.5%). The vast majority (72.7%)

include a clear statement that discrimination on the grounds of sexual orientation and gender identity or expression will not be tolerated.

- While nearly three-quarters (72.7%) have a grievance and disciplinary policy, only one company has a Hong Kong specific policy or procedure particularly referring to handling of LGBT+ related bullying or harassment.
- It is positive to see that most (81.8%) SMEs have taken steps to promote these policies to their employees.

## Spotlight On Best Practice

**Citigroup's** EEO Policy is crystal clear. It states: 'It is Citigroup's policy to ensure equal employment opportunity for persons related on job qualifications and regardless of race, sex, gender, gender identity or expression, color, creed, religion, national origin, nationality, citizenship status, age, disability This policy applies to all employment practices, including but not limited to recruiting, hiring, training, promotion, compensation, benefits, transfers, terminations and Citi-sponsored educational, social and recreational programs.'

**The British Council Hong Kong** includes reference to 'intersex' in its Operational Procedure document for teachers, stating that: 'We recognise that people are subjected to discrimination based on their gender reassignment or perceived gender reassignment, or because they are transgender, intersex or hold another gender identity. Consistent with the respect we have for everyone's right to live in their preferred gender identity, we make relevant guidance available to attune people to the challenges faced by transgender and intersex people.'

All of **Ove Arup & Partners** policies are contained within their Arup 'Ovacode' which must be read upon commencement of employment. As part of their induction process employees must sign a form which states: "As Ovacode and Code of Practice form part of the terms & conditions of your employment with the Company, you are required to read and understand the entire document and comply with our rules."

**ANZ** has an extremely comprehensive set of gender transition guidelines, entitled 'Gender Affirmation Support for Employees'

This covers:

### UNDERSTANDING GENDER AND TERMINOLOGY

- Explaining Sex and Gender
- Explaining Gender Dysphoria
- Explaining Transgender
- Explaining Gender Diverse
- Explaining Intersex

### GENDER AFFIRMATION SUPPORT

- Notifying ANZ of your intention to affirm your gender
- Developing a support team
- Developing a plan
- Return to work checklist
- Communications strategy
- Training strategy
- Planning your return to work
- Follow-up and learning

### QUESTIONS AND ANSWERS

## CATEGORY 3 DIVERSITY TRAINING

To create an inclusive culture, providing comprehensive training on diversity and inclusion is critical. Particularly for a subject as sensitive and poorly understood in Hong Kong as sexual orientation and gender identity or expression, ensuring all employees undergo training that makes specific reference to LGBT+ issues should be a priority. Given the generally low level of awareness in Hong Kong and the complex and ever-changing language, this training should start with the basics, providing definitions and explanations of different aspects of LGBT+, including for example, less well-known aspects such as ‘intersex’ and ‘gender fluidity’. However, the training needs to go further, addressing the broader concept of unconscious bias and how to ensure fairness in recruitment, selection, development and promotion of LGBT+ employees as well as providing workplace scenarios of LGBT+ exclusion and highlighting ways to challenge inappropriate behaviour. To create a supportive culture, something that is particularly important in Hong Kong given the nervousness about ‘coming out’, training should also address the topic of allies and educate employees on how they can show tangible support. In order to embed an inclusive culture deep into the organisation, the goal should be to provide such LGBT+ training to all employees, in all functions and at all levels on a regular basis.

	2017	2015	YOY
Number of Questions	4	4	-
Maximum Score	14 points	20 points	▼
Index Average	7.68 (54.9%)	5.4 (27.0%)	▲
Gold Average	11.06 (79.0%)	14.6 (73.0%)	▲
Silver Average	8.56 (61.1%)	2.8 (14.0%)	▲
Bronze Average	4.93 (35.2%)	0.9 (4.50%)	▲

### Gold, Silver, Bronze Standard Analysis

Comparing performance in 2017 with 2015, the average performance of all standards, Gold, Silver and Bronze, was up in this category. There was significant improvement in the Silver Standard.

### Overview of Performance and Comparison with 2015 Index

The average score for this category was 7.68 points out of a possible total of 14 points, which represents an improvement on overall performance in the 2015 Index. While the number of questions in this category remained consistent with the 2015 Index, the weighting was reduced (from 20 points to 14 points). To stretch companies further in the direction of best practice, they were required to be more specific in demonstrating what their LGBT+ diversity training covered, with new elements such as ‘transitioning’ and ‘gender fluidity’. As in 2015, those companies who were not able to demonstrate that they provided LGBT+ specific training (ie Q7) were not entitled to score further points in this category, losing a possible additional 11 points. However, where we saw strong evidence of general D&I training we gave half marks for the options selected in Q9 and Q10 relating to the audiences the training was delivered to.

### Performance by Question

**Q7**

Does your organisation provide diversity training to employees in Hong Kong that specifically includes LGBT+ content?

Maximum Score

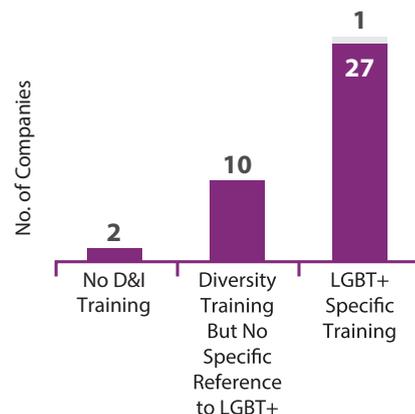
**3** points

Average Score

**2.81** points

Best Practice (Full marks)

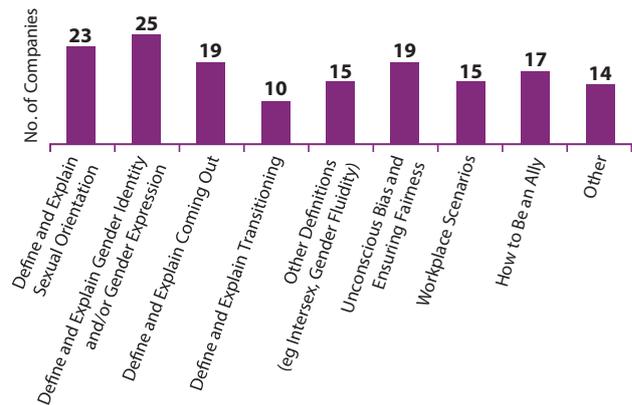
**27** companies (67.5%)



## Q8

What does your LGBT+ diversity training in Hong Kong cover?

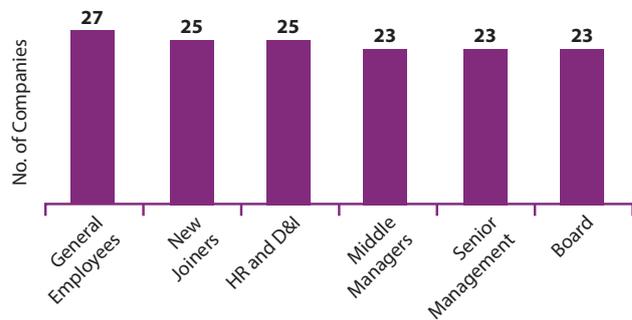
Maximum Score <b>6</b> points	Average Score <b>2.43</b> points	Best Practice (5 and above) <b>8</b> companies (20.0%)
----------------------------------	-------------------------------------	---



## Q9

To which employee groups in Hong Kong do you provide LGBT+ diversity training in Hong Kong?

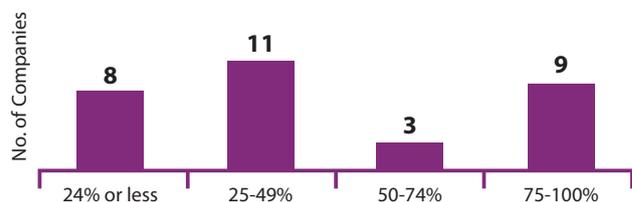
Maximum Score <b>3</b> points	Average Score <b>1.63</b> points	Best Practice (Full) <b>15</b> companies (37.5%)
----------------------------------	-------------------------------------	---



## Q10

Approximately what percentage of your workforce in Hong Kong has been through LGBT+ diversity training during the period of 1 Jan 2015 - 31 Dec 2016?

Maximum Score <b>2</b> points	Average Score <b>0.82</b> points	Best Practice (Full marks) <b>6</b> companies (15.0%)
----------------------------------	-------------------------------------	--



## Observations and Trends

- We were delighted to see that all but two companies (95.0%) have provided diversity and inclusion training to their employees in Hong Kong between the period of 1 January 2015 and 31 December 2016, with 67.5% able to demonstrate that this training contained LGBT+ specific content. This is a significant improvement on performance in 2015 where only 40.0% were able to show that they provided LGBT specific training.
- However, on examining the content of this LGBT+ training, it was not as comprehensive as we would hope. While the majority of companies that had

provided LGBT+ specific training covered topics such as sexual orientation (82.1%), gender identity and/or gender expression (89.3%), fewer covered topics such as coming out (67.9%), transitioning (35.7%), or other aspects such as gender fluidity and intersex (53.6%) and only just over half of companies (53.6%) provided workplace scenarios of LGBT+ exclusion and development of skills to challenge inappropriate behaviour.

- It was encouraging to see that 67.9% provided unconscious bias training to their employees in Hong Kong and as many as 60.7% included how to show

support or be an LGBT+ ally in their training. This is a positive trend as such training is critical to creating a supportive culture for LGBT+ employees.

- Some companies have gone beyond and invited external guest speakers from the EOC and Community Business to provide more local context, including the legal environment, for which they received marks under the 'Other' category.

- The reach of this training however, remains fairly low. While companies indicated that their training has been extended to a broad range of audiences, less than a third (32.1%) of companies who offer LGBT+ training indicated that they have provided training to 75% or more of their employees in Hong Kong in the past two years. This suggests that only a handful of companies make their LGBT+ training mandatory.

## Key Takeaways

- ▶ Companies are doing an excellent job at providing diversity and inclusion training to employees in Hong Kong, with aspects such as 'unconscious bias' being particularly popular. However, there is scope for companies to provide greater focus and detail on LGBT+ inclusion and broadening the content covered to extend beyond the basics and include

less well understood aspects such as 'gender fluidity' and 'intersex'.

- ▶ A broad range of audiences are being targeted for this training, but companies are encouraged to focus on greater depth and coverage of these audiences – and even to consider making this training mandatory.

## SME Performance

<b>Number of Questions</b>	4
<b>Maximum Score</b>	14 points
<b>Index Average</b>	4.27 points (30.5%)

- Nearly two-thirds (63.6%) of SMEs have provided diversity and inclusion training to their employees in Hong Kong between the period of 1 January 2015 and 31 December 2016, with just over half

(54.5%) able to demonstrate that this training included LGBT+ specific content.

