

5 February, 2018

Clerk to Panel on Health Services
Legislative Council Secretariat
Legislative Council Complex
1 Legislative Council Road Central
Hong Kong

Via electronic submission to: mailto:panel_hs@legco.gov.hk

Dear Sir / Madam,

Community Business Submission to Panel on Health Services – Meeting on 5 February 2018
Re: HIV and AIDS Response Measures Formulated in relation to the Recommended HIV/AIDS Strategies for Hong Kong (2017-2021)

Community Business appreciates this opportunity to participate in the Hong Kong SAR Government's engagement of the public on the *"Recommended HIV/AIDS Strategies for Hong Kong (2017-2021)"*.

Community Business supports the implementation of comprehensive response measures for the HIV/AIDS epidemic in Hong Kong as soon as possible, to protect and ensure the rights of all Hong Kong people.

In our work in Hong Kong and across Asia, we see that leading companies are committed to creating safe, inclusive workplaces for all their employees, recognising that this is good for business. This includes a growing awareness of issues related to employee health and wellbeing which is applicable to all employee demographics. Important minority employee populations such as the transgender and wider LGBT+ community are particularly vulnerable when it comes to exposure to HIV/AIDS and the discrimination and stigma often associated with this.

According to the submission by the Hong Kong Coalition of AIDS Services, *"Ten years ago Hong Kong had a relatively low HIV infection rate for a major world city. That is no longer true with new infections having risen +86% over 10 years. It is especially noticeable that while Hong Kong's infection rate has increased, there has been a drop in cutting HIV infection rates in other world cities such as San Francisco, New York, London and Sydney, Australia."* This information is shocking and shows the importance of a comprehensive strategy to reduce the number of HIV infections in Hong Kong.

We at Community Business firmly believe that if Hong Kong is to truly be 'Asia's World City' now and in the future and maintain its competitiveness, it needs a comprehensive strategy in dealing with the HIV/AIDS epidemic.

Community Business urges the Hong Kong SAR Government to:

- Provide all-round support, including long term funding, for key influential NGOs tackling the HIV/AIDS epidemic;
- Provide important education, guidance and support for both the employer and employees with regards to prevention and dealing with HIV/AIDS and also anti-discrimination against persons with HIV/AIDS; and
- Provide both Pre-exposure Prophylaxis (PrEP) and Post-exposure prophylaxis (PEP) to the public with clear guidance and information to educate the public, improve acceptance and reduce negative treatment of people that require these.

About Community Business Limited (CB)

Community Business is a non-profit organisation (Hong Kong Charity Number 91/6560) which strives to lead, inspire and support businesses to have a positive impact on people and communities. Recognised as a thought leader in driving diversity, inclusion and responsibility in corporate practises in Asia, Community Business facilitates networks, conducts research and events, leads programmes and campaigns and provides training and consultancy. Our focus on responsible and inclusive business is arranged according to 5 mission-led themes:



Community Business was founded in 2003 in Hong Kong, and has since expanded to India. Our organization works with a large number of companies of a variety of sizes and a wide range of industries throughout Asia, harnessing the power of business to drive social change.

Community Business places great value on diversity and inclusion, and has, since its inception, engaged with members of the corporate sector to create more open, safe and progressive workplaces for employees in Asia. For a full list of our current member companies, please refer to Appendix A.

Community Business' LGBT+ Campaign

Since 2008, Community Business has been a changemaker in campaigning for greater LGBT+ rights, and has conducted ground breaking work on the topic of LGBT+ inclusion in the workplace. Our approach has been threefold: to raise awareness of the issues faced by LGBT+ employees, to educate the market on the business case for inclusion and how to adapt company policies in favour of inclusion, and to encourage the adoption of best practices. A timeline of our key milestones is summarised below:

- In 2008, CB launched its '**Creating Inclusive Workplaces for LGBT Employees Campaign**'. At that time, understanding and adoption of diversity and inclusion was at a very early stage, and few companies had LGBT+ on their agenda as a workplace issue. Sexual orientation and gender identity were seen as taboo subjects, poorly understood and rarely openly discussed in wider society – let alone in the workplace.
- In 2010, CB published an **LGBT Resource Guide for Employers in Hong Kong** (enclosed), to inform and advise companies on the business case for addressing the needs of LGBT+ employees and practical recommendations on what they can do to create inclusive workplaces for their LGBT+ employees.
- In 2012, seeking to further highlight the business case for addressing LGBT+ workplace inclusion in Hong Kong, CB conducted the [Hong Kong LGBT Climate Study 2011-12](#). This representative study examined both the working population's attitudes towards LGBT+ individuals as well as the first-hand experience of LGBT+ individuals working in Hong Kong. Our survey results showed that discrimination against LGBT+ individuals exists both at work and in society in Hong Kong. It also found that that lack of acceptance in the workplace harms productivity and the ability of companies operating in Hong Kong to attract and retain the best talent. This study provided companies with a compelling business case for LGBT+ inclusion.
- CB's work extended to other Asian jurisdictions with the publication of **LGBT Resource Guides for Employers in India** in 2012, and for **China** in 2013. In 2014, following the ruling by India's Supreme

Court to reverse the decision to read down Section 377 of the Indian Penal Code (effectively re-criminalising homosexuality), Community Business issued an Information Leaflet and held a webinar aimed at assisting businesses to better understand the ruling and its impact, as well as offer guidance on the way forward.

- In early 2014, we believed that the dialogue on LGBT+ workplace inclusion had matured and that Hong Kong was ready for an Index that would engage and move organisations forward in their LGBT inclusion journey. CB launched the **Hong Kong LGBT+ Inclusion Index** in November 2014, announcing the results in May 2015. The Index was the first benchmark on workplace inclusion practices and initiatives for LGBT+ employees in Asia, providing companies with a credible and robust tool to assess, progress and promote their efforts towards LGBT+ inclusion. The Index combined learning from global indexes to ensure an approach suitable for Hong Kong. Besides providing benchmarking information for companies, the Index ranks the top performing companies – which has proven to be extremely competitive. The Index is conducted every 2 years, and the second iteration in early 2017 included an SME Index designed to reach out to smaller and local companies. In 2015, 35 companies participated in the Index, and in 2017 this expanded to 50, showing a healthy growth rate and increasing interest by the corporate sector. The results of both iterations of the Index have been summarised in the respective **Index Reports** (enclosed).
- In 2015, CB launched its annual [Hong Kong LGBT+ Inclusion Awards](#) programme, which recognises the exceptional dedication and accomplishments of individuals and organisations in promoting LGBT+ equality and inclusion in Hong Kong.
- This year, CB's work on LGBT+ inclusion was cited in the United Nations Human Rights Office's [Standards of Conduct for Business](#) to fight discrimination against lesbian, gay, bisexual, transgender, and intersex (LGBTI) persons, launched in October 2017.

Community Business' work on LGBT+ inclusion has led to greater awareness among the business sector of the importance of LGBT+ inclusion, in positive changes to workplace policies, practices, and culture, and greater acceptance of the LGBT+ community. We have seen an increase in senior level and public commitment, and proactive collaboration – both within the international business community and the local community. There has also been more public and open debate, including the lobbying of corporate support of 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 has been truly inspiring 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 LGBT+ work.

For our 2019 LGBT+ Inclusion Index, we will be assessing what measures participating companies are taking to promote LGBT+ employee health. We are currently considering measures such as HIV/AIDS awareness, prevention and guidance, medical coverage of HIV/AIDS treatments and medication, as well as anti-discrimination policies regarding persons with and perceived to be with HIV/AIDS and the connected discrimination against LGBT+ people.

AIDS Concern has been a longstanding supporter of Community Business and likewise we have appreciated the amazing efforts they have made in educating the public on the importance of HIV understanding, prevention and care. AIDS Concern were the winners of our 2016 LGBT+ Inclusion Marketing Campaign Award as well as 2017 LGBT+ Inclusion Community Impact Award. They need the necessary funding and support by the Hong Kong SAR Government in order to continue to impact lives and companies to drive change and reduce HIV/AIDS in Hong Kong. We urge the Hong Kong SAR Government to increase the funding and the lengths of the funding periods to ensure sustainable and long-term action in fighting the HIV/AIDS epidemic.

We wholeheartedly support the submissions by AIDS Concern and the Hong Kong Coalition of AIDS Services.

In addition to the points made by the above organisations, Community Business would also encourage the Hong Kong SAR Government to provide guidance and support for employers to tackle discrimination against persons with HIV/AIDS and the association of HIV/AIDS with the LGBT+ community, as well as more resources for both employers and employees to obtain help when it comes to HIV/AIDS awareness and prevention.

If you have any questions on this submission or any of Community Business' work, please contact me (fern.ngai@communitybusiness.org, Ph: 2201-1888) or my colleague Florence Chan, Senior Manager, Programmes & Development (florence.chan@communitybusiness.org, Ph: 2152-1889/[REDACTED]).

Yours faithfully,



Fern Ngai
Chief Executive Officer
Community Business Limited

Appendix A - Community Business Member Companies (as of December 2017)

Responsible Business Network Members:

- Allen & Overy
- Atos
- British Council
- Coca-Cola
- Covestro
- Crown Worldwide
- Dale Carnegie Training
- EAB Systems
- Executives' Global Network
- Freshfields Bruckhaus Deringer
- Hogan Lovells
- Hysan Development Company
- KPMG
- National Australia Bank Asia
- OMICRON Electronics Asia
- Pinsent Masons
- Seeds Training
- SENSational
- Simplygiving.com
- Standard Chartered Bank
- Starbucks
- SWIFT
- Team Building Asia
- The Economist Group
- The Good Lab
- The Hong Kong Football Association
- Total Loyalty Company

Diversity & Inclusion in Asia Network (DIAN) Members:

- AB Global
- adidas
- AIG
- ANZ
- Baker & McKenzie
- Bank of America Merrill Lynch
- Barclays
- BNY Mellon
- Boeing
- Brown-Forman
- BP
- Capital Group
- Cargill
- Citi
- Coca Cola
- Commonwealth First State
- Credit Suisse
- Dell

- Deutsche Bank
- EY
- Goldman Sachs
- Google
- GSK
- Herbert Smith Freehills
- Hogan Lovells
- Intuit
- Jones Lang LaSalle
- John Deere
- JPMorgan
- LinkedIn
- Linklaters
- Macquarie
- Manulife
- Marriott
- Mayer Brown JSM
- Metlife
- Microsoft
- Moody's
- Morgan Stanley
- Nomura
- Northern Trust
- Prudential
- PwC
- PVH
- S&P Global
- Shell
- Standard Chartered
- State Street
- Swire
- Telstra
- Thomson Reuters
- VF Corporation
- Visa
- Walmart

Diversity & Inclusion in Asia Network for India (DIAN India) Members:

- Accenture
- AIG
- Barclays
- BNY Mellon
- Coca-Cola
- Dell
- EY
- Flextronics
- Goldman Sachs
- GSK
- Hindustan Unilever
- Intel

- Intuit
- John Deere
- Jones Lang LaSalle
- LinkedIn
- Moody's
- Nomura
- Northern Trust
- Standard Chartered
- S&P Global
- TATA

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Sponsors:

**Goldman
Sachs**

IBM

Advisory Group:



out&EQUAL Workplace
Advocates



Individual Contributors: Mark Kaplan, Dr Mark King, Roddy Shaw, Dr Sam Winter

Shalini Mahtani & Kate Vernon, Community Business

June 2010

About Community Business

Community Business is a unique membership based non profit organisation whose mission is to lead, inspire and support businesses to improve their positive impact on people and communities. Community Business provides training, facilitation and advice to some of the world's leading companies in Corporate Social Responsibility (CSR) and its major areas of focus include CSR strategy, corporate community investment, diversity and inclusion and work-life balance. Founded in 2003 and based in Hong Kong, Community Business currently works with a number of organisations, small, medium and large, committed to CSR. For more information, visit www.communitybusiness.org

Acknowledgements

Community Business is grateful to the corporate sponsors of this publication: Goldman Sachs and IBM.

Community Business acknowledges the contribution of its Advisory Group, including the Human Rights Campaign (HRC) and Out & Equal Workplace Advocates in the US and Tongzhi Community Joint Meeting (TCJM) in Hong Kong. In addition Community Business thanks a number of Individual Contributors, who have shared their knowledge and insights and provided a valuable review of this publication. These include: Mark Kaplan, Dr Mark King, Roddy Shaw and Dr Sam Winter. Thank you also to Roddy Shaw for editing the Chinese version of this publication.

Community Business thanks all the companies and individuals that took part in the stakeholder engagement in Hong Kong – either through participation in the facilitated discussion forums or by completing the anonymous online survey for LGBT employees and their workplace allies in Hong Kong. Community Business also thanks all the companies that agreed to be featured in this publication, for sharing their best practice in terms of policies and programmes for LGBT employees. These include both member and non-member companies of Community Business.

Finally thank you to members of the Community Business team, including Kevin Burns for project management and Sandy Chan for managing the design, print and production of this publication.

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 or programme 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. Reproduction and dissemination of this document is permitted provided that the document is unaltered and ownership is acknowledged. Express permission of the Board of Directors of CBL is required for use of this document (in whole or in part) if such use will generate income for the licensee.



CONTENTS

FOREWORD BY SPONSORS	2
AUTHORS' NOTE	4
SECTION 1: SEXUAL ORIENTATION AND GENDER IDENTITY - A BUSINESS ISSUE?	5
Why Should Businesses Care?	6
SECTION 2: THE HONG KONG CONTEXT	9
Overview	10
The Cultural Context	11
The Legal Context	12
Key Issues for LGBT Individuals in Hong Kong	16
SECTION 3: CREATING INCLUSIVE WORKPLACES FOR LGBT EMPLOYEES	20
An Approach for Hong Kong	21
Recommendations for Employers	22
1. Equal Opportunity Policies	22
2. Diversity Training	23
3. Diversity Structure	24
4. Benefits	27
5. Corporate Culture	28
6. Market Positioning	29
7. Monitoring	30
8. Community and Advocacy	32
CONCLUSION - TOWARDS AN INDEX	34
APPENDICES	35
Appendix 1: Advisory Group and Individual Contributors	35
Appendix 2: LGBT Terminology	37
Appendix 3: Sample LGBT Discrimination Case	40
Appendix 4: Summary of Findings from Anonymous Online LGBT Survey	42
REFERENCES	46

FOREWORD BY GOLDMAN SACHS



"We are proud to be a sponsor of the Community Business study entitled 'Creating Inclusive Workplaces for LGBT Employees: A Resource Guide for Employers in Hong Kong'.

The report looks at some of the challenges faced by Lesbian, Gay, Bisexual and Transgender (LGBT) employees in Hong Kong from a historical, legal, and workplace perspective, and provides some very practical suggestions of what companies in Hong Kong can do to make their workplaces more inclusive.

At Goldman Sachs in Hong Kong and throughout Asia, our policies aim to treat all employees equally, without regard to sexual orientation, and our benefits plans apply wherever possible to same sex partners, as they would to opposite sex partners. We host training events to further educate our employees on how to be inclusive of LGBT people in the workplace and we have an active LGBT Network which runs several events throughout the year that are open to all of our people, helping to build greater visibility around our LGBT population and potential challenges they may face in the workplace.

Regardless of our actions to date, we recognise that there remains many challenges for LGBT employees in Hong Kong, where the culture has traditionally not encouraged people to be open about their sexual orientation or gender identity. We hope that this guide will help companies learn from some of the best practices that companies are already pursuing in Hong Kong, and that this serves as a starting point to open further discussions on what more we all can be doing to foster an inclusive environment.

Hong Kong has been Goldman Sachs' regional headquarters for more than twenty years. We have over 1,000 employees here, over 5% of which self-identified as LGBT in a recent confidential survey we conducted. It is crucial for Hong Kong — as a regional financial centre and a growing and dynamic economy — to fully explore the potential of its LGBT population and for companies to have fully inclusive policies that ensure everyone can work to the best of their potential. We firmly believe that creating an inclusive environment for all employees in all aspects of society is critical to the success of Hong Kong."

Paul Bernard
Mary Byron
Asia Diversity Co-Chairs
Goldman Sachs

FOREWORD BY IBM



“At IBM we are proud of our long history of honouring, valuing, and promoting diversity and inclusion in our workforce. For IBM, diversity is a defining and measurable competitive advantage and we consciously work to build diverse teams to better enable us to drive the very best results for our clients.

References to sexual orientation have been a part of our diversity and inclusion policies for over 20 years. In fact, IBM was one of the very first companies to globally and publicly formalise its commitment to our Gay, Lesbian, Bisexual and Transgender (GLBT) employees, including sexual orientation in our Manager’s Handbook in 1984 and subsequently adding GLBT inclusion into our Equal Opportunity Policy.

Today, we seek to build on those groundbreaking efforts – celebrating and expanding an inclusive workplace where GLBT employees are valued, empowered to think freely and encouraged to express themselves fully. This culture frees our colleagues to think creatively, producing dramatic and innovative outcomes for our clients. This environment is also recognised and honoured by outside organisations, earning IBM the top score in the US Human Rights Campaign’s Corporate Equality Index for seven years in a row and the number 1 ranking in the UK’s Stonewall Workplace Equality Index in 2010.

We are delighted to be partnering with Community Business to raise awareness of LGBT issues in the workplace as we work on expanding our efforts in Asia. By working together to produce this LGBT Resource Guide for Employers we hope to encourage more companies to review their workplace policies and practices and drive positive change for the LGBT community in Hong Kong.”

A handwritten signature in black ink, appearing to read 'Andy Ho'.

Andy Ho

**Vice President, Systems and Technology Group and Business Partners
LGBT Executive Sponsor
IBM Greater China Group**

AUTHORS' NOTE

Community Business has sought to establish itself as a thought leader on diversity issues as they relate to Asia. From the time of the launch of our first Diversity & Inclusion in Asia Conference back in November 2005, to the launch of our Diversity & Inclusion in Asia Network in 2007, we at Community Business have engaged with members of the corporate sector to create more diverse and inclusive workplaces for employees in Asia.

Through our research and events, Community Business has identified issues relevant to Asia and has made a conscious effort to put them on the corporate radar. Specifically, we have worked hard to challenge companies to think about what they are doing about the lack of Asian leadership, how to attract and retain the ageing workforce in Asia and what more they can do to employ people with disabilities. Once again we are looking to be a catalyst and drive the discussion on what has largely remained a taboo topic in Hong Kong and Asia – sexual orientation and gender identity in the workplace.

We recognise that this is a sensitive and for some even a 'controversial' subject – not just in Hong Kong but across the Asia region and in other parts of the world. For the most part, matters relating to sexual orientation and gender identity in the workplace are largely not addressed. Even for many multinational companies who may have progressive policies and programmes in the US and Europe, these are not implemented locally in Hong Kong. Despite calls for greater equality by some sectors of the Hong Kong community, the Hong Kong Government does not currently recognise same sex unions and there is no equal opportunity legislation on the grounds of sexual orientation or gender identity. This lack of legal support and protection can – and often does, result in difficulties for sexual minorities both in the community and the workplace in Hong Kong.

There is enormous scope for the corporate sector, and particularly international companies operating in Hong Kong, to drive positive change in this area.

Community Business, with sponsorship from Goldman Sachs and IBM, is looking to encourage companies to adopt best practice in promoting equality for lesbian, gay, bisexual and transgender (LGBT) employees. This resource guide is a first step in this regard - designed to inform and educate companies operating in Hong Kong. It highlights the business case for addressing the needs of LGBT employees and provides the cultural 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 good practice.

It is envisaged that over time the recommendations outlined in this guide may become the basis for a corporate index for LGBT employees in Hong Kong – similar to the Human Rights Campaign's Corporate Equality Index in the US and Stonewall's Workplace Equality Index in the UK. It is also our hope that the development of a tool that encourages a proactive approach by the corporate sector will ultimately drive positive change for Hong Kong's LGBT community.

We commend our sponsors Goldman Sachs and IBM who have been the key drivers behind this initiative and through their various global accolades and awards have demonstrated their clear leadership in championing LGBT issues in the workplace. We are extremely grateful to our Advisory Group and network of individual contributors who have provided invaluable counsel and advice on how to approach this ambitious project. With their input and review we believe that we have created a resource that deals with this complex subject sensitively and in a way that is appropriate for Hong Kong.

It should be noted that as we planned this project we debated whether to include the topic of transgender or whether to just focus on issues relating to lesbian, gay and bisexual employees. There are arguments for both approaches. Indeed Stonewall in the UK consciously chooses to only address LGB as it believes that the issues for transgender individuals are very different. This is certainly true. However, others argue that the level of discrimination faced by transgender individuals is such that all efforts should be made to raise awareness and educate people on this issue. Consultation with our local Advisory Group has encouraged us to be bold and to be as inclusive as possible in our approach. We have followed their advice – and encourage you to do the same.

Finally, one of our core values at Community Business is one of collaboration and we are grateful to the many individuals and companies that have collaborated with us over the last few months as we developed this resource guide. Our stakeholder engagement on this subject continues and we welcome your opinions, comments or questions. We look forward to hearing from you.

Shalini Mahtani, MBE
Founder and Advisor

Kate Vernon
Head of Research & Marketing and
Head of Diversity & Inclusion

SECTION 1: SEXUAL ORIENTATION AND GENDER IDENTITY – A BUSINESS ISSUE?

Contributors: Mark Kaplan

Why LGB and T?

L, G and B stands for Lesbian, Gay and Bisexual and refers to sexual orientation. T stands for Transgender and refers to gender identity. So why do these two topics (and groups of people) get put together? Leading diversity specialist, Mark Kaplan, provides the following explanation:

“While not the only reason, it is likely because the common stereotypes for gay men and lesbians suggest that each is like or wants to be the other sex, and thus lesbians, gays, bisexual and transgendered people are seen as essentially the same. Because of this, sometimes these groups combine efforts and push for equal treatment based on both sexual orientation and gender identity. However these are two distinct and different aspects of diversity, each with its own set of challenges. Transgendered people’s experience has to do with their gender identity. Gender identity refers to how one experiences and expresses gender and biological sex. Sexual orientation refers to how one is oriented in love/romantic relationships. We all have a sexual orientation – whether it be heterosexual, homosexual, bisexual or asexual. And we all have a gender identity.”

For more clarity around terminology used when speaking about sexual orientation and gender identity please see Appendix 2.

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Why Should Businesses Care?

For many companies or business leaders who are asked to consider the issue of sexual orientation and gender identity in the workplace for the first time, the response is often 'why?' or 'what has this got to do with business?'. An employee's sexual orientation or behaviour are seen by many – and not just by those in Asia and Hong Kong, to be a private matter, that has little place for discussion in the corporate environment.

For those who have not addressed the issue before, the link between creating a supportive environment for LGBT employees and corporate performance may not be an obvious one. But when one considers the stress or effort involved in concealing one's true identity and the resulting impact this may have on one's effectiveness in the workplace, the connection becomes more obvious.

"For some constantly wondering whether to come out is an ongoing source of stress which can limit the quality and authenticity of their workplace relationships, sap their productivity, and even affect their health. Being closeted at work means being more guarded about participating in social activities and personal conversations, being less engaged, and as a result, being less authentic."¹

Inclusive workplaces are good for business

The business case for addressing LGBT issues in the workplace starts therefore with the recognition that inclusive workplaces – environments that are free from stigma and bias, that accept people for who they are and that enable all to contribute to their full potential regardless of their background – are good for business.

"Fair workplaces are profitable workplaces, whether measured in a company's bottom line, its market share, its broader consumer reputation, or its ability to attract and retain workers, managers or investors."²

There is ample evidence and research to support the business case for creating inclusive workplaces for all employees – and this applies equally to LGBT employees.

Productivity and Performance

Productivity suffers when LGBT employees are on guard, worrying about the consequences of exposing such very basic parts of their lives as family and personal relationships. According to a study by the Human Rights Campaign (HRC), 54% of LGBT employees who are not open to anyone at work report lying about their personal lives.³ The inability to participate honestly in everyday conversations clearly hinders trust and cohesion with colleagues and superiors. However, when an organisation is clear and proactive about having an inclusive environment, LGBT employees have the opportunity to put all of their energy on work tasks.

A recent study of LGB employees in the UK by Stonewall, demonstrated a positive link between workplace climate and their own productivity and performance. Lesbian and gay respondents who feel able to be out at work and well supported by their employers, reported that they were significantly more effective, more motivated and built better working relationships with colleagues. Indeed, Stonewall states: "Concealing sexual orientation at work reduces productivity by up to 30 per cent."⁴ Similarly a study by Catalyst in the US found that LGBT employees who work in organisations with employee networks, resource groups and/or mentoring programs are anywhere from 7% to 16% higher in their workplace experience scores.⁵ Feeling safe to be out at work is critical to being able to build important workplace relationships.

The Bottom Line: Companies that promote an inclusive and open working environment that enables individuals to bring their whole selves to work see a positive impact on productivity.

Recruitment and Retention

In the war for talent, successful companies are continually working to attract and retain the best staff. Given that an estimated 5 to 10% of any working population is likely to belong to the LGBT community, it has become increasingly important to be able to show both a favourable reputation and a solid track record of inclusive practices, to attract this increasingly visible segment of the workforce.

The Bottom Line: LGBT employees have a choice where to take their talents, skills and experiences and are more likely to pursue their careers in organisations that promote an open and supportive environment.

Younger workers show evidence of being much more open to the legitimacy of all sexual orientations and gender expressions than prior generations and more likely to ask direct questions about a potential employer's diversity and inclusion practices. When a generational lens is put on the issue, the business case for an inclusive approach is even more compelling.

The Bottom Line: Forward-thinking companies will be able to distinguish themselves as preferred employers to the oncoming and more inclusive Millennial Generation workforce.

LGBT employees are more likely to stay with employers who practice inclusion. Stonewall in the UK found that LGB employees who are able to be out at work are less likely to leave.⁶ In a 2009 study by Catalyst, researchers found that LGB employees working in organisations with effective and inclusive diversity practices believed they had better workplace relationships, as well as greater organisational commitment and career satisfaction, than LGB employees working in organisations without them.⁷

The Bottom Line: Companies have the opportunity to reduce the cost of undesirable turnover, a significant expense with an average replacement cost of more than double a professional staff member's salary.

Market Share

Numerous studies have documented the financial opportunity presented by the LGB(T) market internationally.⁸ Often cited as being wealthy and with large disposable incomes, research has shown that the LGBT market is very loyal to companies that are inclusive in their practices.⁹ In addition LGBT consumers have been shown to be early adapters to innovative technologies.¹⁰

If companies are looking to attract this segment of the market they should be looking at ways to differentiate their brand in the minds of these consumers. Indeed HRC in the US has recently produced a Buying for Equality Guide¹¹ in the US. Recognising that as consumers we have the ability to make informed choices about our purchases and indirectly support companies that have good employment practices, this guide features those companies that have good policies and practices in place to support the LGBT community. There is increasing recognition of the value of the 'pink dollar' in Asia too. The Singapore based gay media leader in Asia, Fridae.com seeks to be the business community's primary conduit to the Asian gay community¹² and encourages companies in Asia to market to LGBT individuals, which it describes as 'a community you cannot afford to ignore'. It points out that LGBT individuals are known to be trendsetters, opinion leaders with high disposable incomes.¹³ In Hong Kong too, the organisation Fruits in Suits has set up a Hong Kong Gay Business Directory called 'FruitMix'.¹⁴ This is described as 'the premier online source for easy to locate gay and gay friendly businesses that serve the gay, lesbian, bisexual and transgender community, composed of professionals and organisations in Hong Kong and the Asia Pacific region'.

The Bottom Line: Consumers, LGBT or otherwise, have greater choice about where and how to spend their money. Companies that implement LGBT inclusive practices have the opportunity to differentiate their brand and access an engaged, loyal market that is worth in excess of US\$660 billion in 2006 (and expected to exceed US \$835 billion by 2011)¹⁵ just in the US - and likely trillions of dollars worldwide.

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Risk Management

Even in Hong Kong where there is no formal protection on the grounds of sexual orientation or gender identity, unfair or poor treatment of LGBT employees may lead to individuals taking complaints to the Equal Opportunities Commission and/or the media. Indeed there have been several recent cases relating to both gay and transgender employees that have made the media headlines. Such cases cause significant damage to corporate image and reputation which in turn can lead to a loss of client and customer confidence.

The Bottom Line: Companies that fail to develop clear policies and guidelines for their LGBT employees run the risk of having cases raised against them and tarnishing their corporate reputation.

In concluding the business case and persuading business leaders to take proactive steps to create and open and safe working environment for LGBT employees, it is worth highlighting some of the potential costs of not addressing the needs of LGBT employees.

Cost of Ignoring Needs of LGBT Employees

Clearly there is cost to the individuals at a personal level. Discrimination, harassment – even bullying in the workplace can lead to low self-esteem, demotivation, stress, anxiety and depression. For the organisation this can lead to low staff morale, increased absenteeism, decreased productivity, recruitment and retention problems – all of which ultimately impact the profitability of the company.

The Bottom Line: Prejudice has human costs for staff, but also bottom line costs for employers.¹⁶

Yet ultimately, the business case for creating inclusive workplaces for LGBT employees is the fundamental truth highlighted by lecturer and author on gay, lesbian and bisexual issues, Brian McNaught:

“that everyone in the world seeks the same thing: to know, accept, and affirm their unique selves in an environment in which they will feel safe and valued.”¹⁷

The background of the page is a close-up, artistic shot of fabric, likely silk or satin, in shades of red and white. The fabric is draped and folded, creating deep shadows and bright highlights that give it a sense of movement and texture. The colors transition from a deep, rich red at the bottom to a lighter, almost white at the top, with various folds and creases in between.

SECTION 2: THE HONG KONG CONTEXT

Contributors: Dr Mark E King
Roddy Shaw
Dr Sam Winter

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Overview

Ask the average person in Hong Kong about their attitudes towards sexual orientation and gender identity and the majority will respond with embarrassment.

“Our society has different values than the West regarding sex because we are more traditional and more Chinese.”¹⁸

Despite being a diversified and international city, Hong Kong’s culture can still be described as traditional and conservative in many respects. For the most part, lesbian, gay, bisexual and transgender individuals are not considered within the ‘norms’ of society and the majority of LGBT individuals in Hong Kong lead dual lives, concealing their identity for fear of facing rejection and discrimination. It is estimated that fewer than 5% of lesbians or gays are ‘out’ in the Hong Kong workplace. Indeed Hong Kong is a city where social pressures to conform and live up to family expectations are such that most struggle to tell their parents, let alone be open to their employers about their sexual orientation or gender identity. Lack of legal protection against discrimination, inadequate public education and awareness mean that ignorance and misinformation prevail. In a survey conducted by Civil Rights for Sexual Diversities¹⁹ and three other NGOs²⁰ in 2005-6, 78% of the respondents polled within the lesbian and gay community reported having suffered from discrimination and about half stated they had experienced ‘neglect in public policies like housing, social welfare, marriage and the tax system.’²¹

Yet Hong Kong is making progress and attitudes are changing. Some 1,200 people turned out for Hong Kong’s first official gay-pride parade in November 2008²² - far exceeding expectations and the number increased to nearly 2,000 in 2009. A more visible gay culture is emerging as evidenced by the popularity of Hong Kong’s own annual Lesbian & Gay Film Festival and the burgeoning of various gay groups and online resources.

Traditional attitudes may still be dominant, but the younger generation seems more open and tolerant than previous ones. And whilst government action is slow - Hong Kong stills falls short of providing legal protection on the grounds of sexual orientation and gender identity and there is no recognition of same sex partnerships, steps are being taken in the right direction. Indeed Hong Kong has been described as ‘one of the most progressive cities in the region.’²³ Unlike other countries in Asia, homosexuality is no longer a crime in Hong Kong, the age of consent has been equalised and a code of practice against discrimination in employment on the grounds of sexuality has been published. Clearly much more needs to be done, but gay rights activist, Roddy Shaw is optimistic about the future:

“With... LGBT activism going strong, judicial challenges in the pipeline, mass media generally sympathetic and legislators growingly including LGBT issues on their agenda, it is a bright future ahead for the Hong Kong LGBT community.”²⁴

In order to understand current attitudes towards sexual orientation and gender identity in Hong Kong, it is useful to take a look at the cultural and legal context.

The Cultural Context²⁵

Same-sex behaviour and gender variance have been consistent strands in Chinese culture. For much of Chinese history both seem to have enjoyed a guarded tolerance. Same-sex relations were apparently regarded as sexual play, with little social disapproval, so long as the participants eventually satisfied family and society expectations to marry and procreate. Much same-sex behaviour appeared to occur without implications for sexual identity, a situation that might be described as 'homosexuality without homosexuals'. References to same-sex behaviour are not uncommon in Chinese art, literature and history. Most are to male-male sexual relations, though some refer to female-female relations.²⁶

Attitudes appear to have changed in the late imperial era. The Manchu (Qing) dynasty (ruling from AD 1644) criminalised sodomy in AD1740. Yet enforcement of the law was unclear and in the succeeding Qing Dynasty art and literature made common reference to same-sex relations, and some early Western travellers to China expressed shock at the same-sex sexual behaviour they observed.²⁷ Western and Christian ideas about same-sex relations increasingly infiltrated Chinese attitudes, to the extent that by the 1949 revolution they were seen, along with much Western thought, as expressions of modern thinking and rejection of China's feudal past. However in post-revolutionary China, homosexuality was seen as a sickness or crime though this is at last now changing and it is no longer classified as a mental disorder nor is it illegal.²⁸

Throughout much of Hong Kong's British colonial period homosexual behaviour was regarded as a mental disorder. This continued until it was removed from key diagnostic manuals (the American Psychiatric Association's Diagnostic and Statistical Manual in 1973, and the World Health Organization's International Classification of Diseases in 1990; China's Ministry of Health followed suit in 2001). Homosexuality was also criminalised in Hong Kong until 1991 and incurred a maximum sentence of life imprisonment.

Today, according to Dr Sam Winter, "the view persists among much of the Hong Kong public that homosexuality is a mental disorder. As for transpeople, the Hong Kong medical establishment, in line with much of the rest of the world, views gender identity variant persons as mentally disordered, suffering from 'transsexualism' or 'gender identity disorder', depending on the manual used."²⁹

Family

The role of the family has a key impact on prevailing attitudes towards the LGBT community in Hong Kong. Historically the Chinese family has been characterised by a culture of patriarchy and male-domination; men inheriting property, brides becoming members of their husband's family's household and parents preferring sons to daughters. In sexual relations men enjoyed freedoms denied to women; many taking multiple wives and concubines where financial resources allowed, and others employing the services of commercial sex workers.³⁰

For Hong Kong LGBT people, family poses a twofold problem. First, young men or women sensing same-sex attraction or identifying as homosexual face the dilemma of whether to tell their parents and other family members. Many remain focused on this 'coming home' challenge (opening up to family members) for a long period, rather than on the challenge of a broader community-based 'coming out'.³¹ Secondly, moves by LGBT people towards forming stable relationships through marriage or civil partnerships, are viewed by much of Hong Kong society as undermining the concept of family and maintenance of the family line.

Chinese Terminology

Hong Kong Chinese lesbians and gay men often identify as tongzhi (literally meaning 'of the same intent'), a term appropriated in the late 1980s from the word for 'comrade' used by Chinese communists until after the Cultural

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Revolution (1966-1976). By using this term gays and lesbians sought to differentiate the Chinese experience of same-sex love, while at the same time seeking to present same-sex relationships as positive.³² Several terms are used by transpeople to describe themselves, for example yik sing je ('alter sex person'), bin sing yan ('change sex person') and kwa sing bit yen sih ('crossing gender person'). Such terms are seldom used outside the community, except by the more informed and in more formal media news stories.³³ Instead a more common term is yan yiu ('human monster').

The Legal Context

Is homosexual behaviour legal in Hong Kong?	Yes
When was homosexual behaviour decriminalised in Hong Kong?	1991
What is the legal age of consent for sexual activity?	16 years, regardless of gender and/or sexual orientation. (Lowered from 21 years in 2006).
Does Hong Kong have an Anti Discrimination Law on the basis of sexual orientation?	No. However, some claims of discrimination may be covered under the Sex Discrimination Ordinance.
Does Hong Kong have an Anti Discrimination Law on the basis of gender identity?	No. However, some claims of discrimination may be covered under the Disability Discrimination Ordinance.
Are same sex marriages or civil unions recognised by law in Hong Kong?	No
Is a transgender person's gender identity recognised by law in Hong Kong?	No

Decriminalisation of Homosexuality³⁴

Hong Kong was a British colony from 1842 until it reverted to Chinese rule on July 1, 1997. During this time, Hong Kong was subject to the British legal code which defined homosexual acts between men (but not women) as illegal in all circumstances. Although the Sexual Offences Act of 1967 decriminalised consenting homosexual acts in private between adult males over the age of 21 in England and Wales, all male homosexual acts, consenting or otherwise, remained illegal in Hong Kong. The legal situation regarding male homosexual sex in Hong Kong up until its reform in 1991 is outlined in a Hong Kong Government white paper:

"A homosexual act between men is in all circumstances a criminal offence under provisions proscribing gross indecency or buggery (anal intercourse). Gross indecency is not defined by statute. It covers any act involving gross sexual indecency between two men. The maximum penalty for an act of gross indecency between men is imprisonment for two years; for an act of buggery the maximum sentence is life imprisonment. It is immaterial to the offence that the acts take place voluntarily between two adults in private. If discovered, they would both be liable to prosecution and imprisonment."³⁵

After a series of homosexual scandals involving civil servants in Hong Kong in the late 70s and early 80s, the colonial administration tried to bring Hong Kong law relating to homosexuality into line with that of Britain. However, government plans to decriminalise homosexuality met with resistance from some sectors of Hong Kong's Chinese population who saw it as an attempt to impose 'decadent' western values on a 'traditional' Chinese society.

It was only in 1991, two years after the Tiananmen Square incident, when growing concern over human rights issues as Hong Kong approached the handover to China in 1997, as well as the need to monitor the spread of HIV infection, created an environment among the Chinese community in Hong Kong in which the colonial administration could bring the laws relating to homosexuality in line with those in Britain.

Anti-Discrimination Law

For some years there has been public debate in Hong Kong on the need for a Sexual Orientation Discrimination Ordinance (SODO) which would prohibit discrimination on the basis of sexual orientation.³⁶ There have also been proposals by the organisation, Civil Rights for Sexual Diversities, to cover gender identity separately under a Gender Identity Discrimination Ordinance or an expanded Sex Discrimination Ordinance to include gender reassignment status, similar to the Sex Discrimination Act in the UK. However, the Hong Kong Government has so far withstood pressure from LGBT and human rights groups to present a bill to the legislature - stating that such legislation requires a certain level of public support and that the time is not right.

The fact that the government has not enacted the SODO is felt by many to put it in breach of its domestic and international legal obligations.³⁷ Indeed the United Nations Human Rights Committee (HRC) and the Committee for Economic, Social and Cultural Rights (CESCR)³⁸ have urged Hong Kong on a number of occasions to enact laws prohibiting discrimination based on sexual orientation.³⁹

Whilst government action has so far fallen short of formal legislation, it has taken some positive steps to address the issue. In 1996 the Home Affairs Bureau introduced a non-binding Code of Practice Against Discrimination in Employment on the Grounds of Sexuality.⁴⁰ This encourages employers to eliminate discrimination on the grounds of sexual orientation from recruitment, promotion, transfer, training, dismissal and redundancy as well as terms and conditions of employment.

Following Stephen Fisher's appointment as Deputy Secretary for Home Affairs in 2004, the Hong Kong Government also took proactive steps and established a Sexual Minorities Forum and a Gender Identity and Sexual Orientation Unit.

Sexual Minorities Forum

Formed with members from LGBT, human rights and civil society organisations to study and discuss solutions to eliminate discrimination based on sexual orientation and gender identity. The Forum invites government officials to appear before the Forum to explain their policies or lack of policies on issues of concern amongst the sexual minority community. Subjects previously discussed in the Forum include immigration issues for same-sex couples, sex re-assignment surgery arrangements, access to social services by the LGBT community as well as sex education and human rights education to foster understanding and respect for the LGBT community.

Gender Identity and Sexual Orientation Unit (GISOU)⁴¹

Set up to handle discrimination complaints filed by LGBT people. Although the unit does not have the power to adjudicate any complaints, it measures the nature and magnitude of discrimination suffered. In cases against public bodies, it facilitates dialogue and possible policy change with the relevant department or bureau.

Some Legal Protection

In addition many argue that current laws in Hong Kong do provide for some level of protection for the LGBT community. The Basic Law and the Bill of Rights Ordinance both prohibit discrimination based on 'sex' and 'other status'. Both strands can be interpreted as covering sexual orientation as well.⁴² Any discriminatory act or policy based

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

on sexual orientation can be rendered illegal and unconstitutional on this basis. In addition, the Sex Discrimination Ordinance includes a provision against sexual harassment which includes harassment against lesbians and gays. A number of cases of gay and lesbian harassment have been brought to the Equal Opportunities Commission based on the provision. A sample scenario can be found in Appendix 3.

Discrimination against transgender persons can be claimed under the Disability Discrimination Ordinance based on the fact that a) Gender Identity Disorder is classified as a mental disorder under the diagnostic statistic manual and b) sex reassignment surgery involves a permanent loss of a body part and is thus considered a disability under the Disability Discrimination Ordinance. It is noteworthy though that the argument in b) applies only to post-operative transgender persons. To date a number of cases have been admitted by the Equal Opportunities Commission and many have been settled out of court on this basis.

Government's Position

Yet it is clear that the Hong Kong Government, characterised by what has been described as 'Confucian conservatism',⁴³ has difficulty with issues relating to the LGBT community. This leads to some inconsistencies in its approach. For example:

- In 2006, the Hong Kong Government initiated a survey on public attitudes towards homosexuality. Although the survey was conducted by an independent agency, the LGBT community and others seriously criticised its approach.⁴⁴ The survey asked, for example, whether the respondent believed that homosexuality should be regarded as a psychological disorder. The LGBT community argued that such a question was inappropriate since such a belief runs contrary to scientific facts.
- The findings of the same survey showed solid support for legislation against discrimination in employment (41.6%), education (37.3%) and provision of services, facilities and goods (37.2%). However, legislation has been delayed until some time in the future.
- In the meantime, the Hong Kong Government does not recognise same-sex marriages or civil unions – even those that have been legitimised overseas.
- The Births and Deaths Registration Ordinance prevents a person from changing his or her sex on a birth certificate on the grounds of his or her gender identity. Yet the Immigration Department accepts applications for changes related to a person's identity, including gender changes, on Hong Kong identity cards and passports.⁴⁵
- The government provides government-funded gender therapy and subsidies for sex-change surgery in a public hospital. However it does not recognise and honour a transsexual's new identity by allowing him/her to marry someone of the opposite sex.

For some LGBT individuals, supporters and allies in Hong Kong the government is seen to be working against the LGBT community rather than for it.

"As a gay activist since 1992, I believe the Hong Kong public is generally rational, knowledgeable and sympathetic toward lesbians and gays. I believe that the civil society and mass media are balanced, reasonable and generally sympathetic towards lesbian and gay issues. The government, however, is ambiguous, inconsistent and sometimes irrational over policies toward lesbians and gays."