- With regard to reach – and no doubt because of the significantly smaller size of their companies, SMEs indicated that they have done reasonably well in terms of the reach of their training, with over half (57.1%) of those who delivered LGBT+ specific training, indicating that it has been delivered to 75% or more of their employees.

## Spotlight On Best Practice

**J.P. Morgan's *Building Bridges Inclusion Training*** is designed to educate managers about LGBT+ inclusion. The firm has also developed an ally brochure to explain to employees what it means to be an ally, give guidance on what to do if (and when) someone comes out, as well provide advice on what employees can do to show support.

**Goldman Sachs** offers a range of training that specifically includes LGBT+ content to their Hong Kong employees, across all corporate titles. These training programs include instructor-led training

programs, e-Learning training modules, guest speakers on LGBT+ topics and divisional training on LGBT+. Their signature course, *Out in the Open*, is offered to employees at all levels but is mandatory for executive directors and managing directors.

**The British-Consulate-General** ensures extensive reach of its training by making D&I training 'mandatory' and highlighting that certain LGBT modules are 'expected' to be taken by staff via its eLearning platform.

## CATEGORY 4 DIVERSITY STRUCTURE

To ensure that LGBT+ issues are not only addressed, but that proactive steps are taken to promote LGBT+ inclusion, establishing a strong diversity structure is critical. This includes having a dedicated person, team or working group with responsibility for addressing LGBT+ in Hong Kong. Ideally those responsible should be part of the formal HR or diversity function, rather than operating in a merely voluntary capacity as this demonstrates a company's commitment and willingness to invest in the appropriate resources.

In addition, an LGBT+ employee network plays a pivotal role in supporting LGBT+ employees and creating an inclusive culture. While companies in Hong Kong may not have the resources or grassroots interest to justify running their own network, encouraging local participation in a regional or global network is an important first step.

To demonstrate high-level support for LGBT+ inclusion, it is also important for companies to identify an executive sponsor who can use their authority and influence to represent and champion LGBT+ inclusion across the organisation in Hong Kong.

	2017	2015	YOY
Number of Questions	4	4	-
Maximum Score	10 points	15 points	▼
Index Average	7.38 (73.8%)	8.3 (55.3%)	▲
Gold Average	9.33 (93.3%)	12.0 (80.0%)	▲
Silver Average	7.92 (79.2%)	10.0 (66.7%)	▲
Bronze Average	6.50 (65.0%)	8.4 (56.0%)	▼

### Gold, Silver, Bronze Standard Analysis

Comparing performance in 2017 with 2015, the average performance of the Gold and Silver Standards was up, but the average performance of the Bronze Standard was down in this category.

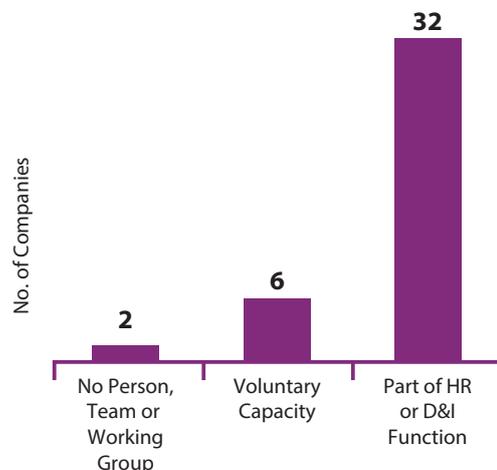
### Overview of Performance and Comparison with 2015 Index

The average score for this category was 7.38 points out of a possible total of 10 points. This represents a significant improvement on performance in the 2015 Index and is an area of overall strength. While the number and the nature of the questions in this category remained consistent with the 2015 Index, the weighting was reduced from 15 points to 10 points to reflect the fact that the majority of companies now have a basic diversity structure in place.

### Performance by Question

**Q11** Does your organisation have a person, team or working group with responsibility for addressing LGBT+ inclusion in Hong Kong?

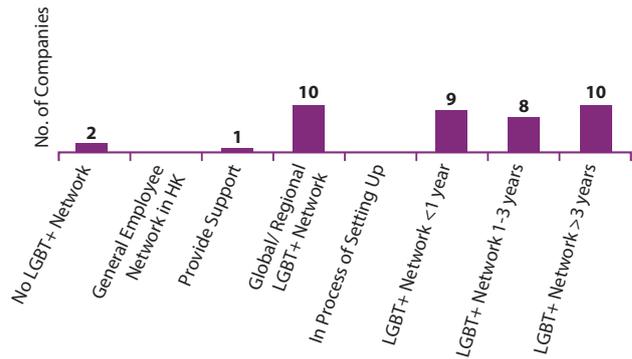
Maximum Score <b>2</b> points	Average Score <b>1.73</b> points	Best Practice (Full marks) <b>31</b> companies (77.5%)
----------------------------------	-------------------------------------	---



## Q12

Does your organisation have an LGBT+ employee network/resource group in Hong Kong?

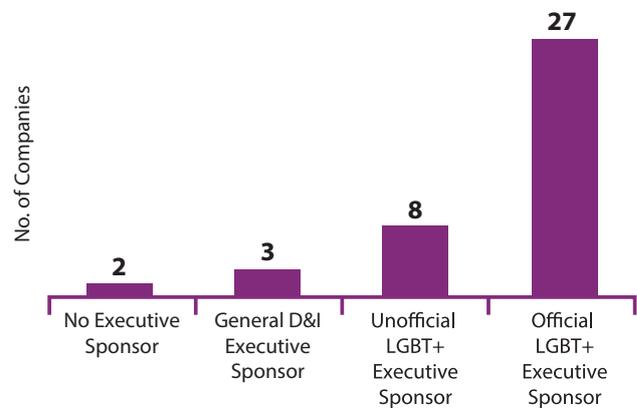
Maximum Score <b>5</b> points	Average Score <b>3.21</b> points	Best Practice (Full marks) <b>10</b> companies (25.0%)
----------------------------------	-------------------------------------	---



## Q13

Does your organisation have an executive sponsor for LGBT+ inclusion in Hong Kong?

Maximum Score <b>3</b> points	Average Score <b>2.44</b> points	Best Practice (3 and above) <b>26</b> companies (65.0%)
----------------------------------	-------------------------------------	--



## Observations and Trends

- Nearly all (95.0%) companies have a person, team or working group with responsibility for addressing LGBT+ issues in Hong Kong. We have seen a significant increase in the number of companies that have this as a formal part of their human resources or diversity function, rather than just a voluntary capacity – from 60.0% in 2015 to 80.0% in 2017. This is positive indication of the increased recognition of the importance of LGBT+ inclusion.
- Nearly all (92.5%) companies have an LGBT+ employee network which their employees in Hong Kong can join. This is a significant increase in performance on 2015, when the percentage was 77.1%. A further positive finding is that the number of companies that rely on a global or regional LGBT+ network to drive activity has dropped from 37.1% in 2015 to 25.0% in 2017, reflecting a growing recognition of the need to support local employees on the ground in Hong Kong.
- Indeed, nearly double the number of companies – 27 in 2017 compared to 15 in 2015, now have an LGBT+ employee network specifically for Hong Kong. Of these, nine (33.3%) are newly established (less than a year old) LGBT+ networks, eight (29.6%) have been going for 1-3 years and ten (37.0%) have been running longer.
- Over two-thirds (67.5%) of companies were able to identify a formally recognised senior executive sponsor for LGBT+ issues in Hong Kong. This compares to 45.7% in 2015 and is a further positive sign that LGBT+ inclusion is being taken seriously. A further 27.5% indicated that they have a senior executive adopting this role in an informal capacity or being an executive sponsor for general diversity and inclusion issues, not just LGBT+.

## Key Takeaways

- ▶ Companies recognise the importance of a strong diversity structure to support their strategy and nearly all now have a dedicated person or team responsible for LGBT+ inclusion.
- ▶ There has been an increase in the number of companies that have a local LGBT+ employee network, with nine new LGBT+ employee networks being introduced in Hong Kong in the last year.
- ▶ There has also been an increase in the number of companies that have a nominated executive sponsor to champion their LGBT+ inclusion efforts in Hong Kong.

## SME Performance

<b>Number of Questions</b>	2
<b>Maximum Score</b>	9 points
<b>Index Average</b>	2.73 points (30.3%)

- Given the smaller size of their organisations, having a formalised diversity structure to support their LGBT+ inclusion efforts is clearly difficult for SMEs and in hindsight we should perhaps have reduced the weighting of this category.
- However, the majority (72.7%) of SMEs indicated that they had a person, team or working group with responsibility for addressing LGBT+ issues in Hong Kong.
- Less than half (45.5%) said they have an LGBT+ employee network which their employees in Hong Kong can join.

## Spotlight On Best Practice

Nicholas Collins, Global Director of Sales Operations based in Hong Kong, is **Telstra's** executive sponsor. He was awarded Community Business' 2017 Hong Kong LGBT+ Executive Sponsor Award in recognition of his personal passion and strong leadership role in creating an environment where LGBT+ people feel safe, empowered and valued – in both the workplace and the community.

**J.P. Morgan's PRIDE Network** won Community Business' 2017 LGBT+ Network Award in recognition of the significant and positive role that it has played in promoting a culture of workplace inclusion. In July 2016, PRIDE Hong Kong reached the milestone of 1,000 members - more than one in four members of J.P. Morgan's staff in Hong Kong is a member or ally of PRIDE. PRIDE Hong Kong serves as a resource

to LGBT+ communities internally and externally, and assists the firm in building business within the LGBT+ marketplace.

Since its recent launch in April 2016, **BlackRock's Hong Kong OUT & Allies** network has grown to approximately 180 members, representing 50% of the Hong Kong office. It has become BlackRock's largest network in percentage-terms globally with an almost equal split between male and female, locals and foreigners, as well as level of seniority of these members.