Roddy Shaw

Key Events in Development of LGBT Rights in Hong Kong

1980	MacLennan Incident ⁴⁶ which led to a lot of media attention given to homosexuality and the question of legal reform.
1986	Foundation of the Ten Percent Club in Hong Kong, an LGBT NGO set up by Dr Alan Li, a medical doctor to fight social prejudice, foster mutual support as well as to advocate for gay rights.
1991	Decriminalisation of homosexual behaviour in Hong Kong and the incorporation of the International Convention on Civil and Political Rights (ICCPR) into domestic law as the Bill of Rights Ordinance.
1992	Establishment of Horizons, the first gay telephone hotline.
1994	Working Group for Equal Opportunities Bill set up by legislators such as Anna Wu ⁴² , Christine Loh, ⁴⁷ Emily Lau, ⁴⁸ and other democrats, union leaders and academics. The bill proposed outlawing discrimination based on all common grounds, including gender, disability, marital and family status, sexual orientation, age, religion, ethnicity and past convictions.
1996	Government published consultation paper regarding discrimination on the ground of sexual orientation. ⁴⁹
1996	Sex Discrimination Ordinance and Disability Discrimination Ordinance enacted.
1996	Introduction of non-binding Code of Practice Against Discrimination in Employment on the Grounds of Sexuality by Home Affairs Bureau.
1997	Family Status Discrimination Ordinance enacted.
2000-2004	Home Affairs Panel set up a sub-committee to study the question of discrimination based on sexual orientation. A report was released recommending further studies on the question by the same Panel. ⁵⁰
2004	Sexual Minorities Forum set by the government to discuss issues concerning sexual minorities.
2005	Gender Identity and Sexual Orientation Unit (GISOU) set up to enhance equal opportunities.
2005	Government launched public telephone survey to assess public attitudes towards homosexuality.
2006	William Leung v HKSAR Case which challenged and overturned the unequal age of consent (21 for homosexuals and 16 for heterosexuals).
2008	Hong Kong's first official Gay Pride Parade.

Key Issues for LGBT Individuals in Hong Kong

Against this cultural and legal background, LGBT individuals in Hong Kong face a number of specific challenges, both in their private and professional lives.

General Challenges

Cultural and family pressure

As highlighted in the previous section on the 'Cultural Context', cultural and family pressure are a significant challenge for many LGBT individuals in Hong Kong. Fear of going against cultural norms or anxieties about possible reactions of parents and other family members often prevent many from being open about their true identity or lead many same-sex couples to keep their relationships very private.

Same-sex marriages or civil unions

The lack of recognition in Hong Kong of same-sex marriages or civil unions can lead to discrimination against LGBT individuals in various aspects of life. Gay partners are denied, for example, next-of-kin rights (whether it relates to inheritance or hospital visiting, etc), dependent's visas giving their partners the right to live and work in Hong Kong, access to public (government) housing and married couple tax benefits. There are implications for transpeople too. According to the current law they may only legally marry those who identify and present in the same gender as they do. In short, a transwoman may only marry a woman, and a transman marry a man. As Dr Sam Winter highlights: "that transpeople may only marry homogeneously but gays and lesbians may not marry homosexually, is an irony not lost on the LGBT community."

Dependent's visas

All heterosexual spouse's of employees granted permission to work in Hong Kong automatically receive a dependent's visa which also allows their married partners not only to remain in Hong Kong but also to take up local employment. However, this does not apply to same sex married or civil union partners. This causes significant problems for companies looking to attract and retain staff who are not Hong Kong residents – or indeed any employees who have partners who are not locally employed. It is a particular issue for international companies looking to relocate staff to Hong Kong. Individuals are forced to find work around solutions that enable their partners to remain in Hong Kong such as leaving Hong Kong every 90 days and renewing their tourist visa. Likewise, the lack of official recognition for same-sex couples in Hong Kong may result in difficulties for Hong Kong individuals wishing to work or emigrate abroad with their partners.

Finding accommodation

Leaving marriage aside, those gay couples who decide to live together encounter further difficulties. Accommodation costs are high in Hong Kong and many young people live with their parents well into adulthood. Gay and lesbian partners find that, as unmarried couples, they have no rights to public (government subsidised) housing. Those who can afford to rent accommodation on the open market find some landlords refuse to rent out to gay couples.

Hong Kong Identity (ID) card

All Hong Kong residents must carry an ID card. This is often needed in dealing with commercial interests such as at banks and other financial institutions, when renting accommodation, and sometimes at entertainment venues and retail outlets. It is also needed when dealing with government agencies and institutions, including educational establishments, government offices, and immigration points. The ID card serves to discriminate against transpeople as it carries a gender marker so that, even if transpeople are otherwise able to present themselves as the gender they identify with, their ID card reveals the gender they were assigned to at birth. The Hong Kong Government,

aware of these difficulties, has compromised by allowing those who have undergone sex reassignment surgery (SRS) the opportunity to get a new ID card that reflects their gender. However, those who have not yet undergone SRS (or choose not to do so) have no such opportunity. However, as mentioned previously, even those who have undergone SRS and have obtained a gender-appropriate ID card, are unable to get a new birth certificate to affirm their gender status and thus find themselves in a legal limbo concerning marriage.⁵¹

Workplace Challenges

In gathering the content for this publication, Community Business engaged with stakeholders in Hong Kong – both employers and LGBT employees. This was done through two different approaches: facilitated discussions with employers and an anonymous online survey for LGBT employees. The objective of both exercises was to gain insight into some of the key issues for LGBT employees in Hong Kong, particularly with regard to workplace challenges and what action can be taken by employers to create more inclusive workplaces. It should be noted that this was not designed to be a representative study and that the findings are not necessarily the views of the whole corporate sector in Hong Kong nor all LGBT professionals.

Views of Employers

Community Business conducted two facilitated discussions with corporate representatives (who may or may not have been LGBT individuals) from a total of twenty-eight different companies. Participating companies were predominantly multinational companies operating in Hong Kong but also included a couple of local Hong Kong companies. Through the course of these discussions the following workplace challenges for LGBT employees in Hong Kong were highlighted.

Local culture

Several participants highlighted that the local culture in Hong Kong prevents people from talking about the issues of sexual orientation and gender identity in the workplace and for the majority of Hong Kong employees it remains a taboo subject. They talked about the family and social pressures that LGBT individuals face.

Culture of ignorance among colleagues

By far the most frequently cited challenge was what was described as ‘a culture of ignorance among colleagues’. Participants expressed the view that the general level of education and awareness in Hong Kong about sexual minorities, and the challenges they face, is low. For some this leads to prejudice and misunderstanding. For example some people in Hong Kong consider homosexuality to be ‘abnormal’ or even view it as a ‘mental illness’. For the majority however, the lack of awareness leads to a low comfort level in talking openly about the issue, a fear of making inappropriate comments and a general avoidance of the topic.

Direct harassment

A few referenced the challenge of direct harassment in the workplace for LGBT employees - such as gossip and bad mouthing in the office about an individual’s sexuality and personality. As one individual said: “there is general lack of awareness among staff regarding the need to treat all employees with professional respect and dignity, regardless of their sexual orientation or gender identity. As a result, anti-gay attitudes are prevalent, as manifested by open ridicule of gay people.”

Concern about impact of ‘coming out’

Some participants shared the view that LGBT employees in Hong Kong are concerned about the impact their ‘coming out’ might have in the workplace. With little formalised process or precedent, there is uncertainty about what the response might be – from both colleagues and the organisation. LGBT individuals are also concerned that their ‘coming out’ might have a negative impact on their career and chances of advancement. Others highlighted that

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

although their firms might be supportive, they were concerned about the reaction and comments from peers and feared being isolated in the workplace. An additional concern expressed about coming out at work was the fear that the news may find its way back to one's family. As many LGBT individuals are not open about their sexual orientation or gender identity at home, they may view coming out at work as too big of a risk to take.

Concealing their identity

Clearly for many of the reasons highlighted above, many cited a key challenge for LGBT employees is concealing their identity - or to quote one individual, "hiding our sexuality for fear of it being used against us." Others talked about their inability to reveal their true identity and bring their 'whole selves' to work. Examples mentioned were not discussing family life with colleagues whenever it is being discussed during official lunch and dinners. This issue can be particularly challenging for Hong Kong employees where there are many family events and holidays and the expectation of bringing along a partner. The challenge of concealing one's identity extends to beyond the workplace too; being a fairly small place it can be difficult to go out anonymously in Hong Kong and not bump into colleagues.

Lack of training and awareness of diversity issues

For many participants the lack of effective and comprehensive training on diversity issues, including LGBT subjects was seen as a key challenge. This was discussed with reference to not just general employees and management, but also to human resource departments who are not always seen to be equipped to deal with such issues.

Lack of process to deal with LGBT issues

Participants also highlighted that many LGBT employees suffer in Hong Kong because there are a lack of processes in place for dealing with LGBT related issues - whether it be coming out in the workplace or dealing with grievance issues. With no such guidelines often companies simply do not know how to deal with certain situations and struggle to find an appropriate approach.

Unequal access to benefits

Many participants talked about the unequal access to benefits for same sex partners in Hong Kong. In particular they mentioned the lack of extension of health care benefits to same- sex partners and the lack of eligibility to certain policies such as taking sick leave to care for ailing partners. It was highlighted that sometimes this was the fault of the (insurance) service provider rather than the company itself – although clearly a company has a choice about the insurance provider it chooses to use. The challenge of dependent's visas (mentioned on page 16 of this report) was also raised.

Lack of corporate support

Many participants said that the lack of corporate support was a challenge for LGBT employees in Hong Kong. In particular they referenced that often corporate policies did not clearly articulate the company's commitment to diversity with specific reference to LGBT issues. One individual mentioned the lack of regular communication from the human resources department reinforcing the message that discrimination or harassment on the basis of sexual orientation or gender identity would not be tolerated. Participants also pointed out that there are often no forums to raise issues relating to LGBT and a lack of networks or opportunities to connect with other LGBT employees.

Unconscious bias in policies and practices

Some participants talked about the challenge of unconscious bias in many corporate policies that serves to discriminate against LGBT employees – either directly or indirectly. They focused especially on the lack of use of inclusive language in corporate communications. Reference to 'family' or 'spouses' for example can be perceived as discriminatory and lead to LGBT employees feeling excluded. In addition certain corporate activities - such as celebrating the birth of a child or family photo competitions, can alienate LGBT individuals. Included in this

discussion was the fact that LGBT employees can feel uncomfortable attending social and business events where there is an expectation to bring a partner.

Lack of openly gay role models

Participants highlighted that in Hong Kong there is a lack of openly gay leaders or visible role models. This was seen to be important not only in terms of 'normalising' the issue and creating an environment where it is acceptable for individuals to be open about their identity in the workplace, but also in terms of showing that career progression for openly gay individuals is possible in their organisation.

Dealing with customers

Some participants mentioned that whilst companies might be accepting of their sexual orientation or gender identity internally, it was made clear to them that they were expected to behave as if they were heterosexuals externally or when dealing with clients and customers.

No external body to refer to

It was highlighted that a key challenge in Hong Kong is that there is no external body, equivalent to Human Rights Foundation in the US or Stonewall in the UK that LGBT employees can refer to for advice. (It should be noted however that Civil Rights for Sexual Diversities in Hong Kong provides advice and assistance to cases of possible discrimination, harassment and rights violation.)⁵²

Views of LGBT Employees

In addition Community Business conducted an anonymous online survey targeted at LGBT employees and their workplace allies in Hong Kong. The online survey was prepared in English and Chinese and was promoted on Community Business' website as well as to various LGBT networks in Hong Kong. Over 130 people responded to the survey, including 101 in English and 36 in Chinese. A summary of the survey findings, including the profile of respondents can be found in Appendix 4. The top 10 challenges cited by both English and Chinese language survey respondents are summarised in the table below. It can be seen that there is overlap with the views expressed through the facilitated discussions.

Top 10 Challenges for LGBT Employees in Hong Kong

[Source: Community Business Anonymous Online Survey for LGBT Employees and Their Workplace Allies in Hong Kong, Feb/March 2010]

- 1. Coming out generally (cultural, social and family issues)**
- 2. Coming out at work**
- 3. Ignorance of colleagues**
- 4. Concern about negative effect on career**
- 5. Lack of benefits extended to same-sex partners**
- 6. Fear of name calling and retaliation**
- 7. Legal environment (lack of protection and visa issues)**
- 8. Pressure from conservative groups**
- 9. Lack of non-discrimination policies**
- 10. Isolation in the workplace and connection with other LGBT employees**



**SECTION 3:
CREATING INCLUSIVE WORKPLACES
FOR LGBT EMPLOYEES**

An Approach for Hong Kong

As we seek to encourage companies in Hong Kong to create more inclusive working environments for LGBT employees, Community Business has put together a number of recommendations. These have been developed through a structured process.

1. Drawn from international best practice

Community Business started by sourcing criteria from international LGBT indexes such as HRC's Corporate Equality Index⁵³ and Stonewall's Workplace Equality Index,⁵⁴ taking into account not just the current versions but earlier ones too. In addition Community Business reviewed Out & Equal Workplace Advocate's '20 Steps to an Out & Equal Workplace'⁵⁵ and the '10 Equality Principles'.⁵⁶ These were combined to form a consolidated list of recommendations.

2. Reviewed and localised for Hong Kong

Community Business, its sponsors and members of its Advisory Group reviewed these recommendations, removing those that were considered duplicates, not appropriate or too early for Hong Kong, categorising, localising and rewording the statements as necessary.

3. Validated by local stakeholders

The proposed list of 18 recommendations in 8 categories were reviewed by participants at two separate stakeholder engagement sessions facilitated by Community Business in February 2010. Their role was to assess how important and how realistic they considered each recommendation to be for their company operating in Hong Kong.

As a result of this process we believe that we have developed a set of recommendations that are appropriate and realistic for companies operating in Hong Kong. The recommendations fall into the 8 categories listed below:

1. Equal Opportunity Policies

2. Diversity Training

3. Diversity Structure

4. Benefits

5. Corporate Culture

6. Market Positioning

7. Monitoring

8. Community and Advocacy

It is recognised that the majority of companies in Hong Kong are at the early stages of their diversity journey and may be looking at this topic for the first time. Nonetheless, companies are encouraged to recognise the business case, to honour their role as responsible employers and to take the lead and differentiate their workplaces as great places to work for all employees – including LGBT professionals.

Please note, we have referred to LGB and T throughout rather than just LGB. This is because we want to encourage as comprehensive approach as possible. However, some companies may not feel ready to focus on transgender issues, but nonetheless, should seek to follow the recommendations with relation to their lesbian, gay and bisexual employees.

Recommendations for Employers

The symbol '▶' denotes those recommendations that were deemed both important and realistic by the majority of participants in the local stakeholder engagement.

1. EQUAL OPPORTUNITY POLICIES

- ▶ Ensure equal opportunity policy for Hong Kong includes sexual orientation and gender identity or expression
- ▶ Prohibit discrimination based on sexual orientation and gender identity or expression as part of written employment policy statement in Hong Kong
- ▶ Develop policy and procedure in Hong Kong for handling LGBT related bullying and harassment or workplace grievances and complaints

Ensuring a comprehensive policy that includes issues relating to sexual orientation and gender identity or expression is a critical starting point for any company looking to create safe and productive working environments for LGBT employees. Given that the level of understanding of issues relating to LGBT is generally low and to avoid misunderstanding or confusion, it is advisable for companies to define the specific terms used in the policy, such as 'sexual orientation' (a person's physical and/or emotional attraction to someone else) and 'gender identity and expression' (a person's internal sense of gender, which may or may not align with the gender assigned at birth, as well as how a person behaves, appears or presents oneself with regard to societal expectations of gender). Appendix 2 of this guide which provides a list of LGBT terminology and definitions should be useful in this respect.

The policy should also provide a written declaration that discrimination on the grounds of sexual orientation or gender identity or expression is prohibited and will not be tolerated. It may be useful to provide examples of anti-gay bullying and harassment and types of behaviour that are deemed unacceptable. If this statement is to be taken seriously, it is critical that companies develop not just a policy but also a procedure for handling any LGBT related issues – whether direct acts of bullying or harassment or other workplace related grievances. This point is extremely important for employers in Hong Kong, for it could be argued that if companies do not have procedures in place to handle such issues they are potentially failing their legal obligations. As mentioned on page 14, harassment on the grounds of sexual orientation may be regarded as sexual harassment and therefore in breach of the Sex Discrimination Ordinance; whilst harassment on the grounds of transgender may be regarded as disability harassment and therefore in breach of the Disability Discrimination Ordinance. Regardless of the legal situation, having a procedure in place is critical to supporting both LGBT individuals and their managers in dealing with potentially sensitive and unfamiliar situations.

2. DIVERSITY TRAINING

- ▶ Provide diversity training to all employees in Hong Kong, with specific reference to LGBT issues

Education and awareness is the first crucial step in overcoming prejudice and stereotypes and creating a positive workplace culture. This is particularly true when it comes to a subject as sensitive as sexual orientation and gender identity. As Brian McNaught points out:

"Ignorance (or lack of exposure) is the parent of fear and fear is the parent of hatred. Anyone who has been to a foreign country and not known the language understands that [their] possible discomfort with gay and transgender issues is because they don't know the language."⁵⁷

In developing their broader programme of diversity training, companies are advised to incorporate the subject of LGBT, providing clarity on the terminology, the issues involved and the policies in place to support. For those that who are concerned that LGBT training may not be appropriate in Asia or that their employees in Asia may not be receptive, leading diversity trainer Mark Kaplan has this to say:

"After conducting workshops with more than 600 participants from several companies across Asia, I have found a high level of openness and curiosity - a real desire to learn how to create an LGBT-inclusive culture. This is counter to the stereotypical notion that Asians are not open to learning on LGBT issues. To the contrary, many see this as critical to being successful in an increasingly global business environment."

Companies may choose to deliver such diversity training through a variety of means, be it online or classroom based, with the use of external trainers or in-house diversity or HR practitioners. What is important is that the training is delivered to, or undertaken by, employees at all levels of the organisation – from new recruits through to senior managers.

Some companies have taken further steps to promote a positive workplace culture towards LGBT employees by making management accountable and including LGBT diversity objectives in their performance.

CASE STUDY 1

Organisation: Credit Suisse

Diversity Training

Credit Suisse recognises the importance of educating and raising the awareness of its employees on diversity and inclusion issues, in Hong Kong and globally - as part of the overall new employee induction process and as part of leadership development. For the latter, the company believes that senior leaders play an important role in managing diverse teams and in ensuring they foster an environment where innovation and opportunity can thrive. The company has previously engaged external trainers to run sessions for managers focused on Creating One Franchise Through Inclusion - managing all employees to full potential, providing them with the skills and resources needed to ensure that 'differences' including LGBT are not just acknowledged and accepted, but leveraged for business outcomes and competitive advantage. The emphasis is on the importance of ensuring all individuals feel valued for their contribution and looking to promote a workplace which empowers employees and ensures managers are aware of the role they play in creating a safe and inclusive workplace culture where LGBT individuals are free to be themselves.

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

3. DIVERSITY STRUCTURE

- ▶ Ensure there is a person, team or working group with responsibility for addressing LGBT issues
- ▶ Establish and support an LGBT employee network in Hong Kong - where there is interest
- ▶ Identify an executive sponsor for LGBT issues in Hong Kong

As with all aspects of diversity, it is important to set up an appropriate diversity structure to support a company's diversity efforts. Some companies establish formal diversity councils or working groups, often at a regional level to address different diversity interests. Whether a company has a formal structure or it is simply part of the responsibility of the human resources function, what is important is that a company nominates a specific individual to be responsible for addressing LGBT issues. This ensures that matters relating to the LGBT community are appropriately championed and addressed. Indeed where possible, the individual or team should be responsible not just for dealing with problems related to LGBT but also proactively promoting greater LGBT diversity within the organisation.

CASE STUDY 2

Organisation: UBS

Diversity Working Group and Senior Management Support

To provide more support for employees of diverse sexual orientation in Hong Kong, UBS set up a working group chaired by a senior manager and consisting of LGBT and non-LGBT employees across different business areas. The working group meets quarterly and provides a forum for discussion of how the firm can progress the development, retention and recruitment of employees of diverse sexual orientations. Over the past two years the group has made significant progress in updating policies available to LGBT employees and making them inclusive where possible. The group also hosts internal LGBT awareness events, has set up an internal Pride network group and participates in the Hong Kong Interbank LGBT Forum. The success of creating further awareness and understanding of LGBT issues in the workplace at UBS is accredited to the support and commitment the working group receives from its senior management. Without senior management sponsorship, it is challenging to create a climate where diversity is valued.

As highlighted in earlier sections of this guide, LGBT individuals in Hong Kong face many personal and professional challenges. There is great support to be found from being part of a network and formalised employee networks are a popular approach in many multinational companies. Such networks provide not only a support mechanism for employees who share common interests or concerns, but equally important a forum or channel to express views or raise issues of concern to the company.

Given the cultural context of Hong Kong, the formation of an LGBT network needs to be thought through carefully and handled in a way that is sensitive and appropriate. It may be, for instance, that LGBT employees, particularly those who are not 'out' in the workplace, are uncomfortable in taking part. Or, if not properly communicated or supported by the company, there may be backlash and opposition from other employees. The success of an LGBT network is ultimately dependent on the support offered by the company and the openness of the wider corporate environment.

A company should be willing to allow LGBT employees to use its facilities, electronic and other resources to form an officially recognised group if there is interest in doing so. If there is not sufficient interest from employees internally, or there is a sense that LGBT employees are not yet ready to self-identify, it may be worth promoting the work of a cross-company or non-corporate LGBT network, such as the Hong Kong Interbank LGBT Forum and Fruits in Suits in Hong Kong – both of which organise regular activities and events.

CASE STUDY 3

Organisation: IBM

EAGLE Network

IBM's EAGLE (Employee Alliance for Gay, Lesbian Bi-sexual and Transgender Empowerment) Network, launched officially in 1995, is designed to promote a safe and open working environment for LGBT employees. Today EAGLE provides LGBT employees around the world with opportunities for professional and social networking, mentoring and career development, participation in community outreach programmes as well as input into IBM's overall business strategy. For example, EAGLE's mentoring initiatives ensure that LGBT employees have someone to talk to in confidence about LGBT issues at work, share experiences and offer coping strategies and solutions. At IBM the EAGLE Network serves as a critical business function. The company's Global LGBT Sales Team, the only dedicated sales team of its kind, has leveraged EAGLE's client networks to identify new business opportunities in traditional and emerging markets worldwide.

Recognising that the acceptance level and understanding of issues relating to LGBT was low in Asia, IBM initiated discussions around diversity, and LGBT issues in particular, with its managers in management meetings. In 2008 and 2009 a senior openly gay IBM executive, the Co-Chair of the Global Diversity Council, also conducted a number of roundtables in the region. This created the environment where a couple of local employees in Greater China (including Mainland China, Hong Kong and Taiwan) were willing to come out and champion the launch of a local network. In March 2009, IBM introduced the Greater China Chapter of the EAGLE Network and in the first month, EAGLE saw an increase in membership from 2 to 20. Drawing in the network's global resources and support, the EAGLE leaders design and implement programmes that are specifically tailored to local culture and environment. The network plays an important role in creating a supportive workplace for LGBT employees across the Greater China region, providing advice on appropriate language and behaviour and assisting with the induction of new LGBT hires.

CASE STUDY 4

Organisation: Bank of America Merrill Lynch

LGBT PRIDE Resource Group

Bank of America Merrill Lynch is committed to ensuring the workplace is inclusive and that associates feel valued. Globally, the bank supports LGBT individuals through its LGBT PRIDE Resource Group and in Asia Pacific through LGBT Pride Asia Pacific. LGBT Pride helps promote a safe and equitable workplace for LGBT associates and fosters a work environment that attracts and retains the best LGBT talent. It serves as a resource to its members and all levels of management by focusing on issues important to the LGBT community and by organising activities for its members and allies to meet, mentor, network and support one another. LGBT Pride Asia Pacific consists of sub-chapters in Hong Kong, Singapore, Japan and Australia. It began in 2007 with a focus on raising awareness through education and networking as well as fostering an environment of mutual understanding. It has made great strides regionally and locally through programs and partnerships including the Hong Kong Lesbian and Gay Film Festival, the Hong Kong Pride Parade Committee, the Hong Kong Interbank LGBT Forum and Horizons. It has won recognition for its support in helping associates and others understand LGBT issues and challenges, whether they impact the individual directly, their family or a friend. The group has assisted associates with such issues as "What is the difference between sexual orientation and gender identity" to subjects like "How to be a parent of an LGBT child" as well as how to approach topics like transgender and coming out about your sexual orientation at the office. These conversations have helped managers and associates alike to support an open dialogue for a more inclusive work environment.

Building on the message of corporate support, it can be enormously helpful for a company to identify an executive sponsor, or someone at a senior level, who is happy to be an advocate of LGBT issues. Indeed 90% of companies in Stonewall's Top 100 Employers 2010 had a senior champion at board level.⁵⁸ That person may or may not be an LGBT individual; what is important is that he or she is willing to engage with LGBT employees and where appropriate champion their interests or represent their views – either to senior management or in general employee communications. Hong Kong in general lacks senior openly gay role models and based on experience with other employee groups such as women, it is clear role models play a key part in supporting, encouraging and inspiring others.

4. BENEFITS

- ▶ Offer same benefits to employees in Hong Kong to cover their same-sex partners regardless of the employee's marital status, sexual orientation, gender expression or gender identity
- ▶ Offer LGBT-specific benefits or support, such as counselling or mentoring to employees in Hong Kong

As highlighted in the earlier section of this guide, one of the biggest areas of concern for LGBT employees in Hong Kong is that because same-sex partnerships are not legally recognised in Hong Kong, most companies do not offer same sex partners the same benefits as spouses. This particularly impacts financial benefits such as: healthcare provision, dental care and retirement benefits. However, it also extends to softer benefits, such as bereavement leave, employee assistance programmes and relocation assistance. Whilst coverage is extended to an employee's husband or wife, for many companies it is not extended to their partner (heterosexual or otherwise). Whilst it may not be a legal requirement, employers that wish to be employers of choice and fair employers are encouraged to go beyond the law and ensure they offer equal benefits to partners, including same-sex partners. This requires individual employees sharing details of their same-sex partners and therefore companies need to handle the issue of data privacy and confidentiality carefully.

Recognising that many benefits are geared to heterosexuals and families, it is recommended that companies also take the time to consider the specific needs and interests of their LGBT employees. Companies may wish to consider an audit of all benefits and policies. In recognition of the challenges that LGBT individuals face, it is recommended that companies offer LGBT-specific support, such as counselling or mentoring to their employees in Hong Kong.

CASE STUDY 5

Organisation: British Council Hong Kong

Equal Benefits

At the British Council treating people equally is embedded into everything that they do and this applies when it comes to offering benefits to same sex partners too. All nominated partners of employees, locally hired or international staff, teachers or office based staff, are entitled to the same benefits as a legal spouse. This includes: basic medical cover (in and out patient care), dental care as well as relocation benefits and annual leave flights between Hong Kong and the UK. The British Council believes that its inclusive approach, a hallmark of the organisation's overall philosophy, is a major differentiating factor when it comes to recruitment and retention of staff – particularly in a conservative working environment such as Hong Kong.

Health insurance cover is a significant issue for transgender employees. Most insurance plans do not cover 'transgender treatment' which refers to sex-reassignment and related treatment as defined by the World Professional Association for Transgender Health (WPATH).⁵⁹ In addition many corporate health insurance policies have a 'transgender exclusion clause' which denies or excludes transgender employees from coverage for commonplace treatments and procedures that are otherwise covered for most employees. As HRC points out, transgender-inclusive health benefits are critically important for many transgender people and are historically of insignificant cost to an employer.

Employers are therefore encouraged to examine their insurance policies and ensure that they offer transgender-inclusive coverage for at least one type of benefit, whether it be: counselling by a mental health professional; pharmacy benefits covering hormone therapy; medical visits to monitor the effects of hormone therapy and other associated lab procedures; medically necessary surgical procedures such as hysterectomy; or short-term disability leave for surgical procedures.⁶⁰

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

5. CORPORATE CULTURE

- ▶ Engage with LGBT staff in Hong Kong via: posters, emails or intranet pages, diversity meetings, etc
- ▶ Communicate to all employees in Hong Kong about how the company supports and values its LGBT workforce

The over-riding corporate culture of an organisation will go along way to determining how accepted and comfortable LGBT employees feel. This can be articulated in a number of ways. Firstly companies are advised to engage with LGBT staff in Hong Kong on a regular basis. This might be via posters, emails or intranet pages, or through specific diversity meetings and forums. As they do so companies should make a conscious effort to ensure they develop activities that appeal to all segments of the employee base and use language that is inclusive, paying attention not to use phrases that might alienate certain groups. As far as possible communications should come 'from the top' with a company's senior leader mentioning equality issues as part of his or her regular communications. Secondly companies are advised to take steps to communicate to all employees in Hong Kong about how the company supports and values its LGBT workforce. As Brian McNaught says:

"Companies need to ensure that their gay, lesbian, bisexual, and transgender employees feel welcome and valued for the unique contributions they can make. To communicate their goals of attracting and retaining the best and brightest gay and transgender employees they need to effectively advertise their commitment to valuing all diversity."⁶¹

CASE STUDY 6

Organisation: Goldman Sachs

Corporate Culture

Goldman Sachs sees ensuring an open and inclusive corporate culture as critical to business success – and this extends to its approach to LGBT. Unlike other strands of diversity, matters relating to sexual orientation and gender identity may not be immediately obvious in the workplace. That's why Goldman Sachs proactively works to raise the visibility of LGBT issues and has a number of programmes and initiatives in this respect. In addition to its comprehensive diversity training which includes a module that focuses exclusively on sexual orientation and is attended by employees of all levels, the company takes steps to communicate regularly about and to its LGBT community. Updates on news and events relating to LGBT are provided through:

- a dedicated Asia LGBT intranet site;
- a diversity newsletter distributed by email to all employees; and
- senior leadership-hosted quarterly forums held across Asia and including diversity topics.

The month of June is designated as Asia Diversity Month and coincides with the firm's global Pride month so LGBT activities are widely promoted. Of particular note, is the firm's practice of sending out an email on an annual basis to all employees reminding them of LGBT-specific benefits, in particular equitable benefits that are available to employees and their partners, regardless of their gender or marital status. The firm believes that this open and proactive approach has a positive impact on the corporate culture. It creates an environment where all employees feel gradually more comfortable addressing the subject and participating in LGBT related events - and LGBT employees themselves feel valued and respected.

6. MARKET POSITIONING

- Engage in respectful and appropriate marketing to the LGBT community in Hong Kong

Looking beyond the workplace, it is important for companies to think about how they approach the wider LGBT community in the external marketplace in Hong Kong. Indeed the external LGBT community presents an enormous opportunity for companies – whether it be for recruitment or business purposes. In the struggle to attract bright young students, some companies in Hong Kong are already targeting their recruitment efforts at LGBT students, seeking to differentiate their brands in the eyes of prospective candidates. As HRC highlights:

“Professional recruiting events provide employers the opportunity to engage LGBT and allied employees in bringing new talent to the organization, and provide attendees the opportunity to speak directly to LGBT and allied employees about their workplace environment and prospects as an LGBT professional and other insider tips.”⁶²

From the business perspective, the LGBT community represents a sizeable market segment. Whilst no figures are available for Asia, the value of the so-called ‘pink dollar’ in the US is estimated to reach US\$835 billion by 2011.⁶³ As companies begin to focus their marketing efforts on capturing the market share of the LGBT community, it is important to do so in a way that is respectful and appropriate – and this should be reflected in the use of appropriate images and language. Stuart Koe, CEO of Fridae.com provides the following advice to companies:⁶⁴

DO

- Include gay channels as part of a larger media strategy
- Review messages so as to not alienate target audience
- Maintain branding consistency
- Establish and build rapport with the community
- Listen to feedback

DON'T

- Apply a generic approach
- Use stereotypes
- Assume Western model is applicable to Asia
- Limit to a single channel
- Expect magic with a single campaign
- Resort to ‘sex sells’

CASE STUDY 7

Organisation: Fruits in Suits

Market Positioning

Established in 2004, Fruits in Suits (FinS) is a LGBT informal monthly professional networking event that takes place in Hong Kong. It is dedicated to fostering access to and information about gay owned, gay operated, gay friendly and gay employed business in the Hong Kong and Asia Pacific region. Its events are held on the third Tuesday of every month where like-minded people come together in an exclusive private venue. Through a series of regular events, FinS showcases businesses from the LGBT community and those who wish to market to that community. As of Jan 2010 the organisation had nearly 1000 members, mostly professionals - from lawyers and bankers to teachers, community workers, journalists, businessmen/women and young professionals just starting out in the workforce. However, as the marketing material highlights: “... whatever our members’ professions, FinS is for everyone and you do not have to wear a suit!” For location and more information, see: www.fruitsinsuits.com.hk

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

7. MONITORING

- Include gender identity and sexual orientation as an optional data point in Hong Kong employee surveys or data collection forms
- Track recruitment and career development metrics for LGBT employees in Hong Kong who choose to self-identify
- Track complaints or grievances reported involving LGBT employees

Whilst data privacy and protection is a sensitive subject when looking to track any employee group, it is particularly so for LGBT employees because of the challenges they face in terms of potential discrimination – perceived or otherwise. Yet facilitating the collection of data around gender identity and sexual orientation, by adding LGBT demographic questions to employee engagement or satisfaction surveys, is important if companies are to monitor the performance of their LGBT employees and ensure equality in the workplace.

Companies should be wary of making such data collection mandatory and should be clear in their communications with employees their reasons for collecting data. Even in countries such as the UK and US where discussion of LGBT issues is far more advanced than Hong Kong, such matters are dealt with carefully. Even where questions are mandatory, employers should give employees the option to opt-out of self-identifying by including the option 'Prefer Not to Say'.

HRC have compiled a report on the topic of self-identification in the workplace called 'Where are our LGBT employees?' and in it provide the following useful advice:⁶⁵

- Provide separate questions for gender identity and sexual orientation — everyone has a gender identity and a sexual orientation, but the two are distinct, unique characteristics even though the community is known collectively as LGBT;
- Provide the employer's diversity and inclusion statement prior to asking any demographic questions, including questions about ethnicity, race and gender, to reinforce messages about confidentiality and employee privacy;
- Provide space for employees to express their identity in their own words. Look for ways to fully encompass all aspects of a category – e.g. heterosexual/straight, gay, bisexual or all genders including transgender options;
- Ask about an employee's level of being open about their gender identity and sexual orientation (e.g. workplace vs. personal life; team vs. organization; management vs. co-workers) to identify trends and deficiencies.

The report also provides examples of questions that can be included around gender identity and sexual orientation.

Example Questions – Gender Identity

- Is your gender identity different from the sex you were assigned at birth? (Yes/No)
- Are you / do you identify as transgender? (Yes/No)

Gender identity can conceptually be more nuanced and fluid than simply 'female' or 'male'. The above questions may be followed up with additional questions to determine how transgender employees prefer to be identified and whether or not they are open about their transgender identity:

- What best describes your gender identity? (Female / Male / Other _____)
- If you identify as transgender, are you open about your gender identity:
Yes Partially No
 - a. At home
 - b. With colleagues
 - c. With your manager
 - d. At work generally

Example Questions – Sexual Orientation

The following questions were derived from the Stonewall Monitoring Report. The first question can be used independently or in conjunction with the second question.

1. What is your sexual orientation?
 - a. Bisexual
 - b. Gay man
 - c. Gay woman/ lesbian
 - d. Heterosexual/ straight
 - e. Asexual – attraction to neither
 - f. Other _____
 - g. Prefer not to say
2. If you identify as lesbian, gay, bisexual or other, are you open about your sexual orientation:
Yes Partially No
 - a. At home
 - b. With colleagues
 - c. With your manager
 - d. At work generally

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

The very level of data that LGBT employees share will be an indication of how comfortable LGBT employees are to be open about their sexual orientation and gender identity. However the key point about beginning to monitor such information is to ensure that LGBT employees are being treated equitably in career development and promotion opportunities, to ensure that are appropriately represented at all levels and in all areas of the business and to build a pipeline of future LGBT executives. A lack of LGBT employees in a certain department or at a certain level, for example, may point to potential problems with internal bias – conscious or unconscious. With such data, a company is better able to ensure that its policies are effective and take any remedial action if necessary. It is also important that companies track any complaints or grievances reported involving LGBT employees. In fact this is a Global Reporting Initiative (GRI)⁶⁷ guideline in the category of social reporting.

8. COMMUNITY & ADVOCACY

- ▶ Engage in external LGBT-specific efforts in Hong Kong, including: recruiting, supplier diversity, marketing or advertising, philanthropy, non-profit group or public support for legal LGBT equality
- Be a visible role model for LGBT workplace equality in the Hong Kong community
- ▶ Share leading practices on LGBT workplace equality in Hong Kong

The final set of recommendations in this resource guide recognises the sphere of influence that companies have and focuses on community and advocacy. If we are to see positive change within not just the corporate sector of Hong Kong but amongst the wider community in Hong Kong, companies need to take an active role in, if not promoting, then supporting, the rights of LGBT individuals. It is therefore recommended that companies engage in some kind of external LGBT specific activities in Hong Kong – some of which are already addressed in earlier recommendations. This may be as simple as targeting LGBT groups for recruitment or marketing purposes, or a more direct advocacy role in terms of supporting the work of NGOs or organisations that work for LGBT equality. Encouraging gay and transgender employees to participate in public events, such as Hong Kong's Pride Parade or sponsoring efforts such as the Hong Kong Gay & Lesbian Film Festival are examples of how companies might show their support.

Companies who are more advanced in their diversity strategies are also looking at supplier diversity. This involves not only actively seeking to select companies run or owned by LGBT individuals but also requiring suppliers to demonstrate that they have an equality and diversity policy that includes sexual orientation and gender identity. Some companies even require their suppliers to go through LGBT-diversity training.

Companies are also encouraged to be visible role models for LGBT workplace equality – demonstrating good practice and publicising their efforts through the media or otherwise. Finally, if we are to see real change in Hong Kong and the wider adoption of best practice for LGBT employees, it is critical that companies share examples of their best practice and take steps to encourage other companies to follow their lead. The companies that have agreed to be featured in this resource guide have taken a key step in this regard – and we thank them for their contribution.

Conclusion – Towards an Index

It is early days for Hong Kong in terms of the readiness of the corporate sector to proactively address the topic of LGBT in the workplace. This resource guide has sought to highlight some examples of best practice already being adopted by companies in Hong Kong and we applaud the good work that these companies are doing. Yet these case studies were not easy to find. Community Business' own process of stakeholder engagement with some of the more progressive companies, has highlighted that the majority of companies are only at the early stages of their diversity journey and simply not ready to dig deep and tackle the issues facing LGBT employees.

Yet the very fact that so little is being done and that the topic is not on the corporate agenda of the majority of companies in Hong Kong is business case enough to drive positive change in this area. We know from our stakeholder engagement process that significant challenges do exist for LGBT professionals in Hong Kong, preventing many from being open in the workplace and limiting their ability to contribute their full potential. By overlooking the needs of LGBT professionals and not taking steps to remove some of the barriers that exist, companies are limiting not only their ability to attract and retain the best talent but also their ability to take advantage of the opportunities presented by the LGBT marketplace.

The challenge for companies therefore is to be bold and to take the lead on this 'sensitive' subject, surfacing the issues and taking steps to address them. Indeed the experience from our sponsors, Goldman Sachs and IBM shows that what is required is a conscious decision on the part of leadership to ensure that LGBT employees are able to realise their full potential and to make this subject more visible. It is only through a proactive approach that progress can be made in terms of increasing openness and facilitating a safe and productive work environment.

Certainly, Community Business will continue its work in this respect: raising awareness, educating companies and working towards the introduction of a workplace index for LGBT employees as a way to encourage companies to examine their policies and initiatives. The tool that we develop will align with many of the recommendations outlined in this guide – focusing on the more basic elements in the interest of encouraging more companies to participate. Experience in other geographies has shown that such tools need to reflect the stage of development of the wider marketplace and evolve over time.

Notwithstanding the introduction of an LGBT index for Hong Kong, taking steps to follow the recommendations outlined in this publication is imperative for companies in Hong Kong looking to be employers of choice. It is our hope that this resource guide will play a key role in changing corporate culture and achieving greater equality for LGBT employees in the workplace in Hong Kong.

Appendix 1: Advisory Group and Individual Contributors

Advisory Group



Human Rights Campaign

As the largest civil rights organization working to achieve equality for lesbian, gay, bisexual and transgender Americans, the Human Rights Campaign represents a grassroots force of over 750,000 members and supporters nationwide — all committed to making HRC's vision a reality. Founded in 1980, the Human Rights Campaign advocates on behalf of LGBT Americans, mobilizes grassroots actions in diverse communities, invests strategically to elect fair-minded individuals to office and educates the public about LGBT issues

Out & Equal Workplace Advocates

Out & Equal Workplace Advocates is the preeminent national nonprofit organization exclusively devoted to lesbian, gay, bisexual and transgender workplace equality. The organization works to advance LGBT workplace equality through its highly respected diversity training courses and programs, including the annual Out & Equal Workplace Summit, the world's premier conference on LGBT workplace equality. Other Out & Equal programs include the annual Executive Forum, the Employee Resource Group Registry and the Town Call speaker series. Through its programs and services, Out & Equal educates and empowers organizations, human resources professionals, employee resource groups and individual employees to establish equal policies, opportunities, practices and benefits in the workplace, regardless of sexual orientation, gender identity, expression or characteristics.

Tongzhi Community Joint Meeting (TCJM)

A coalition representing many of Hong Kong's LGBT groups. The Central Committee of the TCJM meets quarterly and operates bilingually, drawing its information from the organisations represented in it and using their widespread links to get the word out. The TCJM is chaired by Reggie Ho, Honorary Chairman of Horizons, and currently includes representation from AIDS Concern, the Chi Heng Foundation, Satsanga, Fruits in Suits, Horizons, Les Peches, Queer Straight Alliance and the Tongzhi Literary Group. The TCJM has appointed specific liaison officers to Interbank, Hong Kong AIDS Foundation, Gay Harmony, the Community Movement Network, the Association for the Advancement of Feminism, GayStation.com.hk, Unitarian Universalists Hong Kong and Amnesty International Hong Kong's LGBT Section. The TCJM is advised by the solicitor Michael Vidler, who won the recent Hong Kong cases involving Billy Leung and Siu Cho. The TCJM is assisted in its work by a series of Groups which meet on an as required basis: Research Groups in both Chinese and English; Fund Raising Group; Communications Group; and Letter Writing Groups in both Chinese and English. The TCJM's aims include: linking the tongzhi organisations operating in Hong Kong; providing a forum for the discussion of LGBT issues; providing a resource for tongzhi information and expertise, and a network to acquire and disseminate it; providing a focal point for the Government and other bodies; developing strategies on tongzhi issues; assisting with and implementing campaigns; and developing public relations campaigns to mobilise the LGBT community and to influence public opinion.



Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Individual Contributors



Mark Kaplan, President of MGK Consulting LLC

Mark Kaplan is President of MGK Consulting LLC, an international consulting practice headquartered in the U.S. He has worked since 1991 with more than a dozen large companies in the U.S., Europe and Asia to assist them in creating and developing LGB(T) inclusion initiatives.