## CATEGORY 5 BENEFITS

When it comes to promoting LGBT+ inclusion in the workplace in Hong Kong, one of the issues that often provokes most debate is the subject of benefits. Given the lack of recognition of same-sex relationships in Hong Kong, including same-sex marriage, LGBT+ employees and their partners are often discriminated against in terms of receiving equal access to benefits. This requires a concerted effort on the part of employers to review their benefits policies from an LGBT+ perspective, ensuring they do not discriminate against LGBT+ employees and their families and making adjustments as necessary. One of the most important adjustments employers can make is to extend reference to 'spouse' to include 'domestic partner' and clearly state that this may include partners of the same or opposite sex. This ensures that they are treated equally as family members and beneficiaries in medical, insurance, relocation and relevant leave policies (eg compassionate leave). On a regular basis, companies should review their benefits with a fresh perspective, to see if there are opportunities to provide specific benefits that meet the needs and interests of LGBT+ employees. Given the current challenges around securing dependant visas for same-sex partners in Hong Kong and other parts of the Asia region, providing relocation assistance to support the mobility of LGBT+ talent in the region is very important. Other benefits or support include LGBT+ specific mentoring programmes or the provision of confidential counselling and support to LGBT+ employees and their families. In the case of transgender employees, specific support includes offering counselling on gender reassignment, transgender inclusive medical insurance coverage as well as gender neutral facilities in the workplace, such as restrooms. While it is generally recognised that transgender individuals should be allowed to use the restroom of their affirmed gender, providing gender neutral facilities is important to cater for those who may be transitioning or gender fluid.

	2017	2015	YOY
Number of Questions	2	3	▼
Maximum Score	12 points	10 points	▲
Index Average	4.11 (34.3%)	3.8 (38.0%)	▲
Gold Average	6.83 (56.9%)	5.5 (55.0%)	▲
Silver Average	2.92 (24.3%)	5.2 (52.0%)	▼
Bronze Average	3.95 (32.9%)	3.6 (36.0%)	▼

### Overview of Performance and Comparison with 2015 Index

The average score for this category was 4.14 points out of a possible total of 12 points. This represents a similar performance to the 2015 Index. While the number of questions for this category was reduced from 3 to 2, the weighting was increased from 10% to 12% and companies have been pushed further in the direction of best practice. This was designed to highlight the importance of providing LGBT+ inclusive benefits and the growing expectation for companies to do more – particularly with regards to providing transgender benefits and support.

### Gold, Silver, Bronze Standard Analysis

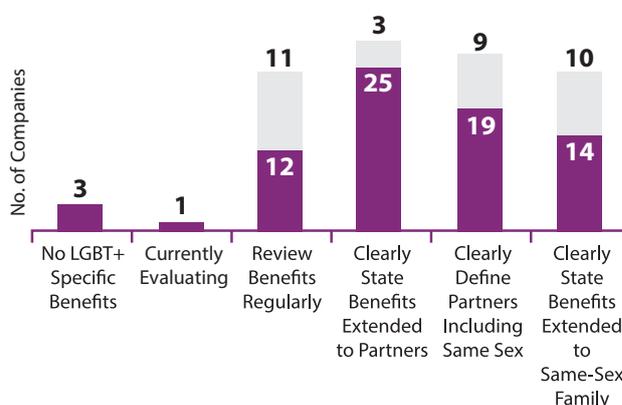
Comparing performance in 2017 with 2015, the average performance of the Gold Standard was up, but the average performance of the Silver and Bronze Standards was down in this category.

### Performance by Question

#### Q14

Does your organisation take steps to ensure that LGBT+ employees in Hong Kong are not discriminated against with regards to benefits being offered?

Maximum Score	Average Score	Best Practice (Full marks)
4 points	2.19 points	5 companies (12.5%)



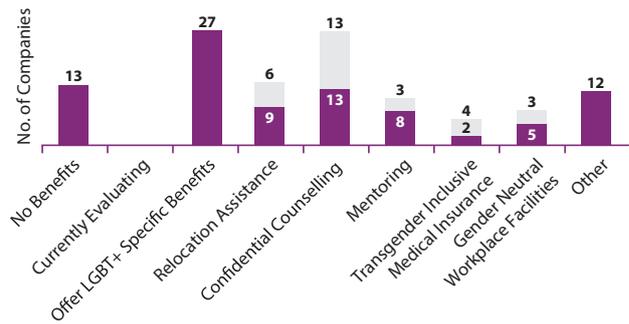
## Q15

Does your organisation offer any benefits or support specifically to LGBT+ employees in Hong Kong?

Maximum Score  
**8** points

Average Score  
**1.93** points

Best Practice (Full marks)  
**6** companies  
(15.0%)



## Observations and Trends

- Just over half (57.5%) of companies said that they review their benefits on a regular basis. However, under a third (30.0%) described how they do this from a D&I perspective, ensuring that they do not discriminate against LGBT+ employees.
- As many as 70.0% of companies stated that they extend their benefits to 'domestic partners' and we found evidence of this in 62.5% of submissions. Although more claimed that they did so, just under half (47.5%) were able to provide evidence that they clearly define what they mean by domestic partner and that this may include same-sex or opposite sex. Although it may be implied or even offered, fewer companies (35.0%) were able to demonstrate that they clearly state that any benefits extended to 'family' or 'dependants' include those of same-sex partners.
- Over two-thirds (67.5%) of companies offer some kind of benefits and support to their LGBT+ employees in Hong Kong. This is a slight increase on 2015 (62.9%) but the level of improvement over the two-year time period is disappointing.
- The most common benefit was the provision of confidential counselling with 65.0% of companies providing this, usually in the form of an Employee Assistance Programme. However, only half of these companies were able to show evidence that this service includes specialist advice for LGBT+ employees rather than being general in nature.
- Consistent with 2015, just over a third (37.5%) of companies were able to show that they provide some level of assistance with relocation of LGBT+ employees and their partners. This is important given the challenges in Hong Kong regarding gaining dependant visas for same-sex partners.
- While more companies offer general mentoring programmes, only a fifth (20.0%) were able to demonstrate that their mentoring programmes are targeted for LGBT+ employees.
- With regard to transgender employees, it seems that not much progress has been made since 2015 and there is still some way to go in the provision of providing targeted benefit and support. Only a fifth (20.0%) of companies stated that they provide gender neutral facilities such as restrooms and only 15.0% said they currently provide transgender inclusive medical insurance coverage with only 5.0% being able to provide evidence of this.

## Key Takeaways

- ▶ While a direct comparison with 2015 is not possible as the questions and options were not identical in this category, it seems that little progress has been made with regards to offering benefits to LGBT+ employees and their families in Hong Kong over the last two years.
- ▶ While companies might be offering more than their policies state, they need to be crystal clear in their benefits policies, avoiding any ambiguity or uncertainty for employees who might want to take advantage of them, by including clear statements that same-sex partners and their families are eligible.
- ▶ Certainly there is scope for companies to consider further the needs of transgender employees – this is best done by engaging with the target beneficiaries and understanding directly what support they would appreciate and need.

## SME Performance

<b>Number of Questions</b>	2
<b>Maximum Score</b>	12 points
<b>Index Average</b>	1.77 points (14.8%)

- Just under half (45.5%) of SMEs indicated that they reviewed their benefits on a regular basis.
- However, very few (18.2%) were able to demonstrate that they formally extend their benefits to domestic partners and to ‘family’ or ‘dependants’ of same-sex partners.
- Just over half (54.5%) offer some kind of benefits and support to their LGBT+ employees in Hong Kong with the most popular being health insurance.

## Spotlight On Best Practice

At **Morgan Stanley**, the Diversity and Inclusion Team meets with the Benefits Team on a regular basis to audit its benefit offerings regionally and highlight any inconsistencies for LGBT+ employees.

**Citigroup** has a dedicated ‘Domestic Partner Policy’ and this states clearly: ‘The definition of a Domestic Partner is “an employee’s unmarried Partner of either the same or opposite sex”. It also makes clear reference to children, stating: ‘The child(ren) of your domestic partner is eligible for coverage if he or she is the biological or adopted child of your domestic partner’. In addition, it provides plenty of Q&A to minimise any ambiguity or issues of concern.

Recognising that Hong Kong Immigration does not issue dependant visas to same sex partners, **ANZ** supports its staff and their same-sex partner by assisting them to apply for extended visas, where applicable and possible. They also fully support any same-sex partners located in Hong Kong moving with their partner to a geography where same-sex partner visas are available.

In promoting its *Livewell* Employee Assistance Programme on its Intranet, **Herbert Smith Freehills** specifically calls out the support it can provide to LGBT+ employees, with questions such as ‘Do you have concerns about coming out? Perhaps a loved one has just told you they are homosexual or bisexual? How do you support or understand their sexuality?’.

**Barclays’** Spectrum employee network in Hong Kong runs a buddy/mentor system for Spectrum friends and allies who request such support.

**J.P. Morgan** has developed a targeted flyer to promote the benefits that are extended to LGBT+ employees and their same-sex partners and families.

**Nomura’s** LGBT employee network provides additional support to its LGBT+ employees by running information events on relevant topics, for example it ran a session on estate planning for same sex relationships.

## CATEGORY 6 CORPORATE CULTURE

In Hong Kong, where understanding and openness on the subject of LGBT+ inclusion is still evolving, taking a proactive approach to fostering an inclusive work environment is critical. Indeed, the somewhat traditional culture of Hong Kong and the close-knit nature of the community mean that there can be a general nervousness and hesitation about 'coming out' or disclosing one's sexual orientation or gender identity - particularly for local Hong Kong employees. In this context, creating a safe and supportive environment for employees is all important. Companies that do this effectively recognise the role that everybody has to play and proactively encourage non-LGBT+ employees - often referred to as 'allies', to show their support and get involved. They also have robust and comprehensive communication strategies to convey, on a regular basis and through a variety of channels, that the organisation values its LGBT+ employees.

When it comes to the prevailing corporate culture, the role of the executive sponsor is clearly important and they should be seen to be advocating proactively, both internally and externally, for LGBT+ inclusion. In addition, leading companies take steps to engage directly with their LGBT+ employees, recognising the role that diverse talent has to play in understanding the needs of the business, enhancing internal policies and better serving customers and clients. Companies may find opportunities to do this through their established LGBT+ network or on a more informal basis.

	2017	2015	YOY
Number of Questions	4	3	▲
Maximum Score	19 points	20 points	▼
Index Average	10.54 (55.5%)	8.8 (44.0%)	▲
Gold Average	16.29 (85.7%)	14.4 (72.0%)	▲
Silver Average	11.44 (60.2%)	10.5 (52.5%)	▲
Bronze Average	7.61 (40.1%)	8.2 (41.0%)	▼

### Overview of Performance and Comparison with 2015 Index

The average score for this category was 10.54 points out of a possible total of 19 points. This represents a real improvement on performance in the 2015 Index as although the number of questions was increased from 3 to 4, the overall weighting was slightly reduced (from 20 to 19 points).

### Gold, Silver, Bronze Standard Analysis

Comparing performance in 2017 with 2015, the average performance of the Gold and Silver Standards was up, but the average performance of the Bronze Standard was slightly down in this category.

### Performance by Question

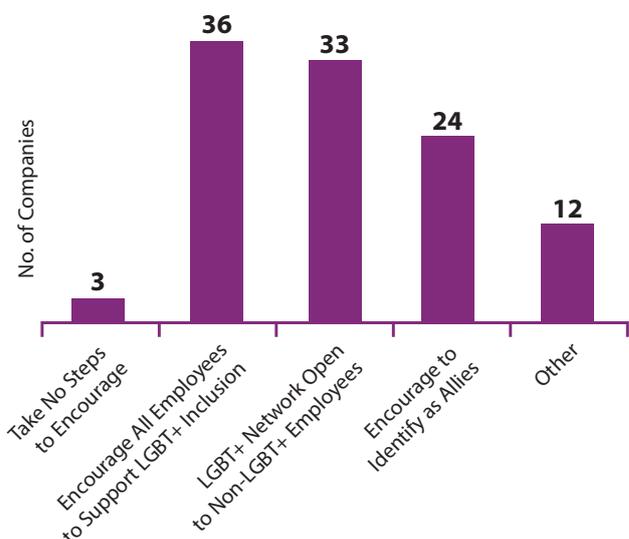
**Q16**

Does your organisation foster a safe and inclusive environment by encouraging non-LGBT+ employees to support LGBT+ inclusion?

Maximum Score  
**5** points

Average Score  
**2.95** points

Best Practice (4 and above)  
**16** companies (40.0%)



## Q17

Does your organisation communicate to employees in Hong Kong that it supports and values its LGBT+ employees?

Maximum Score

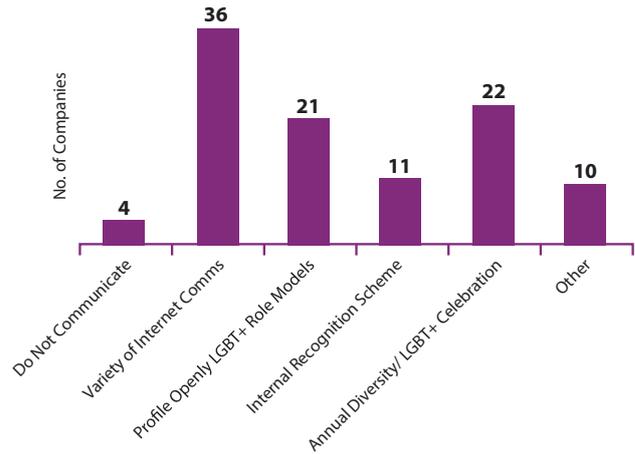
**6** points

Average Score

**3.14** points

Best Practice (5 and above)

**8** companies (20.0%)



## Q18

How does your senior executive/ executive sponsor promote LGBT+ inclusion in Hong Kong?

Maximum Score

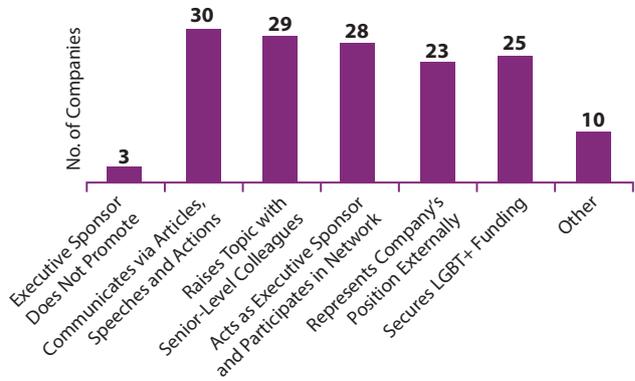
**4** points

Average Score

**2.31** points

Best Practice (3.5 and above)

**11** companies (27.5%)



## Q19

Does your organisation take steps to engage directly with LGBT+ employees in Hong Kong?

Maximum Score

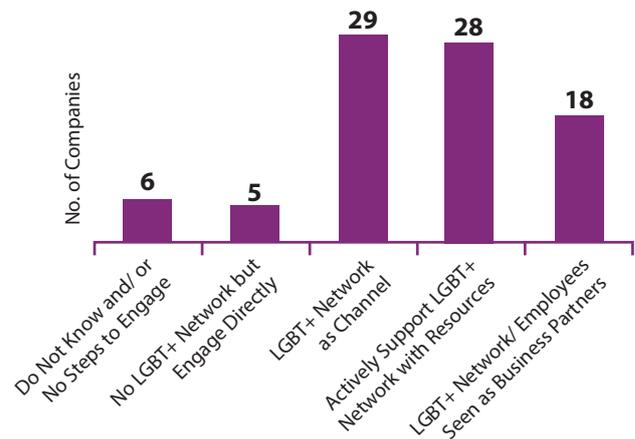
**4** points

Average Score

**2.14** points

Best Practice (Full marks)

**7** companies (17.5%)



## Observations and Trends

- It is extremely positive to see that nearly all (92.5%) companies have taken steps to foster a safe and inclusive environment by encouraging all their employees, including non-LGBT+ employees to support LGBT+ inclusion in Hong Kong.
- This starts with merely encouraging all employees to support LGBT+ inclusion (90.0%) and was evidenced through samples of internal communications. The vast majority (82.5%) were able to demonstrate that they invited all employees to join or participate in their LGBT+ employee network – this compares positively to 2015 when the figure was 68.6%. In addition, results show that there is a slight increase in the number of companies that encouraged their employees to identify themselves as LGBT+ allies and provided them with tangible ways in which to demonstrate this – from 51.4% in 2015 to 60.0% in 2017.
- Nearly all (90.0%) companies communicated to employees in Hong Kong that they support and value their LGBT+ workforce. This included using a variety of internal communication channels, such as intranet, posters, email, townhalls (90.0%) to reinforce the message. Just over half (52.5%) profiled openly LGBT+ role models in their organisation to their employees in Hong Kong, while just over a quarter (27.5%) had an internal recognition scheme to encourage and acknowledge LGBT+ champions and/or initiatives in Hong Kong. There has been a significant increase in the number of companies fostering an inclusive culture by holding an annual diversity or LGBT+ celebration within their organisation in Hong Kong - from 17.1% in 2015 to 55.0% in 2017.
- The findings show that the executive sponsors are taking a proactive role in promoting LGBT+ inclusion. Approximately three-quarters were able to provide evidence to show that their executive sponsor communicated a strong leadership message on LGBT+ inclusion to all employees through articles, speeches and actions (75.0%), raised the topic of LGBT+ inclusion with senior-level colleagues (72.5%) and participated in network events (70.0%). Slightly less were able to demonstrate that their executive sponsor had represented the organisation's position on LGBT+ inclusion externally (57.5%) and helped to secure funding for internal and/or external LGBT+ related initiatives (62.5%).
- In terms of engaging directly with LGBT+ employees, 85.0% of companies did this in some way - primarily through their LGBT+ employee network. There has been a significant increase in the number of companies which have proactively supported the activities of their network in Hong Kong and provided resources for their activities – from 37.1% in 2015 to 70.0% in 2017. Nearly half (45.0%) of companies went further and could show that they have engaged with their LGBT+ network as a business partner, working together on issues relating to the business, such as HR policies, campus recruitment, etc. This shows progress on 2015 when just over a quarter (28.6%) of companies did so.

## Key Takeaways

- ▶ Companies in Hong Kong are generally doing very well in terms of promoting an LGBT+ inclusive culture, with a lot of activity focused on garnering the support of all employees and communicating positive messages about the contribution of LGBT+ employees.
- ▶ There has been a rise in the number of companies in Hong Kong raising awareness and fostering an inclusive culture by holding an annual diversity or LGBT+ celebration within their organisation in Hong Kong.
- ▶ Executive sponsors in Hong Kong are taking their role seriously and stepping up to show their support and commitment in a variety of ways – both internally and externally.
- ▶ LGBT+ employee networks continue to be the main channel for engagement – and there is a growing trend of companies treating these networks as a business partner, working together on key issues relating to the business.

## SME Performance

<b>Number of Questions</b>	4
<b>Maximum Score</b>	20 points
<b>Index Average</b>	6.95 points (34.8%)

- Nearly three-quarters (72.7%) of SMEs have taken steps to foster a safe and inclusive environment by encouraging their employees, including non-LGBT+ employees to support LGBT+ inclusion in Hong Kong.
- Nearly two-thirds (63.6%) encouraged all employees to support LGBT+ inclusion and

just over half (54.5%) encouraged their employees to identify as allies and provided them with tangible ways to do this.

- Nearly three-quarters (72.7%) also communicated to employees that they support and value their LGBT+ workforce with nearly two-thirds (63.6%) profiling openly LGBT+ role models in their organisations.
- It is extremely encouraging that for most (90.9%) SMEs, their executive sponsors are taking a personal and proactive approach to promoting LGBT+ inclusion in Hong Kong.

## Spotlight On Best Practice

**Goldman Sachs** promoted Pink Friday, inviting and encouraging all employees across Asia Pacific to visibly show support to the LGBT+ community by wearing specially designed pink T-shirts. The T-shirt enabled employees to demonstrate their pride to be out at work, to be an LGBT+ ally, to have LGBT+ family members, and/or friends. In Hong Kong, the event attracted nearly 100% participation by employees.

**Morgan Stanley's** Asia Pride and Allies Network produced a Role Models publication, showcasing the stories and perspectives of senior allies and LGBT leaders. This has been instrumental in driving an inclusive workplace culture and was awarded Community Business' 2016 Hong Kong LGBT Workplace Inclusion Initiative Award.

**Linklaters** holds a Global Diversity Week in September and this has been celebrated in Asia. In 2016 the firm organised a number of LGBT specific activities including an online interview with an openly LGBT+ employee and 'Dress Down Pink Friday'.

**Telstra** has an internal peer recognition scheme which allows colleagues to recognise those in the team and the broader business who demonstrate the company's values in a way to show their care around LGBT inclusion. Those responsible for Telstra's participation in Pink Dot Hong Kong 2016 were recognised by the Executive Sponsor and others for championing the cause.

**Standard Chartered** shows it values its LGBT+ employees by providing an annual budget to its Hong Kong LGBT and Allies Network. In 2016, the Hong Kong network was awarded special additional funding in recognition of its achievements made in LGBT inclusion.

Representatives from **Barclays'** Spectrum network provided support to the business by partnering with HR to attend campus recruitment events and lead training sessions on LGBT issues with interns and potential new joiners.

## CATEGORY 7 MARKET POSITIONING

A company which is truly committed to the principles of LGBT+ inclusion seeks to embody these values into its very brand. This includes taking steps to proactively market the company – both in terms of employer brand, as well as products and services, to the LGBT+ market. As the LGBT+ community becomes more visible in Hong Kong and companies increasingly recognise LGBT+ individuals as a distinct and identifiable market demographic, developing a strategy for promoting the brand as LGBT+ friendly will become increasingly important. This starts with ensuring that marketing materials minimise heterosexual stereotypes and adopt inclusive language and imagery.