Dr Mark King

Currently a Research Assistant Professor in Sexual and Gender Diversity in the Faculty of Education at the University of Hong Kong, Mark's research interests include public health policy, practice and education. He has investigated transprejudice and Chinese people's attitudes towards transgenderism and transgender civil rights as well as minority stress and mental health issues in sexual minority populations in Hong Kong. He is now working with international scholars on sex education policy and practice in the Asia-Pacific. He is also working with neuroscientists in China using MRI to investigate functional and structural changes to the brain as a result of posttraumatic stress disorder in victims of sexual violence.



Roddy Shaw, Principal Consultant, Diversity Factor

Roddy has been a leading advocate for LGBT equality in Hong Kong. He has been representing clients at the EOC since 1999 and has ample experience advising corporate and individual clients regarding discrimination claims and ways to prevent them. He worked for Business & Human Rights Resource Centre on various corporate responsibility issues including diversity. He now teaches a diversity course at the City University of Hong Kong. Before his human rights career, Roddy worked for major corporations. He also had a consulting practice serving a range of clients. He had been the convenor for the Tongzhi Laws & Policies Task Force for TCJM and founder of legal advocacy group, Civil Rights for Sexual Diversities. He is consulted by the HKSAR government at the Human Rights Forum, Sexual Minorities Forum as well as Ethnic Minorities Forum.



Dr Sam Winter

Sam is an expert on transgender issues in Asia and is a director of Transgender ASIA Research Centre at Hong Kong University. The Centre seeks to bring together psychologists, sociologists, anthropologists, as well as medical and legal experts who share a desire to better understand the phenomenon of transgenderism, as well as the circumstances in which transpeople (transgendered people) live, in Asia. This website aims to promote and disseminate research and understanding of, as well as contributing towards efforts to effect social change in regard to, transgenderism in Asia.

Appendix 2: LGBT Terminology

The following is a list of LGBT terms and definitions. It is taken primarily from the Gay and Lesbian Alliance Against Defamation (GLAAD) Media Reference Guide published in the US. However, it has been adapted to the Hong Kong context as there is some variation in usage of terms. In addition some of the terms that are no longer deemed appropriate in the US may still be commonly and acceptably used in Hong Kong – including by members of the LGBT community themselves.

GENERAL TERMINOLOGY⁶⁸

Sex

The traditional classification of people as male or female. At birth, infants are assigned a sex based on a combination of bodily characteristics including: chromosomes, hormones, internal reproductive organs, and genitals. There is also more variety than the duality of male/female suggests – see Intersex.

Gender Identity

One's internal, personal sense of being a man or a woman (or a boy or girl.) For transgender people, their birth-assigned sex and their own internal sense of gender identity do not match.

Gender Expression

External manifestation of one's gender identity, usually expressed through 'masculine', 'feminine' or gender variant behaviour, clothing, haircut, voice or body characteristics. Typically, transgender people seek to make their gender expression match their gender identity, rather than their birth-assigned sex.

Sexual Orientation

Describes an individual's enduring physical, romantic, emotional and/or spiritual attraction to members of the same and/or opposite sex including lesbian, gay, bisexual, heterosexual and asexual orientations or neither, asexual. Avoid the offensive term 'sexual preference', which is used to suggest that being gay or lesbian is a choice and therefore 'curable'. Gender identity and sexual orientation are not the same. Transgender people may be heterosexual, lesbian, gay, bisexual or asexual. For example, a man who becomes a woman and is attracted to other women would be identified as a lesbian.

LESBIAN, GAY AND BISEXUAL SPECIFIC TERMINOLOGY⁶⁹

Asexual

An individual who is not physically, romantically, emotionally and/or spiritually attracted to men or women. Asexuals need not have had equal sexual experience with both men and women; in fact, they need not have had any sexual experience at all to identify as asexual.

Bisexual

An individual who is physically, romantically, emotionally and/or spiritually attracted to men and women. Bisexuals need not have had equal sexual experience with both men and women; in fact, they need not have had any sexual experience at all to identify as bisexual.

Closeted

Describes a person who is not open about his or her sexual orientation.

Coming Out (of the Closet)

The act of disclosure of one's sexual orientation and/or gender identity. Coming out can happen at different levels or all levels (i.e. to oneself, to families, to friends, to colleagues or to the public).

Gay

The adjective used to describe people whose enduring physical, romantic, emotional and/or spiritual attractions are to people of the same sex (e.g., gay man, gay people). Lesbian (n.) is usually the preferred term for women. Rather than use the term 'homosexuals', it is better to use 'gay men and lesbians'.

Heterosexual Man / Woman

A person whose enduring physical, romantic, emotional and/or spiritual attraction is to people of the opposite sex.

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Heterosexism

The attitude that heterosexuality is the only valid sexual orientation. Often takes the form of ignoring lesbians, gay men and bisexuals.

Homophobia

Fear or hatred of lesbians and gay men.

Homosexual

Older term to describe people who are attracted to members of the same sex. Gay and/or lesbian are the preferred terms by some.

Lesbian

A woman whose enduring physical, romantic, emotional and/or spiritual attraction is to other women.

LGBT / GLBT

Acronyms for 'lesbian, gay, bisexual and transgender'. LGBT and/or GLBT are often used because they are more inclusive of the diversity of the community.

Lifestyle

Inaccurate term often used by anti-gay extremists to denigrate lesbian, gay, bisexual and transgender lives. Avoid using. As there is no one heterosexual or straight lifestyle, there is no one lesbian, gay, bisexual or transgender lifestyle.

Men Who Have Sex With Men (MSM)

A term used to describe in neutral terms men who have sex with other men but do not identify as gay or bisexual.

Openly Gay

Describes people who self-identify as lesbian or gay in their public and/or professional lives. Also openly lesbian, openly bisexual, openly transgender.

Outing

The act of publicly declaring (sometimes based on rumor and/or speculation) or revealing another person's sexual orientation or gender identity without his or her consent. Considered inappropriate by a large portion of the LGBT community.

Queer

An originally abusive epithet for a gay man, now often used by academics to refer to anything sexually or gender diverse or by gay activists who have 'reclaimed' the word and use it instead of 'gay'. Queer Studies are

the academic field which investigates all aspects of the sexually or gender diverse.

Straight

A colloquial term used to describe heterosexuals.

Tongzhi⁷⁰

Tongzhi is a term which literally means 'same will' or 'same purpose' in Chinese. Idiomatically, it means 'comrade'. It has taken on various meanings in various contexts since the 20th century, and now its use among the younger generation is slang for the LGBT community.

TRANSGENDER SPECIFIC TERMINOLOGY⁷¹

Cross-Dressing

To occasionally wear clothes traditionally associated with people of the other sex. Cross-dressers are usually comfortable with the sex they were assigned at birth and do not wish to change it. 'Cross-dresser' should NOT be used to describe someone who has transitioned to live full-time as the other sex, or who intends to do so in the future. Cross-dressing is a form of gender expression and is not necessarily tied to erotic activity. Cross-dressing is not indicative of sexual orientation.

Gender Identity Disorder (GID)

A controversial DSM-IV diagnosis given to transgender and other gender-variant people. Because it labels people as 'disordered', Gender Identity Disorder is often considered offensive. The diagnosis is frequently given to children who don't conform to expected gender norms in terms of dress, play or behaviour. Such children are often subjected to intense psychotherapy, behaviour modification and/or institutionalisation.

Intersex

Describing a person whose biological sex is ambiguous. There are many genetic, hormonal or anatomical variations which make a person's sex ambiguous (i.e., Klinefelter Syndrome, Adrenal Hyperplasia). Parents and medical professionals usually assign intersex infants a sex and perform surgical operations to conform the infant's body to that assignment. This practice has become increasingly controversial as intersex adults are speaking out against the practice, accusing doctors of genital mutilation.

Sex Reassignment Surgery (SRS)

Refers to surgical alteration, and is only one small part

of transition. Preferred term to 'sex change operation.'
Not all transgender people choose to or can afford to have SRS.

Transgender

An umbrella term for people whose gender identity and/or gender expression differs from the sex they were assigned at birth. The term may include but is not limited to: transsexuals, cross-dressers, and other gender-variant people. Transgender people may identify as female-to-male (FTM) or male-to-female (MTF). Use the descriptive term (transgender, transsexual, cross-dresser, FTM or MTF) preferred by the individual. Transgender people may or may not choose to alter their bodies hormonally and/or surgically.

Transphobia/Transprejudice

Fear or hatred of transgender individuals.

Transsexual (also Transexual)

Whilst there is some debate about the accurate use of this term, generally it is used to describe those who have actually begun transition through hormone treatment and/or surgery

Transvestite

Old fashioned term for Cross-Dressing.

Transition

Altering one's birth sex is not a one-step procedure; it is a complex process that occurs over a long period of time. Transition includes some or all of the following cultural, legal and medical adjustments: telling one's family, friends, and/or co-workers; changing one's name and/or sex on legal documents; hormone therapy; and possibly (though not always) some form of surgical alteration.

Appendix 3: Sample LGBT Discrimination Case

The following case study is an example of how protection against sexual harassment covered by the Sex Discrimination Ordinance may apply to issues relating to sexual orientation or gender identity. It has been provided by Roddy Shaw.

Lesbian Is Transferred Due to Refusal to Comply with Female Uniform

Just graduated from university, Ho-nam was a lesbian working in a branch office of a bank as a customer service officer. She liked short hairstyles and often wore 'masculine' outfits. From the time she was small she had always refused to dress in skirts and she never wore skirts as an adult. However, the bank required that all female employees in the Customer Service Department wear skirts as part of their uniform. Ho-nam had no choice but to comply with the rule, but she raised the issue with Management highlighting that since trousers were part of the uniform for male employees, female employees should be allowed to wear trousers to work too. The bank's response was that the dress code was an important part of creating a good corporate identity for the bank and female employees should wear skirts to portray this company image. Women could wear trousers only when the weather was extremely cold and it was against company policy to allow exceptions for individual employees.

Ho-nam was not satisfied with the reply and lodged a complaint with the Equal Opportunities Commission. After learning about the complaint, the bank transferred Ho-nam to a lower-paid position in the Telemarketing Department on the grounds that her appearance was not aligned with the bank's corporate identity. The same set of dress codes were implemented in the Telemarketing Department. Ho-nam believed the practice was unreasonable because the job nature did not require face-to-face contact with clients, thus showing no relevance to the bank's corporate identity.

In addition, Ho-nam's colleagues did not respond positively to her 'masculine' appearance. They saw her having lunch with her partner and started to ask about her relationship status, such as if she was 'dating' a girl. Ho-nam did not take the questions seriously and often dismissed them with a smile. Thinking that Ho-nam did not mind, her male colleagues started to treat her as their 'brother', and continued their jokes. In one incident, a colleague surnamed Lee asked Ho-nam in the pantry how she could 'satisfy' her girlfriend. Ho-nam was enraged and warned Lee on his action. The conversation deteriorated into an argument. Ho-nam was transferred before the investigation results from the Equal Opportunities Commission were released and she was mocked by her colleagues. She was afraid that the worst was yet to come.

Question 1: Are sex-stereotyping dress codes unlawful?

Response: Although dress codes are not prohibited under the Sex Discrimination Ordinance, the Good Management Practice Guidelines formulated by the Equal Opportunity Commission openly suggests that employers should avoid establishing dress codes, as the provisions may constitute disability or sex discrimination. The Guidelines also state that the provisions should be expressed in general principles, such as 'professional and presentable clothing', instead of rigid prescriptions such as 'skirts for women'. As separate dress codes are applied to the sexes at the bank, it may be interpreted as sex discrimination. In this case, Ho-nam was required by the bank to wear skirts owing to her biological gender. This may constitute violation of the Sex Discrimination Ordinance.

Question 2: Can Ho-nam enjoy legal protection if she is transferred, demoted or terminated after lodging a complaint against her employer?

Response: All discrimination ordinances in Hong Kong include a provision of victimisation, which protects the complainants against any unfavourable treatments by the defendant (in this case, the employer). If the complainant has lodged a complaint or expressed concern over any discriminatory conduct of the defendant, this protection will be effective once the complaint is made, regardless of the validity of the complaint. If, after lodging a complaint, the complainant is ill-treated by the defendant out of hostility, retaliation or persecution, the defendant may have already violated the provision of victimisation. In this case, even though the dress code itself may not have violated the Discrimination Ordinance, Ho-nam is still protected under the provision of victimisation and can demand for reinstatement or other compensation.

Question 3: Do the actions of her colleague Lee constitute unlawful discrimination?

Response: Asking Ho-nam how she could satisfy her girlfriend can constitute sexual harassment. As other workers may not necessarily approve of the masculine appearance and tone of Ho-nam, and value judgment alone is not discriminatory, Ho-nam must prove that she has suffered from a detriment, either psychologically or materially. However, the repeated inquiry on the sexual and intimate relationship status of Ho-nam has created a sexually hostile environment, which is within the purview of the Sex Discrimination Ordinance. Although Lee may argue that the conversation happened in the pantry, which is not part of the workplace, and he also had no intention to offend Ho-nam as he treated her as a friend/brother, most sexual harassment actions happen in places that do not appear to be a workplace (such as the pantry, backstairs, restaurants where lunch/client meetings are held, as well as hotels in which employees stay during business trips), and at times that do not seem to be within working hours (such as after work, during relationship building activities and the break hours in business trips). Since these times and places are closely related to work, they are included in the protection against sexual harassment. As for the motive, it is not necessary for Lee to be sexually interested in Ho-nam. The key point lies in how Ho-nam feels with these harassment actions. Her rejecting tone and warning given to Lee have expressed that the actions are unwelcome.

Appendix 4: Summary of Findings from Anonymous Online Survey for LGBT Employees and their Workplace Allies in Hong Kong

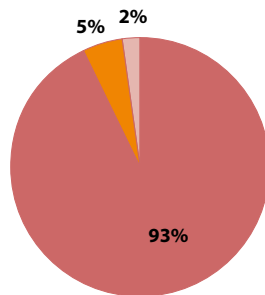
From 3 February to 12 March 2010, Community Business conducted an anonymous online survey targeted at LGBT employees and their workplace allies in Hong Kong. The survey was conducted in English and Chinese. The purpose was to get an insight into some of the key challenges for LGBT employees in Hong Kong and to ascertain their views on what employers in Hong Kong can do to create more inclusive workplaces. In addition Community Business used this survey as an opportunity to collect some information about the extent to which the respondents are open about their sexual orientation and gender identity. However this was a secondary objective and the questions were optional.

In total 137 online surveys were completed, including 101 in English and 36 in Chinese. The data in the charts below represents the combined response from both the English and Chinese language surveys. Where there were distinct differences in the responses, these have been highlighted.

Profile of Respondents

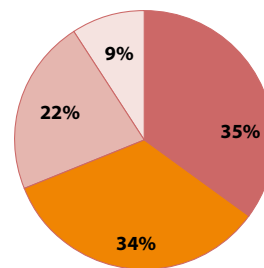
Where They Are Based

- Hong Kong
- Asia - not Hong Kong
- Outside Asia



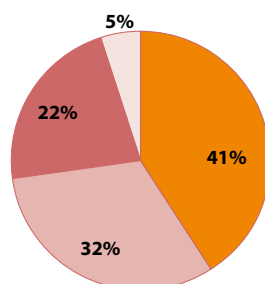
Age Brackets

- <30
- 31-40
- 41-50
- >50



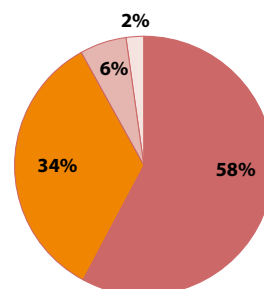
Position in Organisation

- Junior Level
- Middle Level
- Senior Level
- Other



Ethnicity

- Chinese
- Other
- Asian (non Chinese)
- Prefer not to say

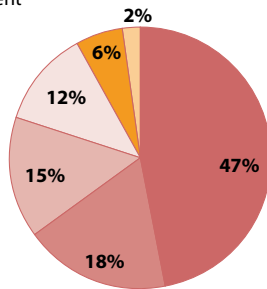


Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

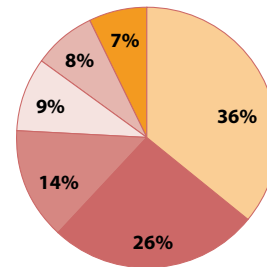
Type of Organisation

- Private sector - international company
- Private sector - local company
- Academic/Educational
- NGO/NPO
- Government
- Other



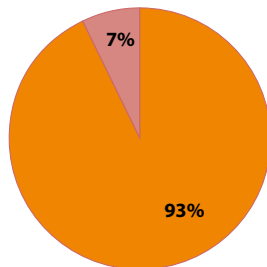
Industry

- Banks and Finance
- Education
- Law, Accountancy, Professional Information Services
- Medical, Hygiene Welfare
- Media
- Other



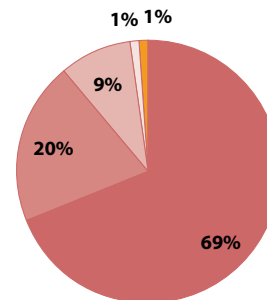
Transgender

- No
- Yes



Sexual Orientation

- Gay / lesbian / homosexual
- Heterosexual / straight
- Bisexual
- Prefer not to say
- Other



Difference in Profile of Chinese Language and English Language Survey Respondents

Respondents to the Chinese language survey were younger, less senior and from a broader range of industries than the respondents to the English language survey.

- Only 3% of respondents to the Chinese language survey identified as being between the ages of 41-50 – none were over 50. Conversely, over 40% of respondents to the English language survey identified as being over 41 years old.
- More than 40% of respondents to the English language survey said they held senior level positions in their organisations. Yet only 8% of respondents to the Chinese language survey said they held senior level positions.
- Nearly 35% of respondents to the English language survey said they worked in the Finance or Banking industry, compared with only 5% of respondents to the Chinese language survey. The largest industry identified by respondents to the Chinese language survey was Medical, Hygiene Welfare, representing over one-quarter of all responses.

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

Who They Are Open To

There were distinct differences between the responses given by those who completed the English language survey and the Chinese language survey, so the findings have been presented separately.

Respondents to English language survey

	At Home	With Colleagues	With Manager	With HR Department	At Work, Generally
Open	67%	47%	58%	45%	35%
Partially	18%	36%	18%	18%	33%
Not Open	15%	17%	25%	37%	32%

Respondents to Chinese language survey

	At Home	With Colleagues	With Manager	With HR Department	At Work, Generally
Open	20%	10%	13%	7%	7%
Partially	27%	40%	10%	3%	17%
Not Open	53%	50%	77%	90%	77%

Main Reasons Selected for Not Being Open (Ranked)

1. Lack of policies to protect LGBT employees
2. Possibility of losing connections or relationships with co-workers
3. Possibility of being stereotyped
4. Because it's nobody's business
5. Possibly making people feel uncomfortable
6. May not be considered for advancement or development opportunities
7. Fear of upsetting family
8. Fear of getting fired
9. Fear of being rejected by family
10. I or someone I know has been humiliated at work for being LGBT

Top 10 Challenges for LGBT Employees in Hong Kong

1. Coming out generally (cultural, social and family issues)
2. Coming out at work
3. Ignorance of colleagues
4. Concern about negative effect on career
5. Lack of benefits extended to same-sex partners
6. Fear of name calling and retaliation
7. Legal environment (lack of protection and visa issues)
8. Pressure from conservative groups
9. Lack of non-discrimination policies
10. Isolation in the workplace and connection with other LGBT employees

Top 10 Recommendations for Employers

1. Have a diversity policy
2. Offer partner benefits
3. Provide education and training programmes
4. Profile senior champions
5. Facilitate an LGBT resource group, network
6. Mention in corporate communications
7. Sponsor LGBT events
8. Recognise gay marriages / partnership
9. Recruit LGBT employees
10. Invite guest speakers

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

References

All website references are accurate as of 21 April 2010.