Targeting LGBT+ individuals for recruitment purposes and communicating openly with the media are other ways that companies can position their commitment to LGBT+ inclusion to the external market.

	2017	2015	YOY
Number of Questions	1	1	-
Maximum Score	6 points	4 points	▲
Index Average	2.14 (35.7%)	1.1 (27.5%)	▲
Gold Average	3.42 (57.0%)	1.6 (40.0%)	▲
Silver Average	2.21 (36.8%)	2.0 (50.0%)	▼
Bronze Average	1.34 (22.2%)	0.3 (7.5%)	▲

### Overview of Performance and Comparison with 2015 Index

The average score for this category was 2.14 points out of a possible total of 6 points. This represents a slight improvement on the 2015 Index. The nature and number of questions in this category remained consistent with the 2015 Index, but the weighting was increased slightly to recognise the growing visibility of the LGBT+ market in Hong Kong and the expectation that companies should be doing more to demonstrate their commitment in external market.

### Gold, Silver, Bronze Standard Analysis

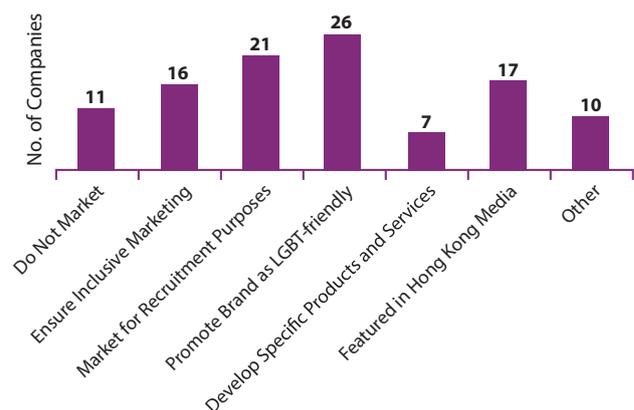
Comparing performance in 2017 with 2015, the average performance of the Gold and Bronze Standards was up, but the average performance of the Silver Standard was down in this category.

### Performance by Question

#### Q20

Do you proactively market your organisation, your products and/or services to the LGBT+ market in Hong Kong?

Maximum Score <b>6</b> points	Average Score <b>2.14</b> points	Best Practice (4 and above) <b>4</b> companies (10.0%)
----------------------------------	-------------------------------------	---



### Observations and Trends

- Nearly three-quarters (72.5%) of companies now say that they have taken steps to market their company, products and/or services to the LGBT+ market in Hong Kong. This is an improvement on 2015, when just over two-thirds (68.6%) did so.
- 40.0% of companies described how they review their marketing materials in Hong Kong to ensure they use inclusive language and imagery.
- While not universal amongst all companies, there has been a notable increase in the number of companies

proactively marketing their company to the LGBT+ market for recruitment purposes, with over a half (52.5%) of companies doing so in 2017 compared to only a quarter (25.7%) in 2015. This is a reflection of the proactivity and growing success of initiatives such as the Queer Straight Alliance Inclusive Recruitment Fair which has been running since 2010.

- It is good to see that about two-thirds (65.0%) of companies have taken proactive steps to promote

their brand as LGBT+ friendly, including sponsoring LGBT+ related events, awards and initiatives.

- However, only a small percentage (17.5%) of companies has developed specific products and services targeted at the LGBT+ market in Hong Kong.
- Less than half (42.5%) of companies were able to demonstrate that they have been featured in the media for their commitment to LGBT+ inclusion.

## Key Takeaways

- ▶ There has been a steady increase in the number of companies which are now proactively marketing their company to the LGBT+ community in Hong Kong.
- ▶ Companies are responding to opportunities to promote their brand as LGBT+ friendly, including sponsoring LGBT+ conferences, events, and awards.
- ▶ There has also been an increase in the number of companies targeting the local LGBT+ community for recruitment purposes.
- ▶ While a handful of companies are developing products and services for the LGBT+ community, there is still some way to go before this becomes widespread.
- ▶ Companies could do more to promote their commitment to LGBT+ inclusion in the media.

## SME Performance

<b>Number of Questions</b>	1
<b>Maximum Score</b>	8 points
<b>Index Average</b>	3.23 points (40.4%)

- Nearly three-quarters (72.7%) of SMEs have taken steps to market their company, products and/or services to the LGBT+ community in Hong Kong.
- Just over half (54.5%) have promoted their brand as LGBT+ friendly and developed specific products and services targeted at the LGBT+ market in Hong Kong.

## Spotlight On Best Practice

**Nomura** has positioned its brand as LGBT+ friendly by designing advertisements with targeted messages to support the various events the firm has been involved in. For The Economist's Pride and Prejudice Conference, it produced an advertisement with the headline 'Nomura takes pride in eliminating prejudice' whilst for Hong Kong Pride it designed one with the message, 'Nomura is proud to support Hong Kong Pride Parade'.

**Credit Suisse's** 'The Future at Work' Recruitment Fact Sheet highlights the firm's commitment to diversity and inclusion, including LGBT and is used to target the LGBT community for recruitment purposes in Hong Kong. In addition, Credit Suisse offers a Discretion Wealth Management product/service targeted at LGBT individuals.

In 2016, **HSBC's** Group insurance team finalised their review of all customer insurance products against their D&I framework, working with industry partners to understand the product challenges to the LGBT+ community face. The result of the work ensures LGBT+ customers and families are not disadvantaged when seeking coverage from HSBC. Following the exciting introduction of Jade by HSBC Premier in 2016, the associated medical elite plan offers a 10% discount on all family policies, including same-sex partners and de facto relationships. Further product changes are planned in 2017.

## CATEGORY 8 MONITORING

As with other aspects of a company's diversity and inclusion strategy, it is valuable for companies to monitor the make-up of their employee population. By collecting and reviewing data on their LGBT+ employees as part of their overall recruitment and talent management strategies, companies can identify whether there are biases or obstacles that may be inadvertently disadvantaging or holding this segment of their employee population back. By analysing employee engagement survey data by sexual orientation and gender identity, companies can examine the workplace culture, assess whether LGBT+ employees are as equally engaged, and take steps to address. However, data collection is a sensitive subject and needs to be handled extremely carefully. In addition to giving employees the option to provide the information on an anonymous basis and reassuring employees that their confidentiality will be protected, it is important for companies to communicate why and how the data will be used. In addition, companies need to take proactive measures to protect the confidentiality of the data LGBT+ employees share. This can include steps such as having the data handled by external parties only rather than by the internal HR function.

	2017	2015	YOY
Number of Questions	2	1	▲
Maximum Score	6 points	6 points	-
Index Average	1.53 (25.5%)	1.4 (23.3%)	▲
Gold Average	3.42 (57.0%)	4.0 (66.7%)	▼
Silver Average	0.88 (14.7%)	0.9 (15.0%)	▼
Bronze Average	0.48 (8.0%)	0.0 (0.0%)	▲

### Overview of Performance and Comparison with 2015 Index

The average score for this category was 1.53 points out of a possible total of 6 points. This represents a nominal improvement on the 2015 Index. The number of questions in this category was increased from 1 to 2, but the overall weighting remained the same.

### Gold, Silver, Bronze Standard Analysis

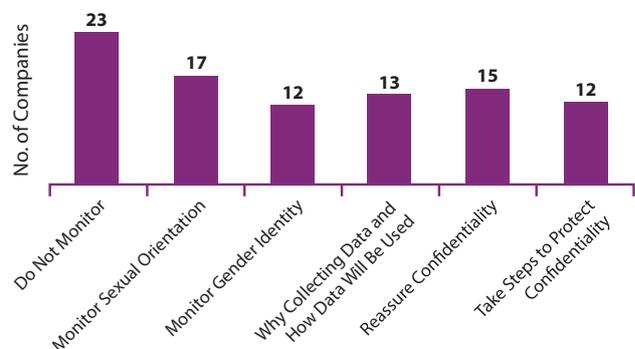
Comparing performance in 2017 with 2015, the average performance of the Gold and Silver Standards was down, but the average performance of the Bronze Standard was up in this category.

### Performance by Question

**Q21**

Does your organisation include sexual orientation and gender identity as a data point in Hong Kong employee surveys or data collection forms?

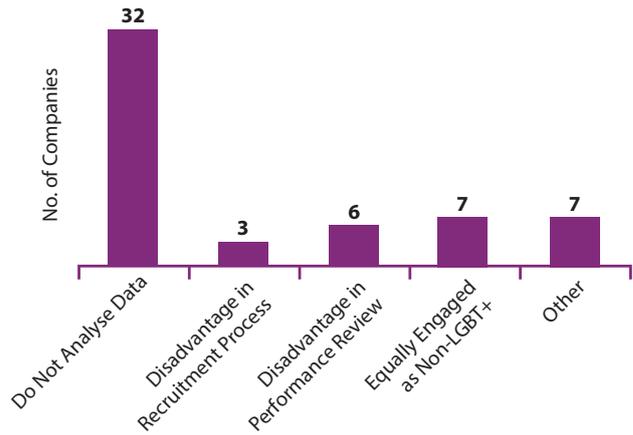
Maximum Score <b>4</b> points	Average Score <b>1.26</b> points	Best Practice (Full marks) <b>6</b> companies (15.0%)
----------------------------------	-------------------------------------	--



## Q22

Does your organisation review and analyse the LGBT+ workforce data it collects in Hong Kong to examine the workplace culture and inform its diversity and inclusion strategy?

<b>Maximum Score</b> <b>2</b> points	<b>Average Score</b> <b>0.28</b> points	<b>Best Practice (1.5 and above)</b> <b>6</b> companies (15.0%)
---	--	--



### Observations and Trends

- While there has been a nominal improvement since 2015, most (57.5%) companies are still not prioritising the collection of data relating to their LGBT+ employee population in Hong Kong and only 20.0% are analysing the data they collect to inform their strategy.
- For those that do collect data, all of them were able to show evidence that they collect data on sexual orientation with 70.6% collecting data on gender identity.
- It continues to be encouraging to see that for the most part, the companies that do monitor their LGBT+ workforce, are doing it in a way that is responsible. The majority provided evidence to

show that they give a clear explanation of why and how the data will be used (76.5%) and reassure employees of the confidentiality of the data that they choose to share (88.2%).

- The majority (70.6%) were also able to provide details of the specific steps they take to ensure the confidentiality of this data.
- For the few that do analyse the data they collect, they are primarily doing this for talent management (75.0%) and employee engagement purposes (87.5%) rather than recruitment purposes (37.5%). Companies that scored points under 'Other' in this question provided some level of analysis of the data they collected.