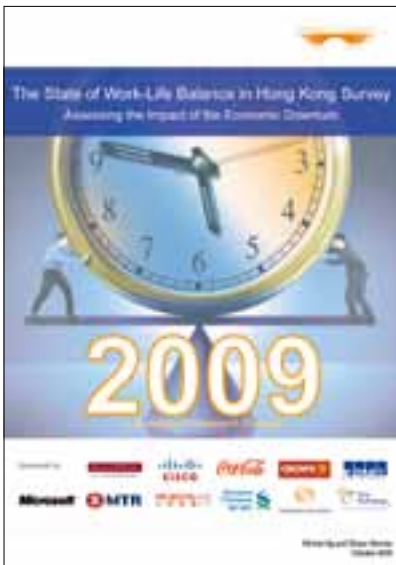
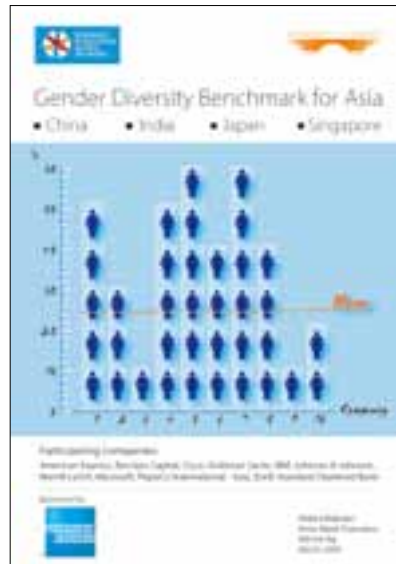
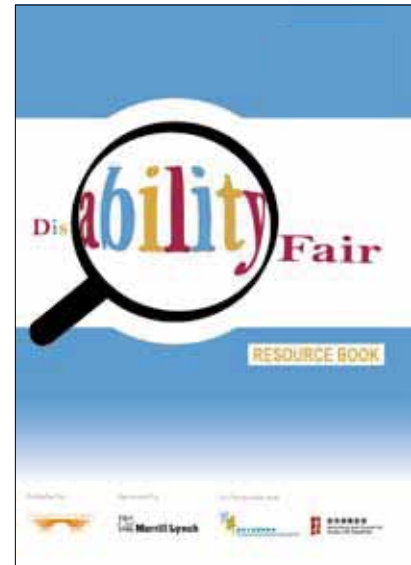
- ¹ See: http://www.diversityintheworkplace.ca/newsletters/apr_08/diversity_online_apr08_article9_lgbt.pdf
- ² See: <http://outandequal.org/documents/CouncilforGlobalEqualityReport.pdf> ; p9.
- ³ Human Rights Campaign, Degrees of Equality: A National Study Examining Workplace Climate for LGBT Employees, 2009.
- ⁴ Stonewall Top 100 Employers 2010; p3.
- ⁵ Catalyst, 2009 www.catalyst.org
- ⁶ Stonewall, Gay People and Productivity, 2008.
- ⁷ Catalyst, 2009 www.catalyst.org
- ⁸ Packaged Facts and Witeck-Combs 2007,2008.
- ⁹ Harris Interactive, Witeck-Combs and mygayweb.com
- ¹⁰ Harris Interaction and Witeck-Combs.
- ¹¹ See: <http://www.hrc.org/buyersguide2010/>
- ¹² See: <http://www.fridae.com/about/>
- ¹³ Presentation by Stuart Koe, CEO of Fridae.com at Community Business' Diversity & Inclusion in Asia 2008 Conference in November 2008.
- ¹⁴ See: http://www.fruitsinsuits.com.hk/index.php?_p=fruitmix
- ¹⁵ Packaged Facts and Witeck-Combs 2007, 2008.
- ¹⁶ Stonewall Top 100 Employers 2010; p3.
- ¹⁷ Brian McNaught, A Parent's Love Trumps Bias, 7 January 2010. See: http://diversityguides.com/gay_workplace/?p=278
- ¹⁸ Time, A Gay Pride Revolution in Hong Kong, 14 December 2008.
See: <http://www.time.com/time/world/article/0,8599,1866308,00.html>
- ¹⁹ Civil Rights for Sexual Diversities is an NGO working on legal advocacy for rights of LGBT people in Hong Kong.
- ²⁰ Hong Kong Christian Institute, Blessed Minority Christian Fellowship.
- ²¹ The Standard, Mimi Lau, Gays the victims of hateful attitudes, 26 May 2006.
- ²² Fridae.com, Nigel Collet, 1,200 march at Hong Kong's first official gay pride parade, 15 December 2008.
See: <http://www.fridae.com/newsfeatures/2008/12/15/2173.1200-march-at-hong-kongs-first-official-gay-pride-parade>
- ²³ Time Out Hong Kong, Tina Lee, Hong Kong Lesbian and Gay Film Festival, 5 November 2008.
See: <http://www.timeout.com.hk/gay-lesbian/features/16258/hong-kong-lesbian-gay-film-festival.html>
- ²⁴ Roddy Shaw, Lesbian, Gay, Bisexual and Transgender (LGBT) rights working in Hong Kong.
- ²⁵ This section is extracted from Winter, S. and King, M. (2009) Hong Kong. In Stewart, C., (Ed.) Encyclopedia of LGBT Issues, Greenwood Press, Santa Barbara, CA, USA.
- ²⁶ Lieh-Mak, F., O'Hoy, K., & Luk, S. L. (1985). Lesbianism in the Chinese of Hong Kong. Archives of Sexual Behavior, 12(1), 21-30.
- ²⁷ 'The commission of this detestable and unnatural act is attended with so little sense of shame, or feelings of delicacy, that many of the First Officers of the State seemed to make no hesitation in publicly avowing it.' (John Barrow: 'Travels in China', 1806, quoted on p239 of Crompton, L. (2006). Homosexuality and Civilization. Cambridge: Harvard University Press.
- ²⁸ Ruan, Fang-Fu., & Lau, M. P. (1997). China. In Robert Francoeur (Ed.), International Encyclopedia of Sexuality. New York: Continuum. <http://www2.hu-berlin.de/sexology/IES/china.html>

- ²⁹ American Psychiatric Association (1994) Diagnostic and Statistical Manual of Mental Disorders, 4th Revision. Washington: American Psychiatric Association; World Health Organisation (1992). International Classification of Diseases and Related Health Problems (10th Edition) Geneva: World Health Organisation.
- ³⁰ Ruan and Lau (1997). (op.cit.).
- ³¹ Chou, Wah-shan (2001). Homosexuality and the cultural politics of tongzhi in Chinese societies. *Journal of Homosexuality*, 40(3/4), 27-46; Kong, Travis Shiu-ki. (2004). Queer at your own risk: marginality, community and Hong Kong gay male bodies. *Sexualities*, 7(1), 5-30; Ho, Petula Sik-yin (1995). Male-Homosexual Identity in Hong Kong – a social construction. *Journal of Homosexuality*, 29, 1, 71-88.
- ³² Chou Wah-Shan. *Tongzhi: Politics of Same-Sex Eroticism in Chinese Societies*, Haworth Press, 2000.
- ³³ Amanda Lam, personal communication, May 29, 2008.
- ³⁴ The following section is taken from http://intersections.anu.edu.au/issue4/interview_mclelland.html#n1
- ³⁵ Homosexual Offences: Should the Law Be Changed? - A Consultation Paper, June 1988.
- ³⁶ In fact, former legislators Ms Anna Wu and Mr Lau Chin-shek have respectively sponsored private members anti-discrimination bills in 1995 and 1997 to include sexuality as a ground for protection. Both bills were defeated and the 1997 bill only by a narrow margin of 2 votes. Some argue that the votes received in support of LGB equality contrast starkly with the government's position that the community is predominantly in opposition against the proposed law.
- ³⁷ Chan, Phil (2005). The lack of sexual orientation antidiscrimination legislation in Hong Kong: breach of international and domestic legal obligations. *International Journal of Human Rights*, 9(1), 69-106.
- ³⁸ The UN treaty bodies to safeguard rights enshrined respectively under the International Covenant for Civil and Political Rights (ICCPR) and the International Covenant for Economic, Social and Cultural Rights (ICESCR).
- ³⁹ Concluding observations of the Committee on Economic, Social and Cultural Rights (Hong Kong): China, U.N. Doc. E/C.12/1/Add.107, 2005; Concluding observations of the Committee on Economic, Social and Cultural Rights (Hong Kong): China, U.N. Doc. E/C.12/1/Add.58, 2001; and Concluding Observations of the Human Rights Committee (Hong Kong): China, U.N. Doc. CCPR/C/79/Add.117, 1999.
- ⁴⁰ See: <http://www.cmab.gov.hk/en/issues/sexual.htm>
- ⁴¹ See: http://www.hab.gov.hk/en/policy_responsibilities/the_rights_of_the_individuals/equal_gender.htm
- ⁴² c.f. William Roy Leung v HKSAR, Toonen v Australia, Joslin v New Zealand.
- ⁴³ See: <http://www.atimes.com/atimes/China/KK17Ad01.html>
- ⁴⁴ South China Morning Post, Tim Cribb, Gay groups blast survey questions as prejudiced, 24 June 2005.
- ⁴⁵ See: <http://www.atimes.com/atimes/China/KK17Ad01.html>
- ⁴⁶ On January 15 1980, Inspector John MacLennan of the Royal Hong Kong Police Force was found dead with five bullet wounds in his chest by a group of fellow officers who had come to arrest him on suspicion of having engaged in homosexual activities. The coroner's inquiry returned an 'open' verdict on cause of death and there was much media speculation that he had been murdered to prevent him from going public with the names of high-ranking police officers who were also under investigation for homosexual 'offences'.
- ⁴⁷ Chair of Equal Opportunities Commission between 1999 and 2003 and sponsor of many anti-discrimination bills including Equal Opportunities Bill which encompassed protection for a number of grounds, including sexual orientation.
- ⁴⁸ Legislator between 1992 and 2000 and current CEO of Civic Exchange, a Hong Kong think-tank on social policy issues. See: <http://www.civic-exchange.org/index.php?cat=46>
- ⁴⁹ Hong Kong Government, Equal Opportunities: A Study on Discrimination on the ground of Sexual Orientation – A Consultation Paper, 1996.
- ⁵⁰ The policy responsibility is now transferred to the Constitutional & Mainland Affairs Bureau.

Creating Inclusive Workplaces for LGBT Employees

A Resource Guide for Employers in Hong Kong

- ⁵¹ Emerton, Robyn. (2004). Neither here nor there: the current status of transsexual and other transgender persons under Hong Kong law. *Hong Kong Law Journal*, 34, 245-277; Emerton, Robyn. (2004). Time for change: a call for the legal recognition of transsexual and other transgender persons in Hong Kong. *Hong Kong Law Journal*, 34, 515-555.
- ⁵¹ Emerton, Robyn. (2006). Finding a voice, fighting for rights: the emergence of the transgender movement in Hong Kong. *Inter-Asia Cultural Studies*, 7(2), 243-269.
- ⁵² Civil Rights for Sexual Diversities has fought the famous Dragon Airline gay flight attendant harassment case, the Hong Kong Examination & Assessment Authority case where transgender people's sex reassignment status is revealed on the certificate, the United World College refusal of unmarried partners including same-sex ones of the teaching staff to live on campus.
- ⁵³ See: <http://www.hrc.org/issues/cei.htm>
- ⁵⁴ See: <http://www.stonewall.org.uk/workplace/1477.asp>
- ⁵⁵ See: <http://www.outandequal.org/steps-to-equal-workplace>
- ⁵⁶ 10 touch points for businesses demonstrating their commitment to equal treatment of employees, consumers and investors, irrespective of their sexual orientation and gender identity or expression.
- ⁵⁷ Brian McNaught, The NSA, Reporter's Questions & Summer Vacation, 12 June 2008.
See: http://diversityguides.com/gay_workplace/?p=43
- ⁵⁸ Stonewall Top 100 Employers 2010, p13: See: <http://www.stonewall.org.uk/workplace/1477.asp>
- ⁵⁹ The World Professional Association for Transgender Health's Standards of Care for Gender Identity Disorders articulates the organisation's professional consensus about the psychiatric, psychological, medical, and surgical management of gender identity disorders. Professionals may use this document to understand the parameters within which they may offer assistance to those with these problems. See: Standards of Care, 6th Version; <http://www.wpath.org/documents2/socv6.pdf>
- ⁶⁰ HRC 2009 Corporate Equality Index Survey, Q13.
- ⁶¹ Brian McNaught, The NSA, Reporter's Questions & Summer Vacation, 12 June 2008.
See: http://diversityguides.com/gay_workplace/?p=43
- ⁶² HRC Corporate Equality Index 2010. See: http://www.hrc.org/documents/HRC_Corporate_Equality_Index_2010.pdf ; p24
- ⁶³ PRNewswire, Buying Power of US Gays and Lesbians to Exceed \$835 Billion by 2011, 25 January 2007.
- ⁶⁴ Presentation by Stuart Koe, CEO of Fridae.com at Community Business' Diversity & Inclusion in Asia 2008 Conference.
- ⁶⁵ Taken from HRC Report, Where are our LGBT employees; p8. See: http://www.hrc.org/documents/LGBT_Self-Identification_Report_-_2009-05-08.pdf
- ⁶⁶ Additional option recommended by Out & Equal Workplace Advocates.
- ⁶⁷ See: <http://www.globalreporting.org/ReportingFramework/G3Online/DMA/>
- ⁶⁸ Largely taken from <http://www.glaad.org/Page.aspx?pid=376> but includes editing of definitions and adding of terms as deemed appropriate for Hong Kong.
- ⁶⁹ <http://www.glaad.org/Page.aspx?pid=375>
- ⁷⁰ Wikipedia, 13 April 2010. See: <http://en.wikipedia.org/wiki/Tongzhi>
- ⁷¹ <http://www.glaad.org/Page.aspx?pid=376>



For details of other diversity publications produced by Community Business, please see our website at www.communitybusiness.org



“Stonewall has been working since 1989 for equality for gay people. Through our Diversity Champions programme we now work with the employers of 5.5 million people in Britain to improve the working environment for lesbian, gay and bisexual people and each year we produce Stonewall's Workplace Equality Index, an annual benchmarking exercise that showcases Britain's top employers for gay people. We congratulate Community Business and its sponsors, Goldman Sachs and IBM, for initiating this important piece of work for Hong Kong. We hope that it will pave the way for greater awareness of the issues facing the LGBT community and also inspire companies to take positive steps to create open and productive workplaces for all.”

Ben Summerskill
Chief Executive
Stonewall

For more information on Stonewall's workplace programmes go to www.stonewall.org.uk/workplace

This publication is also available in Chinese in electronic format on the Community Business website.

COMMUNITY BUSINESS

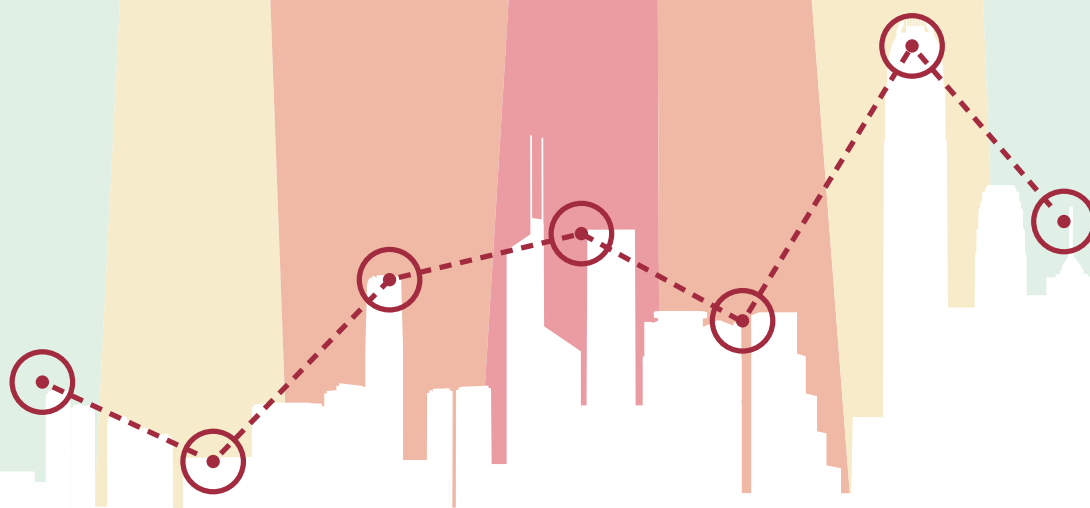


Community Business
701 Cheungs Building, 1-3 Wing Lok Street, Sheung Wan, Hong Kong
Tel : +852 2152 1889 Fax : +852 2540 9520
Email : info@communitybusiness.org
URL : www.communitybusiness.org



Hong Kong LGBT Workplace Inclusion Index 2015 Report

Taking the First Step



Participating Companies*:

Australia and New Zealand Banking Group Limited, Bank of America Merrill Lynch, The Bank of New York Mellon, Barclays Capital Asia Limited, British Consulate-General Hong Kong, British Council Hong Kong, Commonwealth Bank of Australia, Credit Suisse, EXS Capital Asia Limited, EY, Freshfields Bruckhaus Deringer, Goldman Sachs, Hasbro Inc, Herbert Smith Freehills, The Hongkong and Shanghai Banking Corporation Limited, Infinity Financial Solutions, J.P. Morgan, Latham & Watkins, MakerBay Limited, Morgan Stanley, Nomura International (Hong Kong) Limited, Ove Arup & Partners Hong Kong Limited, Royal Bank of Scotland, Standard Chartered Bank (Hong Kong) Limited, State Street Corporation, Telstra Corporation Limited, UBS AG (Hong Kong Branch) and Wells Fargo Bank, N.A. Hong Kong Branch

*Please note this is not a complete list, as 7 companies chose to remain anonymous

ABOUT COMMUNITY BUSINESS

Community Business is a not-for-profit organisation whose mission is to lead, inspire and support companies to have a positive impact on people and communities. Recognised as a thought leader in corporate responsibility in Asia, Community Business conducts research, facilitates networks and events, leads campaigns and provides consultancy and training. Its major areas of focus include: Community Investment, Diversity & Inclusion, Work-Life Balance and Corporate Responsibility Strategy. Founded in 2003 and based in Hong Kong, 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, <http://www.communitybusiness.org>.

ACKNOWLEDGEMENTS

Developing and launching this inaugural **Hong Kong LGBT Workplace Inclusion Index 2015** has been a long-term, collaborative effort and we would like to acknowledge the many companies, partners and individuals who have shaped the direction and given us advice along the way. In particular we would like to thank Stephen Golden at Goldman Sachs and Tony Tenicela at IBM for putting us on this path back in 2008 and for their continued passion and commitment to this subject, both in Hong Kong and globally. We would also like to highlight Dawn Hough at Pride in Diversity, Simon Feeke at Stonewall and Deena Fidas at Human Rights Campaign Foundation for sharing their insights and expertise gained from running leading LGBT workplace indices in their markets for many years. In addition we would like to give a special mention to core members of the Community Business team who are sadly no longer with us but played a key role in design, development and promotion of this Index, namely Amanda Yik and Kevin Burns. In terms of the assessment process, we would like to thank the Community Business Assessment Panel who dedicated time to reviewing the many submissions and nominations, including: Fern Ngai, Kate Vernon, Sophie Guerin and Jamie Ferrer. We would also like to thank our external judges who took part in the final selection of award winners, including: Dawn Hough, Director of Pride in Diversity, Peter Reading, Legal Counsel at Equal Opportunities Commission in Hong Kong and Eva Chau, Managing Director, Human Capital Management Division, Goldman Sachs.

ABOUT THIS REPORT

Author : Kate Vernon - Community Business
Researchers : Ivy Wong, Matthew Yu - 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.

INTELLECTUAL PROPERTY RIGHTS

©2015 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.

CONTENTS

FOREWORD	2
FROM OUR SUPPORTERS	3
ABOUT THE INDEX	5
INDEX RESULTS	9
TOP 10 EMPLOYERS IN HONG KONG FOR LGBT INCLUSION 2015	10
AWARD WINNERS	11
OVERVIEW OF RESULTS	12
CATEGORY BY CATEGORY REVIEW	16
CONCLUDING REMARKS	34

FOREWORD

“ It is with great pride that Community Business presents this **Hong Kong LGBT Workplace Inclusion Index 2015 Report** - the findings of Asia's first and only benchmark for assessing workplace practices for lesbian, gay, bisexual and transgender (LGBT) employees.

The decision to introduce this Index has been a bold one. Whilst the idea was not new (we first looked at introducing an Index back in 2008), we were unsure how many companies in Hong Kong would be willing, or ready, to participate. We knew that despite growing awareness on the importance of LGBT workplace inclusion, the majority of companies in Hong Kong are at the very early stages of their journey. We have been overwhelmed and delighted therefore, that we far exceeded our initial target of 20 participating companies, and received submissions from 35 companies in the very first year.

Community Business congratulates all the companies for taking part - the decision to participate is a significant and critical first step. Regardless of performance, all these companies have shown they are committed to creating inclusive workplaces for LGBT employees in Hong Kong.

For a few, participating in the Index has been the opportunity to simply put LGBT inclusion on their corporate agenda. Indeed, one-fifth of companies indicated that this is the first time they have participated in any LGBT index of this kind.

For a handful, it has been the opportunity to showcase the great work that they have been doing as pioneers of LGBT workplace inclusion in Hong Kong. We extend our congratulations to the companies that have achieved a ranking in our **Top 10 Employers in Hong Kong for LGBT Inclusion 2015** as well as the winners of our various LGBT awards. In particular, we applaud Goldman Sachs for its outstanding performance and position as the number one ranking company.

For the vast majority of companies, however, the introduction of this Index has been the chance to assess where they stand today, with a view to understanding areas of strength and weakness. For all, it provides the opportunity to make progress moving forward - using the indicators in the Index as a guide and source of best practice.

The findings presented in this report show that the range of performance of the Participating Companies is extremely wide with an average overall score of 42.8 points out of 100. Whilst at first glance this may seem low, we should be sensitive to the fact that this is a reflection of where Hong Kong stands in terms of LGBT inclusion - and to be expected for a first Index of this kind. At the same time, the higher scores of the **Top 10 Employers** show that achieving strong performance on many of the indicators is indeed an achievable goal. There are clearly many opportunities for cross-company learning and the sharing of experiences and it is our hope that this Index will be a catalyst in this process.

In reflecting on the positive response to this first Index, we are proud that our persistent and continued efforts towards raising the profile of LGBT issues - from simple awareness and education about the issues and business case, to motivating companies to take action - have changed the landscape and conversation in Hong Kong on this topic. However, we are aware that we have not done this alone. We acknowledge all the organisations, locally and globally, who have shared our mission and helped us along the way. In particular, we would like to mention Dawn Hough of Pride in Diversity who has so openly and graciously shared experiences of her own journey of establishing the *Australian Workplace Equality Index (AWEI)* as the leading benchmark on LGBT workplace inclusion practices in Australia. We also commend the many community organisations in Hong Kong who work tirelessly in promoting LGBT inclusion. We are delighted to have had the opportunity to recognise a few of them through our Community Impact Award, generously sponsored by Goldman Sachs.