### Key Takeaways

- ▶ It is still early days for companies in Hong Kong when it comes to monitoring and analysing data relating to LGBT+ employees.
- ▶ A handful of companies are doing this, leveraging the data to assess performance relating to talent management and employee engagement.

### SME Performance

<b>Number of Questions</b>	1
<b>Maximum Score</b>	2 points
<b>Index Average</b>	1.09 points (54.5%)

- It is encouraging to see that nearly three-quarters (72.7%) of SMEs state that they have taken steps to protect the confidentiality of any personal information shared by their LGBT+ employees in Hong Kong.

## Spotlight On Best Practice

**Commonwealth Bank of Australia's** People and Culture Survey includes the question: 'Are you Lesbian, Gay, Bi-sexual, Transgender and/or Intersex?' and makes it clear why it collects this data, stating: 'The survey helps us to understand our current culture so that we can identify what elements of the culture are supporting our success and where we can strengthen the alignment to our business strategy.'

At **Morgan Stanley**, engagement of LGBT+ employees is examined across four categories: Firm Culture, Management, Career and Rewards. The Diversity & Inclusion team partners with the Data Analytics team to analyse the responses for the employees who identify as LGBT+ compared to responses for heterosexual employees. The results are reported to senior management and the Diversity Council.



## CATEGORY 9 COMMUNITY & ADVOCACY

The last category of the Index recognises that companies do not operate in isolation, but have a clear role to play in promoting LGBT+ inclusion within the broader community. Engaging in external LGBT+ specific efforts is a public demonstration of a company’s commitment and can be extremely influential in shaping change in wider society.

In recent years, a flurry of LGBT+ community initiatives have emerged, including events such as the Hong Kong Pride Parade, Pink Season, the Hong Kong Lesbian and Gay Film Festival and more recently, Pink Dot - giving ample opportunity for companies and their employees in Hong Kong to show their support and get involved. Companies can also play an important role in increasing understanding, sharing learnings and promoting LGBT+ inclusion externally in Hong Kong. This includes speaking at third party events, organising events such as seminars, film showings, etc and inviting external guests as well as collaborating with other organisations by participating in external networks and inter-company meetings. Forums such as Community Business’ own Diversity & Inclusion in Asia Network (DIAN), as well as others such as the Hong Kong Interbank Forum and the Hong Kong Gay and Lesbian Attorney’s Network (HKGALA), provide good opportunities for companies to do this.

Companies also have the opportunity to engage with business or professional associations and/or chambers of commerce, highlighting the business case and sharing best practices. Given the need to continue to drive change in broader Hong Kong society, and in particular the local business sector, multinational organisations can use their sphere of influence to engage key stakeholders on LGBT+ inclusion. This includes holding events to raise awareness, highlight the business case and encourage the adoption of best practice with clients, partners and/or suppliers. It can also include sharing of a company’s equal opportunity and anti-discrimination policy and selecting suppliers on this basis.

Finally, there is a role for companies - particularly those who have been addressing LGBT+ inclusion for some time, to be visible champions of change, advocating for greater LGBT+ inclusion with the established authorities in Hong Kong. Companies are called to proactively support LGBT+ campaigns that may lead to change in Hong Kong’s laws or social development. Lending support to the famous QT case, which has called on the Immigration Department to change its policy on granting dependant visas to same sex partners, is one such example. Companies are also urged to leverage their influence and engage with the Equal Opportunities Commission (EOC) and/or Hong Kong SAR Government, highlighting the business rationale for positive social change on LGBT+ inclusion in Hong Kong.

	2017	2015	YOY
Number of Questions	4	3	▲
Maximum Score	12 points	10 points	▲
Index Average	5.64 (47.0%)	4.5 (45.0%)	▲
Gold Average	8.10 (28.5%)	7.4 (40.0%)	▼
Silver Average	5.81 (7.3%)	4.5 (9.0%)	▼
Bronze Average	5.00 (4.0%)	3.9 (0.0%)	▲

### Overview of Performance and Comparison with 2015 Index

The average score for this category was 5.64 points out of a possible total of 12 points, representing a similar performance to the 2015 Index. This category increased both in number of questions, from 3 to 4, and in weighting, from 10% to 12% and also required companies to show a more proactive role in advocacy. This was to deliberately highlight that the time for change on greater LGBT+ inclusion in Hong Kong is now and that companies have a crucial role to play.

### Gold, Silver, Bronze Standard Analysis

Comparing performance in 2017 with 2015, the average performance of the Gold and Silver Standards was down, but the average performance of the Bronze Standard was up in this category.

## Performance by Question

### Q23

Has your organisation supported community efforts to promote LGBT+ inclusion in Hong Kong?

Maximum Score

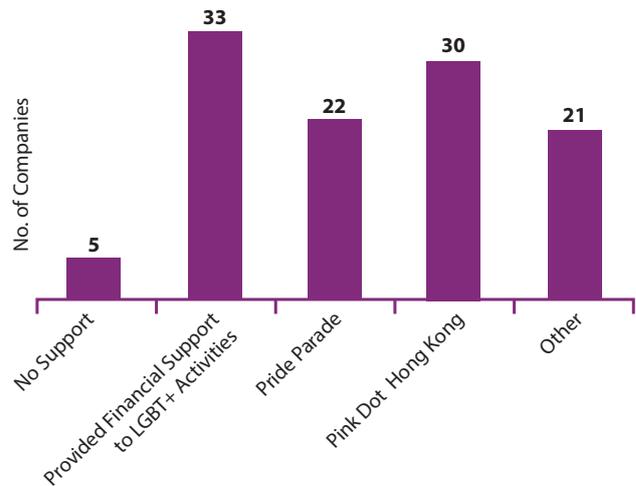
**3** points

Average Score

**1.89** points

Best Practice (2.5 and above)

**15** companies (37.5%)



### Q24

Has your organisation taken steps to increase understanding, share learnings and promote LGBT+ inclusion externally in Hong Kong?

Maximum Score

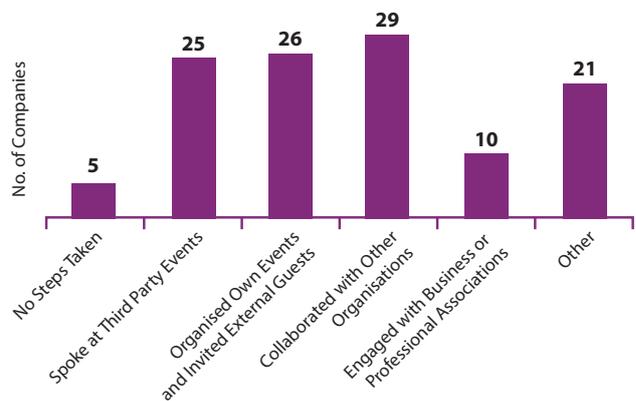
**3** points

Average Score

**1.66** points

Best Practice (2.5 and above)

**13** companies (32.5%)



### Q25

Has your organisation used its sphere of influence to engage key stakeholders on LGBT+ inclusion in Hong Kong?

Maximum Score

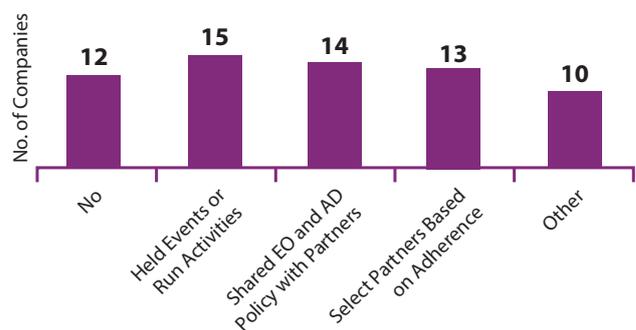
**3** points

Average Score

**0.90** points

Best Practice (2.5 and above)

**4** companies (10.0%)



## Q26

Has your organisation been a visible champion of change and advocated for greater LGBT+ inclusion in Hong Kong?

Maximum Score

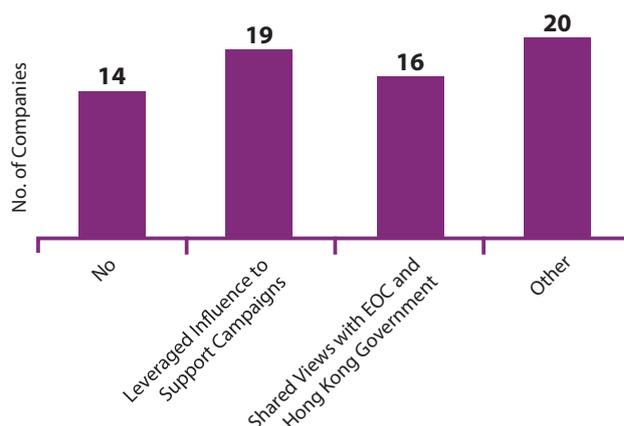
**3** points

Average Score

**1.19** points

Best Practice (2.5 and above)

**6** companies (15.0%)



## Observations and Trends

- It is extremely positive to see that most (82.5%) companies have provided financial, in-kind support and/or pro bono services to LGBT+ focused organisations or activities in Hong Kong. This is a significant increase on 2015 performance when two thirds of companies (65.7%) did so. Many companies were able to cite their sponsorship of initiatives such as Pride Parade, Pink Dot as well as Community Business' own LGBT+ Inclusion Gala Dinner.
- Similarly, it was good to see that beyond this financial and in-kind support, companies have supported their employees to get actively involved in community events. Pink Dot Hong Kong has received stronger corporate and employee support than the Hong Kong Pride Parade, with three-quarters (75.0%) of companies participating in the former and just over half (55.0%) in the latter. Over half (52.5%) were able to demonstrate their support of other activities such as HKGALA, the Hong Kong Lesbian and Gay Film Festival, and Pink Season.
- It is encouraging too that most (87.5%) companies have taken steps to increase understanding, share learnings and promote LGBT+ inclusion with organisations outside their own company. Just under two-thirds of companies have spoken at third party events (62.5%), held their own events and invited external guests (65.0%). Nearly three-quarters (72.5%) have collaborated with other companies via networks such as DIAN, Interbank Forum or HKGALA. Only a quarter (25.0%) however, have taken the opportunity to engage with business or professional associations such as the chambers of commerce in Hong Kong.
- As we seek to engage the local Hong Kong business community on LGBT+ inclusion, Community Business believes strongly that multinational companies operating in Hong Kong have a vital role to play in using their sphere of influence to engage partners and suppliers. While there is certainly scope for greater activity in this space, we were pleased to see that 70.0% of companies have done this in some way. Approximately a third of companies have hosted events for their partners and suppliers (37.5%), shared their equal opportunity and anti-discrimination policies (35.0%) or selected their partners on the basis of their adherence to these policies (32.5%). A quarter (25.0%) have done this in other ways, such as running bespoke training sessions for their partners.
- Finally, as we seek to drive wider social change in Hong Kong, we were keen to acknowledge those companies that have taken a proactive role in engaging with the established authorities in Hong Kong and been a visible advocate for greater LGBT+ inclusion. About two-thirds (65.0%) have done this in some way. Just under half (47.5%) described how they have leveraged their organisation's influence to support LGBT+ campaigns that may lead to change in Hong Kong's laws or social development, while 40.0% of companies have shared their views with the EOC and/or the Hong Kong SAR Government via meetings or written communications.
- Under 'Other', in addition to giving marks for proactivity in this space, we acknowledged those companies that have signed the Government's Code of Practice Against Discrimination in Employment on the Grounds of Sexual Orientation. Eleven (27.5%) of the companies participating in this Index were signatories to this during the period of assessment.

## Key Takeaways

- ▶ The level of support for community-based LGBT+ activities has increased significantly in the last two years from two thirds in 2015 to 87.5% in 2017.
- ▶ There is a positive spirit of sharing and mutual support between companies with regard to LGBT+ inclusion, with many examples of companies in Hong Kong collaborating, sharing experiences and promoting best practice.
- ▶ Companies are only just beginning to recognise the role they have to play in educating the local Hong Kong corporate sector – with scope for increased activity in this space.
- ▶ However, companies are stepping up to show their commitment and their role as champions of change – engaging with established authorities in Hong Kong to highlight the importance of LGBT+ inclusion and the business impact.

## SME Performance

<b>Number of Questions</b>	3
<b>Maximum Score</b>	12 points
<b>Index Average</b>	5.09 points (42.4%)

- It is pleasing to see that almost all (90.9%) SMEs have provided financial, in-kind support and/or pro bono services to LGBT+ focused organisations in Hong Kong. Employees have been involved in external LGBT+ community events such as Pink

Dot (63.6%), Pride Parade (36.4%) as well as other community activities (81.8%).

- Nearly two-thirds (63.6%) have taken steps to increase understanding, share learnings and promote LGBT+ inclusion with organisations outside their own company.
- About three-quarters (72.7%) of SMEs were able to show they have taken steps to drive wider social change in Hong Kong and been a visible advocate for greater LGBT+ inclusion.

## Spotlight On Best Practice

**Ropes & Gray** hosted a seminar and discussion on marriage equality led by senior U.S. partner Douglas Hallward-Driemeier who argued before the U.S. Supreme Court in the Obergefell case. The seminar was attended by 100+ people and was co-sponsored by HKGALA. Peter Reading, legal counsel at the EOC, and Michael Vidler, of Vidler & Co Solicitors, also spoke at the event which was covered by the SCMP.

**A number of companies participating in this Index** advocated for greater LGBT+ inclusion by signing Community Business' online petition urging the government to amend Hong Kong's immigration policy to recognise spousal visas for same-sex couples.

**Commonwealth Bank of Australia (CBA)** used its sphere of influence to engage local stakeholders by extending its LGBT+ training to its business partners and vendors (including its EAP provider) in Hong Kong. After the training session, the bank not only shared its training materials but also its EEO policy with its business partners. CBA also requires its partners to show their support of their sustainability strategy by sharing their EEO and/or anti-discrimination policies.

**Standard Chartered Bank** expects its suppliers to adhere to its Supplier Charter, which states that 'suppliers are encouraged to promote diversity and inclusion by not discriminating on the grounds of race, religion, gender, **sexual orientation**, age, physical ability, health condition, HIV status,

political opinion, nationality, social or ethnic origin, union membership or marital status.' It also states that where suppliers demonstrate behaviours which are misaligned to the Charter, their approach is 'to collaborate to investigate and remedy this.'

**State Street** is a strong supporter of LGBT+ issues and has lobbied for the industry change. State Street's Steven Chan is the Chair of the American Chamber (AmCham) in Hong Kong's Financial Services Committee and, through him, State Street advocated for AmCham to include LGBT+ issues in the annual input for the Hong Kong Chief Executive's policy address. Steven also presented regularly to the AmCham Hong Kong Board to enhance awareness of LGBT+ issues.

**HSBC** demonstrated its commitment to being a visible champion of change in Hong Kong in December 2016 with its high profile Pride and Unity Lions, part of its Celebrate Pride, Celebrate Unity campaign. The statues, replicas of HSBC's iconic lions Stephen and Stitt, were designed by local LGBT+ artist Michael Lam in rainbow colours and sat proudly outside HSBC's Main Building in Central for a month.

**BNY Mellon** took a leadership position in initiating conversations with established authorities in Hong Kong, including the Equal Opportunities Commission about legislation on anti-discrimination policies and the Secretary for Security at the Department of Immigration regarding dependant visas in Hong Kong.

# CONCLUDING REMARKS

## A Game Changer for Hong Kong

In the conclusion of our 2015 report, we stated that the introduction of the first Hong Kong LGBT Workplace Inclusion Index was a significant milestone - not just for Community Business, but for all the companies involved and for Hong Kong as a whole. The introduction of a comprehensive benchmark provided the opportunity to put the spotlight on LGBT+ inclusion efforts in Hong Kong and set Hong Kong on a par with other leading markets where the importance of LGBT+ inclusion is widely recognised and valued.

In 2017, we go further and say that this Index has quite simply been a game changer for progress on LGBT+ inclusion in Hong Kong. This is in terms of the level of attention, focus and activity that the Index has helped drive in the last couple of years. With open public debate and media coverage on issues such as the rights of same-sex partners to dependant visas, the growing call for anti-discrimination legislation on the grounds of sexual orientation, gender identity and intersex status, the rallying of corporate support to advocate for change to the Hong Kong SAR Government and broadening attitudes of the general public, the discussion of LGBT+ inclusion is no longer the taboo subject it once was in Hong Kong.

But importantly, for this is what it was set out to do, the Index has been a game changer in terms of driving improved performance in the corporate sector. Analysing the results for this year's Index was a much harder task in 2017 than in 2015. Of course we had more companies to assess – a total of 51 companies this year compared to 35 in 2015. However, it was the depth, quality and at times overwhelming level of supporting information provided by companies in their submissions, that made assessing and differentiating performance between companies such a challenge. Both these factors are a direct reflection of the increased level of activity and progress that has been made and are to be applauded and welcomed.

## Making Progress - Positive Indicators

The subtitle of this report is quite deservedly 'Making Progress' as highlighted by the following positive indicators:

**1.** The Index has **enjoyed stronger and broader corporate support**. The number of Participating Companies increased from 35 to 40 in the main Index, with an additional 11 companies participating in the SME version, giving a total of 51 companies in all. With as many as 17 companies participating in the main Index for the first time, some representing new industries such as the hospitality and media sectors, and the introduction of the SME Index, we have succeeded in engaging more deeply and broadly on LGBT+ inclusion in Hong Kong. In addition, the introduction of the SME Index has expanded the spectrum of industries included, such as cultural tourism, recruitment, and security guarding and placement.

**2.** Despite raising the bar on the criteria in the Index, **overall performance of companies has improved** at all levels:

- The overall average score has increased from 42.8 to 49.17 points out of 100.
- The average performance of companies at each level, Gold, Silver and Bronze, is higher in 2017 than in 2015.

	Overall Index Average	Gold Standard Average	Silver Standard Average	Bronze Standard Average
<b>2015</b>	42.8 points	70.3 points	48.7 points	35.6 points
<b>2017</b>	49.17 points	72.33 points	50.52 points	37.70 points

- The number of companies achieving each of these standards has increased – from 71.4% in 2015 to 87.5% in 2017. This is particularly evident at the Silver Standard, with 30.0% of companies achieving a Silver Standard in 2017 compared to 17.1% in 2015.<sup>4</sup>

<sup>4</sup> See Table 3 for more details.



**3. The gap in performance at the middle range is closing.** Although the range of performance between the top and bottom continues to be wide, the gap between those in the middle is narrowing with a general momentum of companies taking proactive steps to address LGBT+ inclusion. This is a positive sign and it is anticipated that the gap will continue to narrow and the competition for the top performing slots becomes even more intense over the next couple of years.

**4. There has been improved performance in nearly all categories of the Index.** With the exception of *Category 2: Equal Opportunity and Anti-Discrimination Policy* and *Category 5: Benefits*, both of which demanded higher standards of compliance, companies have performed better in all categories of the Index.

- Most notable areas of improvement include *Category 3: Diversity Training* with more companies offering LGBT+ specific training and *Category 4: Diversity Structure*, supported by the launch of many new LGBT+ employee networks in Hong Kong in the last two years.

**5. Companies have made specific improvement** since 2015 in many areas, with an increase in the number of companies who have:

OBSERVATION	2017	2015
• Made specific reference to sexual orientation and gender identity or expression in their equal opportunity policies.	92.5% and 85.0%	65.7%
• Included a clear statement that discrimination on the grounds of sexual orientation and gender identity are prohibited.	92.5% and 75.0%	71.4%
• Targeted communications to make people aware of their equal opportunity and anti-discrimination policies.	42.5%	25.7%
• Provided LGBT+ specific diversity training.	67.5%	40.0%
• A dedicated person or team responsible for LGBT+ inclusion as a formal part of their human resources or diversity function, rather than just a voluntary capacity.	80.0%	60.0%
• An LGBT+ employee network which their employees in Hong Kong can join, with nine new LGBT+ employee networks being introduced in Hong Kong in the last year.	92.5%	77.1%
• A nominated executive sponsor to champion their LGBT+ inclusion efforts in Hong Kong.	67.5%	45.7%
• Fostered an inclusive culture by holding an annual diversity or LGBT+ celebration within their organisation in Hong Kong.	55.0%	17.1%
• Proactively supported the activities of their network in Hong Kong and provided resources for their activities.	70.0%	37.1%
• Engaged their LGBT+ network as a business partner, working together on issues relating to the business, such as HR policies, campus recruitment, etc.	45.0%	28.6%
• Taken steps to market their company, products and/or services to the LGBT+ market in Hong Kong.	72.5%	68.6%
• Proactively marketed their company to the LGBT+ community for recruitment purposes.	52.5%	25.7%
• Provided financial, in-kind support and/or pro bono services to LGBT+ focused organisations or activities in Hong Kong.	82.5%	65.7%

**6. The number of nominations for the awards associated with the Index continued to be high.** This is testament to the growth of LGBT+ inclusion activities taking place in Hong Kong and the many passionate and committed individuals who are working to drive change - raising the profile of the issues, engaging key stakeholders, challenging mindsets and facilitating the introduction of new policies and practices that support LGBT+ inclusion.