Fern Ngai
CEO
Community Business

As we celebrate achievements, we hope this year's edition of the **Hong Kong LGBT Workplace Inclusion Index**, as well as future iterations, will play a pivotal role in enabling companies to drive LGBT inclusion forward in their organisations. But we hope its impact will reach beyond too - harnessing the power of business to drive social change and resulting in a more open and inclusive Hong Kong for the LGBT community. ”

FROM OUR SUPPORTERS



Congratulations to Community Business on the first Hong Kong LGBT Workplace Inclusion Index. The Equal Opportunities Commission (EOC) is delighted to support this initiative to advance equal opportunities for the lesbian, gay, bisexual and transgender (LGBT) community in our city. Indeed, LGBT workplace inclusion should be a key business concern for all companies aspiring to be employers of choice, and this Index provide an important tool for benchmarking and measuring progress. Such innovative actions can play a key role towards fostering a truly inclusive society. I look forward to continuing our partnership.



Dr York Chow
Chairperson, Equal Opportunities Commission



I commend Community Business for promoting inclusive workplaces. Let's take one step further to support legislation for civil partnerships, for every citizen deserves a loving family.



Hon Cyd Ho Sau-lan, JP
Legislative Council Member



Hong Kong still has a long way to go when it comes to protecting the rights of the LGBTI community. Whilst many may be aware of the successes of landmark cases such as the Leung TC William Roy and 'W' cases, LGBT individuals still face discrimination and unfair treatment on a daily basis, be it in the workplace or relating to housing, tax, family or immigration status. Initiatives such as this Hong Kong LGBT Workplace Inclusion Index play a critical role in educating and influencing – not just the corporate sector but also wider society. It's also a valuable way to engage the media and continue public dialogue in Hong Kong on this important issue. I hope companies will continue to participate in this Index for years to come – continue to show leadership, holding themselves accountable and incorporating best practice in the way they treat their LGBT employees. Congratulations to Community Business on this pioneering initiative!



Michael Vidler
Founder, Vidler & Co Solicitors



Community Business's launch of the Hong Kong LGBT Workplace Inclusion Index has been long awaited and is greatly welcomed by the Pink Alliance. The Index is a vital tool in improving diversity in Hong Kong's business community, and it is such changes in the commercial world that will gradually drive improvements in Hong Kong's society, law and politics. We warmly congratulate Community Business on initiating what will lead to concrete improvements in the lives of Hong Kong's LGBT people.



Nigel Collett
English Secretary, Pink Alliance



FROM OUR SUPPORTERS




On behalf of Pride in Diversity, I would like to congratulate and commend Community Business on the launch of the inaugural Hong Kong LGBT Workplace Inclusion Index. It has been my pleasure and honour to be invited by Community Business to both provide advice on the development and introduction of this Index, as well as act as one of the panel of judges for the various LGBT awards.



Dawn Hough
Director,
Pride in Diversity


I would like to personally congratulate all winners, and indeed, all organisations and individuals who have taken part. Your participation provides a significant and important message of leadership - both internally within your own organisations, but also externally.

We know from our experience of running the *Australian Workplace Equality Index and Awards* since 2011, that this kind of activity plays a critical role in motivating action and moving the needle when it comes to LGBT inclusion. We therefore encourage all organisations to participate on an ongoing basis, using the insights and learnings to inform strategy formulation and continued progress on LGBT workplace inclusion. 



As the largest, global, nonprofit organization dedicated exclusively to workplace equality for the LGBT community, we at Out & Equal Workplace Advocates applaud the launch of the first Hong Kong LGBT Workplace Inclusion Index. When LGBT employees have the freedom to put all their energy into their work without having to hide their personal lives, it is good for productivity and good for business. That is why major corporations are leading the way for LGBT workplace equality where national laws fall short. 



Selisse Berry
Founder and Chief
Executive Officer,
Out & Equal
Workplace Advocates




Huge congratulations to Community Business and all participating organisations in the first Hong Kong LGBT Workplace Inclusion Index. This Index provides a framework for thought and assessment helping employers create inclusive workplaces where every member of staff feels able to be themselves and achieve their full potential. Stonewall, Community Business and all the forward-thinking organisations involved this year recognise that people perform better when they can be themselves, and when people perform better – organisations do too. 



Simon Feeke
Director of Workplace
Programmes,
Stonewall



We commend Community Business for promoting LGBT inclusion in Hong Kong. The launch of this Index will no doubt spur momentum across the private sector in the region as businesses seek to stay competitive – and promoting a diverse, engaged workforce is central to that competition. Congratulations to Community Business! 



Deena Fidas
Director,
Workplace Equality
Program, Human
Rights Campaign
Foundation



I'm thrilled to congratulate Community Business on the release of the inaugural Hong Kong LGBT Workplace Inclusion Index. Identifying the firms who are leading their competition on inclusion as well as in the marketplace is an invaluable service. It helps consumers and companies make choices aligned with their values, and it demonstrates, as we've long argued at Out Leadership, that creating inclusive organisations has significant bottom-line impacts. 



Todd Sears
Founder,
Out on the Street


ABOUT THE INDEX

ABOUT THE INDEX

Background

Community Business first considered developing an index to assess workplace inclusion for lesbian, gay, bisexual and transgender (LGBT) employees in Hong Kong in 2008. At that time however, understanding and adoption of diversity and inclusion was at a very early stage, and few companies had LGBT on their agenda as a workplace issue. Sexual orientation and gender identity were seen as taboo subjects, poorly understood and rarely openly discussed in wider society – let alone in the workplace.

Raising awareness and understanding the issues

Community Business recognised that fundamental groundwork was needed to raise awareness and educate the corporate sector. As a result, we embarked on a 'Creating Inclusive Workplaces for LGBT Employees Campaign' with corporate sponsorship and strategic guidance from long-term partners Goldman Sachs and IBM. This campaign has seen the holding of numerous events, the publication of pioneering research and the facilitation of greater openness and discussion on this topic – not just in Hong Kong but across the Asia region. In 2009, we published the first in a series of LGBT Resource Guides for Employers, *Creating Inclusive Workplaces for LGBT Employees - A Resource Guide for Hong Kong*. This provides the social, legal and cultural context for LGBT issues in Hong Kong – and crucially, as we knew that ultimately we were looking to produce an LGBT index – a set of robust recommendations for companies looking to address LGBT inclusion in their organisations, supported by local examples of best practice.

Demonstrating the compelling business case in Hong Kong

In 2012, seeking to further highlight the business case for addressing LGBT workplace inclusion in Hong Kong, and with sponsorship from Barclays, we conducted a *Hong Kong LGBT Climate Study 2011-12*. This examined both the working population's attitudes towards LGBT issues as well as the first-hand experience of LGBT individuals working in Hong Kong. The survey results showed that discrimination against LGBT individuals exists both at work and in society in Hong Kong, and that lack of acceptance in the workplace is harming productivity and the ability of companies operating in Hong Kong to attract and retain the best talent.

Growing awareness and greater readiness

These combined and sustained efforts have done much to raise the profile of LGBT as an important business issue in Hong Kong and placed discussions around LGBT issues centre stage in Hong Kong. Increasingly, employers and employees alike have begun to understand the business case for LGBT inclusion and a growing number of companies have started to take steps to address LGBT issues in the workplace.

At a broader level, Hong Kong has seen the emergence of a thriving and visible LGBT community. With the growth year on year of the Hong Kong Pride Parade (first launched in 2008), the growing popularity of the Hong Kong Lesbian and Gay Film Festival and the introduction of initiatives such as Pink Season and Pink Dot, the LGBT community has become increasingly active and visible in Hong Kong.

At the beginning of 2014, we believed that the dialogue on LGBT workplace inclusion had matured and that Hong Kong was ready for an Index that would engage and move organisations forward in their LGBT inclusion journey. As a result, we launched the **Hong Kong LGBT Workplace Inclusion Index** at Community Business' flagship Diversity & Inclusion in Asia 2014 Conference in November 2014.

The Index

The **Hong Kong LGBT Workplace Inclusion Index 2015** is the first and only benchmark on workplace inclusion practices and initiatives for LGBT employees in Asia. Launched by Community Business, it is a pioneering initiative that provides companies in Hong Kong with a credible and robust tool to assess, progress and promote their efforts towards LGBT inclusion. The Index combines learning from global indices to ensure an approach suitable for companies operating in Hong Kong.

Value of the Index

The value of such indices is well-recognised in other parts of the world, as a powerful way to drive forward LGBT inclusion. In particular the **Hong Kong LGBT Workplace 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 wider society will follow

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

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

Development of the Index

The content of the **Hong Kong LGBT Workplace Inclusion Index** is based on the recommendations developed in Community Business' *Creating Inclusive Workplaces for LGBT Employees - A Resource Guide for Hong Kong*. In compiling these initial recommendations, we referenced global indices including Stonewall's *Workplace Equality Index*, Human Rights Campaign Foundation's *Corporate Equality Index* and Pride in Diversity's *Australian Workplace Equality Index (AWEI)*. 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 was important and relevant in the Hong Kong market context. As a result, the structure and weighting of the questions in the **Hong Kong LGBT Workplace Inclusion Index** reflect the state of maturity of LGBT workplace inclusion in Hong Kong.

In launching this first index, Community Business has been keen to encourage as many companies as possible to participate, recognising that this is a crucial first step to gaining commitment and progress. The guiding principles for the design of the Index in this first year have therefore been 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.

Structure of the Index

In line with our *Creating Inclusive Workplaces for LGBT Employees - A Resource Guide for Hong Kong*, the 22 multiple choice questions in the Index are structured around the following eight categories:

Category	Number of Questions	Number of Points
1. EQUAL OPPORTUNITY POLICY	4	15
2. DIVERSITY TRAINING	4	20
3. DIVERSITY STRUCTURE	3	15
4. BENEFITS	3	10
5. CORPORATE CULTURE	3	20
6. MARKET POSITIONING	1	4
7. MONITORING	1	6
8. COMMUNITY & ADVOCACY	3	10
Total	22	100%

Recruitment of Companies

Community Business started promoting the Index in May of 2014 and ran a number of open Information Sessions to encourage companies to participate. The Index was officially launched at Community Business' flagship Diversity & Inclusion in Asia 2014 Conference in Hong Kong and open for submissions between 12 November 2014 and 27 February 2015. Once companies registered their interest, they were sent a Submission Document together with a set of Guidance Notes. Basic participation in the Index was free, but companies could select a paid-for Professional or Leader Package with options for an individual company report on their performance and a one-to-one debrief and strategy session.

Assessment Process

Each company was invited to answer the questions in the Index by completing a Submission Document and submitting this to Community Business. Some selected options to questions required descriptions and/or evidence to support the answer and this was clearly indicated within the Submission Document with advice on the type of information required. 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.

Scoring

Each category, question and 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. However, in assigning points, the following guidelines were generally 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, half the allocated points for that option were awarded.
- Where an option was selected requiring a description and no description was provided, 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) provided. This resulted in both upgrading and downgrading of options in some cases.

INDEX RESULTS

TOP 10 EMPLOYERS

IN HONG KONG FOR LGBT INCLUSION 2015

The following is a ranking of Community Business' **Top 10 Employers in Hong Kong for LGBT Inclusion 2015**. These organisations have achieved the highest scores in our inaugural **Hong Kong LGBT Workplace Inclusion Index**.

1	Goldman Sachs
2	The Hongkong and Shanghai Banking Corporation
3	J.P. Morgan
4	Morgan Stanley
5	Bank of America Merrill Lynch
6	Standard Chartered Bank (Hong Kong) Limited
7	Barclays Capital Asia Limited
8	Nomura International (Hong Kong) Limited
9	Australia and New Zealand Banking Group Limited
10	British Consulate-General Hong Kong
10	British Council Hong Kong

Bronze, Silver and Gold Standards

The following organisations, listed in alphabetical order, have achieved a Bronze, Silver or Gold standard in the inaugural **Hong Kong LGBT Workplace Inclusion Index**.



BNY Mellon,
Freshfields Bruckhaus
Deringer, Ove Arup &
Partners, Telstra,
UBS, Wells Fargo
Bank



Commonwealth
Bank of Australia,
Credit Suisse,
Herbert Smith
Freehills, Latham &
Watkins, MakerBay,
State Street



Top 10 listed
above

AWARD WINNERS

In addition, the Index included a number of awards:



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 Chapter**
J.P. Morgan

Finalists:

- **Goldman Sachs' Asia ex-Japan LGBT Network**, *Goldman Sachs*
- **HKGALA (Hong Kong Gay and Lesbian Attorney's Network)**



LGBT INCLUSION CHAMPION AWARD

To recognise an employee based in Hong Kong who has taken proactive and effective steps to create an LGBT inclusive culture in the organisation.



Winner:

- **Steven Chan**
Vice President, Head of Regulatory, Industry and Government Affairs, Asia Pacific, *State Street Corporation*

Finalists:

- **Paul Choi**, Executive Director, Human Capital Management Division, *Goldman Sachs*
- **Tracy Harris**, Vice President, Asia Pacific, *J.P. Morgan*



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 internally and/or externally.



Winner:

- **Laurence Bailey**
Managing Director, Asia Pacific, *J.P. Morgan*

Finalists:

- **Justin D'Agostino**, Global Head of Practice - Dispute Resolution, and Regional Managing Partner - Asia, *Herbert Smith Freehills*
- **Noel Quinn**, General Manager, Regional Head of Commercial Banking, Asia Pacific, *HSBC*



LGBT COMMUNITY IMPACT AWARD

Sponsored by Goldman Sachs

To recognise a community-based LGBT initiative that has had a significant positive impact in promoting LGBT inclusion in Hong Kong in 2014.



Winner:

- **Project Touch**
Boys' and Girls' Clubs Association of Hong Kong

Finalists:

- **Les Peches Events 2014**, *Les Peches*
- **Pink Season 2014**, *Pink Alliance*
- **Transgender Public Education and Advocacy Project**, *Transgender Resource Center*



LGBT TRAILBLAZER AWARD

A special one-off award to recognise an individual who has pioneered the way for LGBT inclusion in Hong Kong, and inspired and supported others to follow.



Winner:

- **Stephen Golden**
Head of Global Leadership & Diversity in Asia Pacific, *Goldman Sachs*

OVERVIEW OF RESULTS

Participating Companies¹

In total, 35 organisations employing an estimated 20,000 employees in Hong Kong, participated in this first **Hong Kong LGBT Workplace Inclusion Index**. In alphabetical order, these companies included: Australia and New Zealand Banking Group Limited, Bank of America Merrill Lynch, The Bank of New York Mellon, Barclays Capital Asia Limited, British Consulate-General Hong Kong, British Council Hong Kong, Commonwealth Bank of Australia, Credit Suisse, EXS Capital Asia Limited, EY, Freshfields Bruckhaus Deringer, Goldman Sachs, Hasbro Inc, Herbert Smith Freehills, The Hongkong and Shanghai Banking Corporation, Infinity Financial Solutions, J.P. Morgan, Latham & Watkins, MakerBay Limited, Morgan Stanley, Nomura International (Hong Kong) Limited, Ove Arup & Partners Hong Kong Limited, Royal Bank of Scotland, Standard Chartered Bank (Hong Kong) Limited, State Street Corporation, Telstra Corporation Limited, UBS AG (Hong Kong Branch) and Wells Fargo Bank, N.A. Hong Kong Branch. An additional 7 companies participating in the Index chose to remain anonymous.

The profile of the Participating Companies is detailed below.

Chart 1: Profile by Type of Organisation

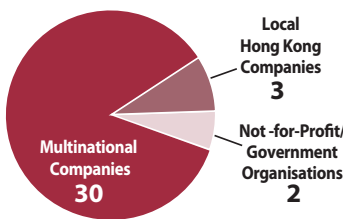
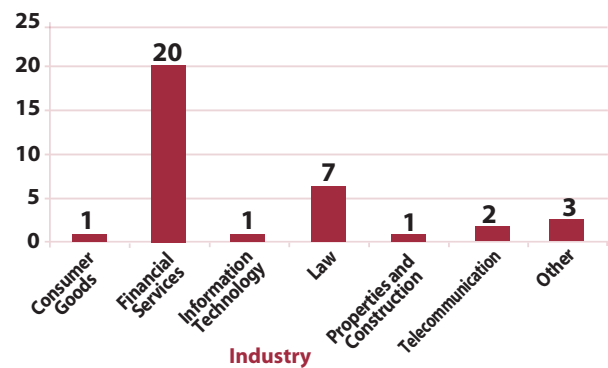


Chart 2: Profile by Size of Organisation



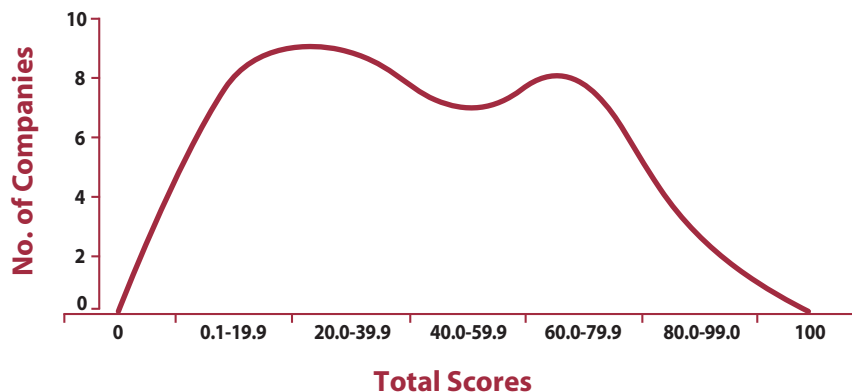
Chart 3: Profile by Industry



Distribution of Results

Chart 4 shows the distribution of the total scores for all the Participating Companies in the Index. The range of scores was very wide, with the bulk of companies scoring between 30.0 and 65.0 points.

Chart 4: Distribution of Total Scores

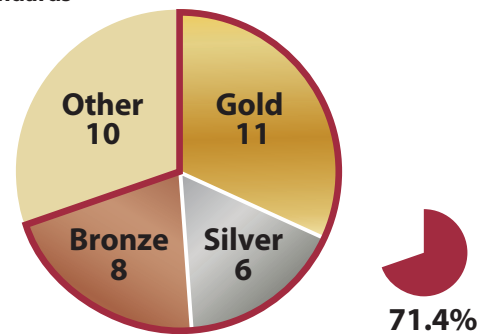


¹ Throughout this report, where we have used the term 'companies' or 'Participating Companies', this may also refer to not-for-profit, government and other organisations.

Bronze, Silver and Gold Standards

For this first Index, the number of points assigned for Bronze, Silver and Gold Standards is not being published. However the number of companies achieving each of the standards set by Community Business is illustrated in Chart 5. This highlights that 71.4% of companies achieved at least a Bronze Standard.

Chart 5: Companies Achieving Bronze, Silver and Gold Standards



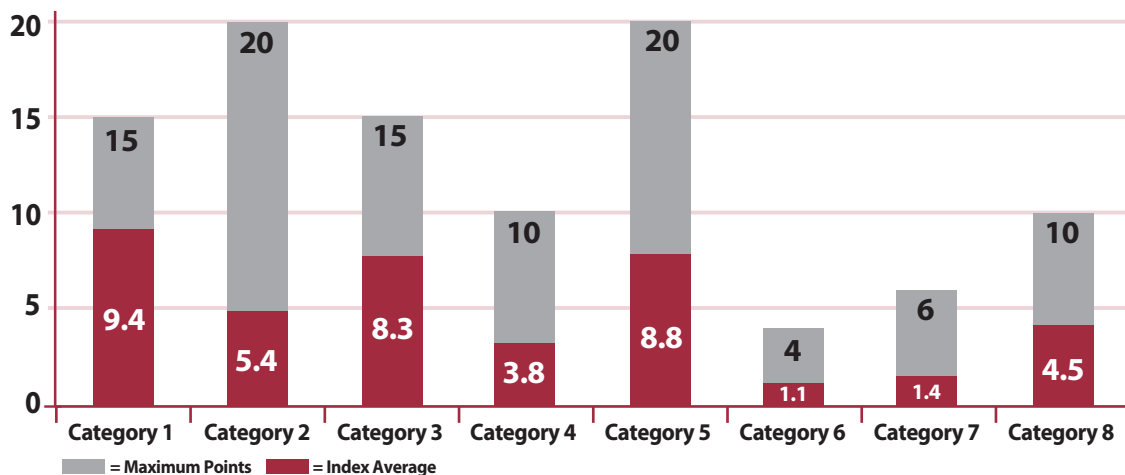
Index Averages

The Index averages by category are presented in Table 1 and Chart 6. In addition Table 1 shows the Gold Standard Average, Silver Standard Average and Bronze Standard Average for each category.

Table 1: Index Averages by Category

CATEGORY	Maximum Points	Index Average	Index Average / Maximum Points	Index Median	Gold Average	Silver Average	Bronze Average
1: EQUAL OPPORTUNITY POLICY	15	9.4	62.7%	10.5	10.9	12.8	10.3
2: DIVERSITY TRAINING	20	5.4	27.0%	1.0	14.6	2.8	0.9
3: DIVERSITY STRUCTURE	15	8.3	55.3%	8.0	12.0	10.0	8.4
4: BENEFITS	10	3.8	38.0%	3.5	5.5	5.2	3.6
5: CORPORATE CULTURE	20	8.8	44.0%	10.0	14.4	10.5	8.2
6: MARKET POSITIONING	4	1.1	27.5%	1.0	1.6	2.0	0.3
7: MONITORING	6	1.4	23.3%	0.0	4.0	0.9	0.0
8: COMMUNITY & ADVOCACY	10	4.5	45.0%	4.5	7.4	4.5	3.9
	100	42.8	42.8%	40.0	70.3	48.7	35.6

Chart 6: Index Averages by Category



Key Observations from the Data

Overall Index

In terms of data relating to the overall index:

- The average total score is 42.8 points and the median score is 40.0 points.
- Companies perform **best** in *Category 1: Equal Opportunity Policy*, achieving an average of 9.4 points out of a possible 15 points (62.7%). This is particularly encouraging in light of the fact that Hong Kong currently has no anti-discrimination laws relating to sexual orientation and gender identity - demonstrating that companies are taking the lead and generally going beyond what is legally required.
- It is encouraging to see that companies are generally demonstrating robust performance in *Category 3: Diversity Structure* and *Category 8: Community & Advocacy*, showing that for the most part they have a structure in place to support their LGBT inclusion strategy in Hong Kong and that they are taking proactive steps to promote LGBT inclusion in the broader community.
- Companies perform **worst** in *Category 7: Monitoring*, achieving an average of 1.4 points out of a possible 6 points (23.3%). This is not surprising, given that the majority of companies in Hong Kong are just starting out on LGBT inclusion in Hong Kong and taking steps to monitor LGBT employees reflects a more mature approach.
- However, the average scores for *Category 2: Diversity Training* and *Category 6: Market Positioning* are also low. The former is disappointing and points to a priority focus area for companies in Hong Kong, for providing LGBT-specific training to employees is critical to raising awareness and creating the supportive culture that is so critical for an LGBT inclusive workplace. The latter reflects that it is early days for companies in Hong Kong when it comes to proactively marketing their brand to the LGBT market from a client or business perspective.
- The median scores for each category are fairly consistent with the average scores, with the exception of *Category 2: Diversity Training*, where the median (1.0 points) is much lower than the average (5.4 points). This is explained by looking at the average results of the Gold, Silver and Bronze standards.