## Making Progress - Scope for Improvement

However, as the subtitle 'Making Progress' also suggests, there is still some way to go and the journey is continuing. In terms of priority areas for improvement (listed in sequence by category), Community Business encourages companies to:

- ▶ Articulate clearly the business case and strategy for LGBT+ inclusion and as far as possible make this specific to Hong Kong.
- ▶ Make equal opportunity, anti-discrimination and grievance policies as clear as possible, ensuring they are applicable to employees in Hong Kong and extend to provide guidance on issues relating to transgender.
- ▶ Continue to prioritise LGBT+ specific training for employees in Hong Kong, broadening and deepening the content to reflect greater understanding of the issues and extending the reach to more employees in Hong Kong.
- ▶ Maintain the strong diversity structures established, leveraging local LGBT+ networks and executive sponsors to drive commitment and support the business.
- ▶ Scrutinise employee benefits on a regular basis and clearly state the eligibility of LGBT+ employees and their same-sex partners as well as introduce and highlight specific offerings for LGBT+ employees.
- ▶ Keep the momentum on fostering a supportive and safe culture through positive and regular communications and a proactive ally strategy.
- ▶ Develop a strategy for promoting the company's brand as LGBT+ friendly to all stakeholders, including potential employees, partners and customers.
- ▶ Make the case for collecting data about LGBT+ employees for employee engagement and talent management purposes and approach this in a way that is responsible.
- ▶ Play an active role in the community - supporting and getting involved in local LGBT+ community events, sharing learnings and collaborating with other companies, using the company's sphere of influence to engage local partners and suppliers and being a visible champion, advocating for change with established authorities in Hong Kong.

Besides the individual progress in LGBT+ inclusion that companies have made, we at Community Business have been inspired by the sharing and collaboration within the business community, including the support and mentorship that the more advanced companies are providing to the companies that are starting out.

## Moving Forward

As highlighted in the conclusion of our last report, the driving force behind this Index is that it should act as a catalyst for change in terms of promoting greater LGBT+ inclusion in Hong Kong. This applies not just to the corporate sector, but also in capturing the attention of the media and influencing key stakeholders, including the government and legislators. While momentum has been building and debate is ongoing, the reality is that Hong Kong still has no anti-discrimination legislation to protect LGBT+ individuals and same-sex marriage and relationships are not recognised, limiting freedoms and creating challenges for many of the LGBT+ community. Until there is equality for the LGBT+ community in all aspects of their lives, our work is not done.

For companies, the Index is intended to drive the adoption of best practice. As in 2015, the findings of this Index highlight that much best practice already exists in Hong Kong. We encourage the companies that have performed well to leverage their ranking in the **2017 Hong Kong Top 12** or **Top 3 SMEs for LGBT+ Inclusion** to raise the profile of their leadership and continue to play their part as visible role models - sharing experiences and best practice and influencing positive change in the wider community.

For those companies that have performed less well, our advice is not to lose heart, but to use the learning and insights gained through this process to focus efforts and drive continued progress. And we urge all companies - whether they participated this year or not - to use this report as a catalyst to get the subject on the corporate agenda and develop a plan of action.



Our introduction of an SME Index was a deliberate attempt to broaden the appeal of the Index and encourage the local business community to get involved. While we were delighted that we exceeded our modest goal of ten companies, we know that the lack of attention by the SME sector is disappointing and so much more work needs to be done. For if we are truly to impact positive change on this topic in Hong Kong, we need to engage this dominant market segment. In this endeavour, we appeal directly to the support of the multinational corporate sector, and all the companies that have participated in this second iteration of the Index, to engage their stakeholders which may be local companies or SMEs on the subject of LGBT+ inclusion.

Looking ahead, Community Business remains committed to helping companies make meaningful progress on LGBT+ inclusion. As we work with companies and keep pace with developments globally, we will continue to raise the bar on what best practice looks like and reflect in the criteria for future iterations of the Index. Companies seeking to maintain their leadership position will need to sustain their focus and momentum on this topic.

In future years, we hope to see more organisations participate in the Index - including the multinationals that take part in other LGBT+ workplace indexes globally as they work to drive consistency in their corporate strategies for LGBT+ inclusion across their global footprint. We would also welcome the participation of the Hong Kong SAR Government as the city's largest employer, to demonstrate its leadership and commitment to the Code of Practice against Discrimination in Employment on the Ground of Sexual Orientation which the Government introduced in 2014. We will also continue to recruit local companies and SMEs in our efforts to make LGBT+ inclusion mainstream across the business community.

As Community Business continues to champion LGBT+ inclusion in Hong Kong and across Asia, we welcome ongoing support - including financial - from all partners and key stakeholders that share our passion and commitment to this subject.

## APPENDIX: 2017 SME INDEX QUESTIONS

CATEGORY	NO. OF QUESTIONS	QUESTIONS
<b>1 STRATEGY &amp; LEADERSHIP ACCOUNTABILITY</b>	2	<p>Q1 Does your organisation have a clear understanding of the business case for promoting LGBT+ inclusion in your organisation in Hong Kong?</p> <p>Q2 Do you have senior executive support for your organisation's commitment to LGBT+ inclusion in Hong Kong?</p>
<b>2 EQUAL OPPORTUNITY &amp; ANTI-DISCRIMINATION POLICY</b>	3	<p>Q3 Does your organisation have an Equal Opportunity and/or Anti-Discrimination Policy in Hong Kong that covers sexual orientation and gender identity or expression?</p> <p>Q4 Does your organisation have a Grievance and Disciplinary Policy and/or procedure in place for handling LGBT+ related bullying and harassment arising in Hong Kong?</p> <p>Q5 How does your organisation promote these policies to employees in Hong Kong?</p>
<b>3 DIVERSITY TRAINING</b>	4	<p>Q6 Does your organisation provide diversity training to employees in Hong Kong that specifically includes LGBT+ content?</p> <p>Q7 What does your LGBT+ diversity training in Hong Kong cover?</p> <p>Q8 To which employee groups in Hong Kong do you provide LGBT+ diversity training in Hong Kong?</p> <p>Q9 Approximately what percentage of your workforce in Hong Kong has been through LGBT+ diversity training during the period of 1 Jan 2015 - 31 Dec 2016?</p>
<b>4 DIVERSITY STRUCTURE</b>	2	<p>Q10 Does your organisation have a person, team or working group with responsibility for addressing LGBT+ inclusion in Hong Kong?</p> <p>Q11 Does your organisation have an LGBT+ employee network/ resource group in Hong Kong?</p>
<b>5 BENEFITS</b>	2	<p>Q12 Does your organisation take steps to ensure that LGBT+ employees in Hong Kong are not discriminated against with regards to benefits being offered?</p> <p>Q13 Does your organisation offer any benefits or support specifically to LGBT+ employees in Hong Kong?</p>



CATEGORY	NO. OF QUESTIONS	QUESTIONS
<b>6 CORPORATE CULTURE</b>	4	<p>Q14 Does your organisation foster a safe and inclusive environment by encouraging non-LGBT+ employees to support LGBT+ inclusion?</p> <p>Q15 Does your organisation communicate to employees in Hong Kong that it supports and values its LGBT+ employees?</p> <p>Q16 Do you have a senior executive who promotes LGBT+ inclusion in Hong Kong?</p> <p>Q17 Does your organisation take steps to engage directly with LGBT+ employees in Hong Kong?</p>
<b>7 MARKET POSITIONING</b>	1	<p>Q18 Do you proactively market your organisation, your products and/or services to the LGBT+ market in Hong Kong?</p>
<b>8 MONITORING</b>	1	<p>Q19 Does your organisation take proactive steps to protect the confidentiality of any personal information shared by your LGBT+ employees in Hong Kong?</p>
<b>9 COMMUNITY &amp; ADVOCACY</b>	3	<p>Q20 Has your organisation supported community efforts to promote LGBT+ inclusion in Hong Kong?</p> <p>Q21 Has your organisation taken steps to increase understanding, share learnings and promote LGBT+ inclusion externally in Hong Kong?</p> <p>Q22 Has your organisation been a visible champion of change and advocated for greater LGBT+ inclusion in Hong Kong?</p>

# HOW COMMUNITY BUSINESS CAN HELP

Community Business is committed to helping companies create inclusive workplaces for LGBT+ employees - not just in Hong Kong but across the Asia region. As such, we are able to provide the following resources to support companies. For more information, please contact [info@communitybusiness.org](mailto:info@communitybusiness.org)

## Research and Publications

Available for download on [www.communitybusiness.org](http://www.communitybusiness.org)



### Hong Kong LGBT Workplace Inclusion Index 2015

This report presents the consolidated findings, including Index averages, observations and trend, from the 35 companies participating in the first iteration of the Index in 2015.

*Published: May 2015*



### LGBT Hong Kong Climate Study 2011-12

This report summarises the key findings from a representative survey of the Hong Kong working population and a focus survey of LGBT employees in Hong Kong, with an emphasis on data that supports the existence of a business case for creating inclusive workplaces for LGBT employees.

*Published: May 2012*



### Creating Inclusive Workplaces for LGBT Employees in Hong Kong

This publication highlights the business case for addressing the needs of LGBT employees and provides the cultural, social and legal context for LGBT issues in Hong Kong. As a practical resource, it also provides a set of recommendations on what companies can do to create inclusive workplaces for LGBT employees and includes a number of examples of local best practice.

*Published: June 2010*

## Training and Consultancy

### LGBT+ - What's This Got to Do With Business?

A compelling positioning of the business case for addressing LGBT+ inclusion in the workplace with specific reference to local Hong Kong research. An opportunity to gain the buy-in of senior executives or more sceptical colleagues.

### LGBT+ 101

An introductory session that presents the essentials of LGBT+ inclusion, including explaining the terminology and the social and cultural context in Hong Kong as well as highlighting key components of an LGBT+ inclusion strategy.

### Creating Inclusive Workplaces for LGBT+ Employees FACES Workshop

An interactive workshop that brings the issues to life and challenges mindsets by presenting real workplace scenarios of LGBT+ discrimination through the experiences of LGBT+ professionals in Hong Kong. An opportunity to create a more inclusive and supportive culture in Hong Kong.

### LGBT+ Inclusion Strategy

Based on the insights from this Index, Community Business is ideally positioned to provide strategic advice and sharing of best practice on all aspects of your LGBT+ inclusion strategy, including:

- Developing an LGBT+ ally strategy
- Establishing an LGBT+ employee networks
- Extending benefits to LGBT+ employees and their partners