Gold, Silver and Bronze Standards

Looking at the data more closely in terms of the performance of the Gold, Silver and Bronze Standard companies:

- The average total score for the Gold Standard is 70.3 points, Silver Standard is 48.7 points and Bronze Standard is 35.6 points - demonstrating a wide range in performance between the different levels.

Gold Standard companies perform:

- best in *Category 3: Diversity Structure*, with an average score of 12.0 points out of 15 points (80.0%);
- well and much better than Silver and Bronze Standard companies in *Category 8: Community & Advocacy*, with an average score of 7.4 points out of 10 points (74.0%) compared to an average score of 4.5 points (45.0%) for Silver and 3.9 points (39.0%) for Bronze;
- significantly better than Silver and Bronze Standard companies in *Category 2: Diversity Training* (see comments below) and *Category 7: Monitoring*, with an average score of 4.0 points out of 6 points (66.7%), versus 0.9 points (15.0%) for Silver and 0.0 points (0.0%) for Bronze;
- worst in *Category 6: Market Positioning*, with an average score of 1.6 points out of 4 points (40.0%) and *Category 4: Benefits*, with an average score of 5.5 points out of 10 points (55.0%).

Silver Standard companies perform:

- not only best in *Category 1: Equal Opportunity Policy*, with an average score of 12.8 points out of 15 points (85.3%), but interestingly better than the Gold Standard companies in this category (72.7%);
- better than Gold Standard companies in *Category 6: Market Positioning* with an average score of 2.0 points out of 4 points (50.0%) versus 1.6 points (40.0%);
- similarly to Gold Standard companies in terms of *Category 4: Benefits*, with an average score of 5.2 points out of 10 points (52.0%) compared to 5.5 points (55.0%);
- worst, and extremely disappointingly, in *Category 2: Diversity Training*, with an average score of just 2.8 points out of 20 points (14.0%);
- poorly in *Category 7: Monitoring*, with an average score of 0.9 points out of 6 points (15.0%).

Bronze Standard companies perform:

- best in *Category 1: Equal Opportunity Policy*, with an average score of 10.3 points out of 15 points (68.7%) which is not far off the average score of the Gold Standard companies (72.7%) in this category;
 - nearly as well as Silver Standard companies in *Category 8: Community & Advocacy* with an average score of 3.9 points (39.0%) out of 10 points compared to 4.5 points (45.0%);
 - worst in *Category 7: Monitoring*, with an average score of 0.0 points out of 6 points (0.0%) and *Category 2: Diversity Training*, with an average score of 0.9 points out of 15 points (4.5%).
- The most striking difference in performance is in *Category 2: Diversity Training*, where Gold Standard Companies achieve an average score of 14.6 points out of 20 points (73.0%), whilst Silver Standard companies achieve an average score of just 2.8 points (14.0%) and Bronze Standard companies an average score even lower, at 0.9 points (4.5%).
 - The differences in performance highlight that there is the opportunity for cross company learning and sharing - in particular for:
 - Gold Standard companies to learn from the best practices and experiences of Silver Standard companies in *Category 1: Equal Opportunity Policy* and *Category 6: Market Positioning*.
 - Silver and Bronze Standard companies to learn from the best practices and experiences of Gold Standard companies in *Category 2: Diversity Training*, *Category 7: Monitoring* and *Category 8: Community & Advocacy*.

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 average score for each question**
- **Presenting charts to show how companies answered each question***
- **Identifying the number of Participating Companies that demonstrate best practice on each question****
- **Making observations on the key findings and overall trends**
- **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.

**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

As companies seek to address LGBT inclusion in their workplaces, an important starting point is to ensure that there is a robust equal opportunity policy in place that makes specific reference to sexual orientation and gender identity. A strong equal opportunity policy should state clearly that the company seeks to treat all employees with dignity and respect and ensure that decisions about employment - including recruitment, promotions, bonuses, leave, training and termination, are based on merit and do not involve discrimination based on, among other things, sexual orientation and gender identity. The policy should also include a clear statement that discrimination on the grounds of sexual orientation and gender identity will not be tolerated, defining what is meant by discrimination and harassment and giving specific examples of behaviour that is unacceptable. In addition, the policy should describe the process in place at the local level for handling any complaints of discrimination, including LGBT-related grievances. However, it is not enough that the policy and process exists - employees in Hong Kong need to be aware of it and feel comfortable referencing it. It is therefore important that companies demonstrate their

EQUAL OPPORTUNITY POLICY

commitment to the spirit of the policy by actively promoting it to their employees in Hong Kong. This should be through a variety of channels and on an ongoing and regular basis.

Number of Questions	4
Maximum Score	15 points
Index Average	9.4
Gold Average	10.9
Silver Average	12.8
Bronze Average	10.3

Overview of Performance

This category is an area of particular strength. The average score for this category is 9.4 points out of a possible 15 points. Looking at the results by the different standards reveals some interesting findings. Not only do Silver Standard companies perform better than Gold Standard companies, but Bronze Standard companies perform nearly as well as Gold Standard companies in this category.

Performance by Question

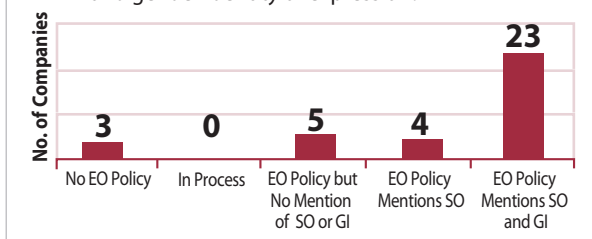
1. Does your organisation have an equal opportunity policy for Hong Kong that covers sexual orientation and gender identity or expression?

Maximum Score	Index Average	Best Practice (Full marks)
4 points	3.0 points	18 companies (51.4%)

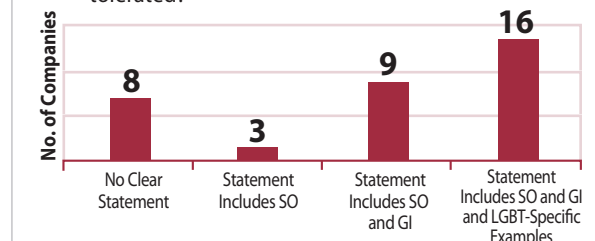
2. Does your policy include a clear statement that discrimination on the grounds of sexual orientation and gender identity is prohibited and will not be tolerated?

Maximum Score	Index Average	Best Practice (Full marks)
3 points	1.9 points	7 companies (20.0%)

Q1 Does your organisation have an equal opportunity policy for Hong Kong that covers sexual orientation and gender identity or expression?



Q2 Does your policy include a clear statement that discrimination on the grounds of sexual orientation and gender identity is prohibited and will not be tolerated?

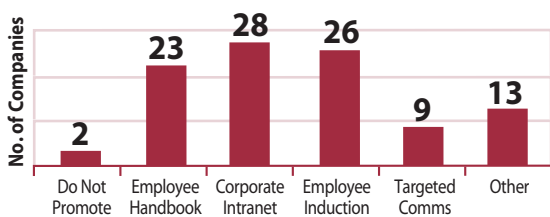


3. How does your organisation promote this equal opportunity policy to employees in Hong Kong?

Maximum Score	Index Average	Best Practice (4 and above)
5 points	2.8 points	12 companies (34.3%)

Q3

How does your organisation promote this equal opportunity policy to employees in Hong Kong?

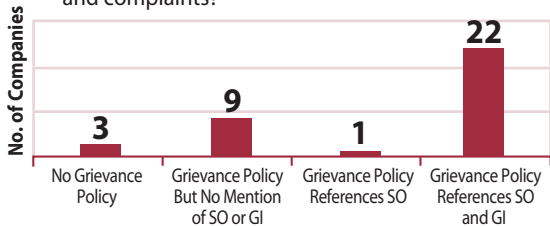


4. Does your organisation have a policy and/or procedure in Hong Kong for handling LGBT related bullying and harassment or workplace grievances and complaints?

Maximum Score	Index Average	Best Practice (Full marks)
3 points	1.8 points	8 companies (22.9%)

Q4

Does your organisation have a policy and/or procedure in Hong Kong for handling LGBT related bullying and harassment or workplace grievances and complaints?



Observations and Trends

- Companies generally perform well in terms of having a policy which states that their company promotes equal opportunity in employment. Nearly two-thirds of companies (65.7%) make specific reference to sexual orientation and gender identity.
- It is encouraging to see that 71.4% of companies have an anti-discrimination and harassment policy, although often in a separate document, which includes a clear statement that discrimination on the grounds of sexual orientation and gender identity is prohibited and will not be tolerated. However, only a fifth (20.0%) of companies demonstrate best practice by defining what is meant by discrimination, harassment and bullying and providing specific examples of LGBT-related bullying, harassment and types of behaviour that are not acceptable.
- Companies are also doing well in terms of promoting their policy. 80.0% of companies make it available on their corporate intranet, 74.3% reference it as part of their employee induction process in Hong Kong and 65.7% make it available as part of their employee handbook given to all employees. However, only one quarter (25.7%) have targeted communications to make people aware of their policy. Examples falling in the category of 'Other' included requiring employees to sign a form confirming they have read, understood and accepted the terms of the policy, as well as promoting the policy in training. It is also encouraging to see that 80.0% of companies are using more than one channel to promote their LGBT policy. Over a third (37.1%) are using four or more channels.
- Nearly two-thirds of companies (62.9%) have a policy and/or procedure in Hong Kong for handling bullying, harassment, workplaces grievances and complaints. Whilst many of the statements regarding these procedures were general in nature, it was assumed that where they were included as part of an anti-discrimination policy which referenced sexual orientation and gender identity, they also applied to issues relating to LGBT.
- Reviewing the evidence provided, on the whole equal opportunity and anti-discrimination policies are taken from global sources rather than being Hong Kong specific.

SPOTLIGHT ON BEST PRACTICE:

Wells Fargo includes a section on 'Equal Employment Opportunity' in its Team Handbook for Hong Kong, highlighting that "Wells Fargo is dedicated to equality of opportunity in its community in accordance with Hong Kong legislation. We strive to adhere to the Hong Kong Anti-Discrimination Ordinances in all of our employment practices. Such practices include recruitment, hiring, training, appointment, selection, promotion, and all other personnel actions and conditions of employment such as compensation, benefits, layoffs and reinstatements, training, tuition assistance, performance, and corrective action measures. In addition to our commitment to comply with the Ordinances, Wells Fargo strives to provide a work environment free of discrimination because of sexual orientation, gender identity...."

Latham & Watkins requires all employees to sign a form to confirm they have read and understood the terms of their Equal Employment Opportunity Policy and Harassment Prevention Policy.

Telstra's Discrimination and Bullying Policy not only includes a clear statement that discrimination on the grounds of 'sexual orientation or preference' and 'gender history, gender identity, transgender and transsexual status' will not be tolerated, but also explains what constitutes discrimination, bullying, harassment (including sexual harassment) and victimisation and provides specific examples of unacceptable behaviour, with LGBT-related examples.

The **British Consulate-General Hong Kong** has a section on its Foreign and Commonwealth Office intranet that says 'I am being bullied, harassed or discriminated against' where it advises employees who to turn to and what to do in such instances. It highlights that for LGBT specific issues, this can include going to its LGBT employee network, FLAGG for advice.

CATEGORY 2

To create an inclusive culture, providing comprehensive training around diversity and inclusion is critical. Particularly for a subject as sensitive and poorly understood in Hong Kong as LGBT, 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, this training should start with the basics - such as clarifying the terminology and addressing stereotypes and assumptions. However, it should go further, making the strong link to the business case and providing practical workplace scenarios so that employees can see how the issues may manifest themselves and how best to respond. 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 each year.

DIVERSITY TRAINING

Number of Questions	4
Maximum Score	20 points
Index Average	5.4
Gold Average	14.6
Silver Average	2.8
Bronze Average	0.9

Overview of Performance

The average score for this category is 5.4 points out of a possible total of 20 points. Looking at the results by the different standards highlights that Gold Standard companies perform significantly better than Silver and Bronze Standard companies - where the performance is dismally low. The main reason for the weak performance in this category is that companies who were not able to provide adequate evidence of LGBT-specific training (ie Question 5), scored 0 points in the subsequent three questions, losing a possible 18 points.

Performance by Question

5. Does your organisation provide diversity training to employees in Hong Kong that specifically refers to LGBT issues?

Maximum Score	Index Average	Best Practice (Full marks)
2 points	1.0 points	10 companies (28.6%)

6. What does your LGBT diversity training in Hong Kong cover?

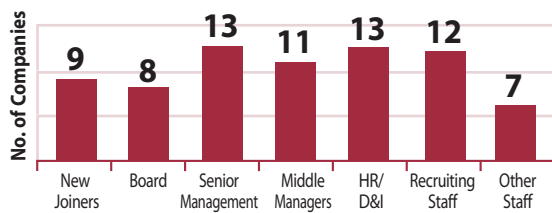
Maximum Score	Index Average	Best Practice (5 and above)
6 points	1.5 points	7 companies (20.0%)



7. To which employee groups in Hong Kong do you provide LGBT-inclusive training?

Maximum Score	Index Average	Best Practice (5 and above)
7 points	1.9 points	8 companies (22.9%)

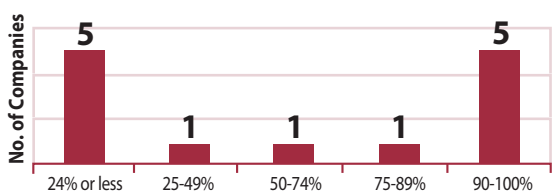
Q7 To which employee groups in Hong Kong do you provide LGBT-inclusive training?



8. Approximately what percentage of your workforce in Hong Kong has been through LGBT-training in the past 12 months?

Maximum Score	Index Average	Best Practice (Full marks)
6 points	1.0 points	4 companies (11.4%)

Q8 Approximately what percentage of your workforce in Hong Kong has been through LGBT-training in the past 12 months?



Observations and Trends

- This was one of the categories in the Index where companies generally showed disappointing performance.
- Whilst nearly three-quarters of companies (74.3%) provide diversity training, only 14 companies (40.0%) were able to show adequate evidence that this training is LGBT-specific.
- However, looking at those companies that do provide LGBT-specific training, it is encouraging to see that the training they provide is extremely comprehensive with nearly all companies covering the key aspects identified in the Index criteria. It was particularly encouraging to see that these companies are providing training regarding how to be an LGBT ally.
- Companies that scored particularly well on the question regarding the content of their training, were those able to demonstrate that they localise their training, referencing local Hong Kong research and context to engage their audiences on this topic.
- However, even for the companies that do offer LGBT-specific training, the reach of this training is currently fairly low. Whilst companies indicated that their training has been extended to a broad range of audiences, only six companies (17.1%) indicated that they have provided training to 75% or more of employees in the last 12 months.

SPOTLIGHT ON BEST PRACTICE:

Nomura's LGBT training not only covers the bank's commitment and the business case for LGBT inclusion, it also provides workplace case studies and references regional data and statistics so that the issues resonate with employees in Hong Kong.

By making its LGBT online training mandatory, the **British Council Hong Kong** has ensured that 90-100% of its employees in Hong Kong have been through LGBT-training in the past 12 months.

CATEGORY 3

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 Human Resources or Diversity & Inclusion 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. Whilst 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

DIVERSITY STRUCTURE

can use their authority and influence to represent and champion LGBT inclusion across the organisation in Hong Kong.

Number of Questions	4
Maximum Score	15 points
Index Average	8.3
Gold Average	12.0
Silver Average	10.0
Bronze Average	8.4

Overview of Performance

The average score for this category is 8.3 points out of a possible total of 15 points. Looking at the results by the different standards reflects an expected pattern of performance in this category.

Performance by Question

9. Does your organisation have a person, team or working group with responsibility for addressing LGBT issues in Hong Kong?

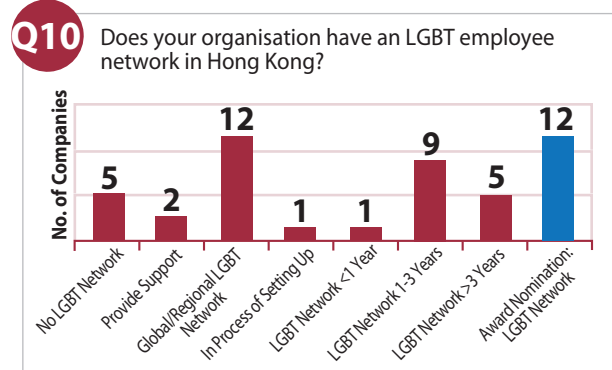
Maximum Score	Index Average	Best Practice (Full marks)
4 points	3.0 points	21 companies (60.0%)



10. Does your organisation have an LGBT employee network in Hong Kong?

Maximum Score	Index Average	Best Practice (6 and above)
7 points*	3.1 points	13 companies (37.1%)

*includes 1 point for an LGBT Network Award Nomination



11. Does your organisation have an executive sponsor for LGBT issues in Hong Kong?

Maximum Score	Index Average	Best Practice (3 and above)
4 points*	2.2 points	15 companies (42.9%)

*includes 1 point for an LGBT Executive Sponsor Award Nomination



Award Nominations

This category also invited companies to nominate an LGBT Network and Executive Sponsor for an Award. Companies doing so received a point. Community Business received 12 nominations for each award in this category.²

Observations and Trends

- Nearly all companies (94.3%) have a person, team or working group with responsibility for addressing LGBT issues in Hong Kong. For about a third of companies (34.3%), this is in a voluntary capacity; however for 60.0% of companies, the responsibility for addressing LGBT issues in Hong Kong is part of their Human Resources or Diversity & Inclusion function.
- More than three-quarters of companies (77.1%) have an LGBT employee network which their employees in Hong Kong can join. However, half of these companies (37.1%) rely on a global or regional LGBT network to drive activity.
- Only 15 companies (42.9%) have an LGBT employee network specifically for Hong Kong.³ Of these, one LGBT network is newly established (less than a year old), nine LGBT networks have been going for 1-3 years and five LGBT networks have been running longer.
- Over a fifth of companies (22.9%) do not have an LGBT employee network that employees in Hong Kong can join.
- Nearly half of companies (45.7%) were able to identify a formally recognised senior executive sponsor for LGBT issues in Hong Kong. A further 37.1% 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.

SPOTLIGHT ON BEST PRACTICE:

Goldman Sachs' Asia ex-Japan LGBT Network was established in 2005. Its mission is to advocate a work environment that respects, welcomes and supports lesbian, gay, bisexual, and transgender professionals, and enables them to perform to their fullest potential and contribute to the greater goals of the firm. It has a detailed annual business plan with clear goals and a full programme of activities.

J.P. Morgan PRIDE Hong Kong Chapter's mission is to promote an inclusive workplace environment for lesbian, gay, bisexual, transgender (LGBT) colleagues to build successful careers, while also serving as a firm-wide resource group for the firm's broader community and business engagement.

HKGALA (Hong Kong Gay and Lesbian Attorney's Network) launched in December 2013, was the first and is the premier professional association for the LGBT legal community in Hong Kong. It aims to promote awareness of LGBT legal issues in Hong Kong, to partner with public and private institutions to effect change and to ensure that, in the legal sector, LGBT individuals can bring their whole selves to work.

²For details of the Award Winners in each of these categories, see page 11.

³Please note some companies have an Asia LGBT Network with headquarters in Hong Kong and/or high levels of activity in Hong Kong; these were considered as Hong Kong networks.

CATEGORY 4

When it comes to promoting LGBT inclusion in the workplace in Hong Kong, one of the issues that 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 and make adjustments. The most important of which is updating reference to 'spouse' by replacing or adding reference to 'same-sex domestic partner' so that they are treated equally as family members and beneficiaries in medical, insurance, relocation and relevant leave policies (eg compassionate leave). In addition, 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. This may include LGBT-specific mentoring programmes or the provision of support

BENEFITS

services to LGBT employees and their families. In the case of transgender employees, specific support might include counselling on gender reassignment.

Number of Questions	3
Maximum Score	10 points
Index Average	3.8
Gold Average	5.5
Silver Average	5.2
Bronze Average	3.6

Overview of Performance

The average score for this category is 3.8 points out of a possible total of 10 points. Looking at the results by the different standards shows that the performance of Gold and Silver Standard companies is very similar in this category.

Performance by Question

12. Does your organisation extend benefits to LGBT employees and their partners in Hong Kong?

Maximum Score	Index Average	Best Practice (4 and above)
6 points	2.2 points	6 companies (17.1%)

13. Does your organisation offer any support specifically to LGBT employees in Hong Kong?

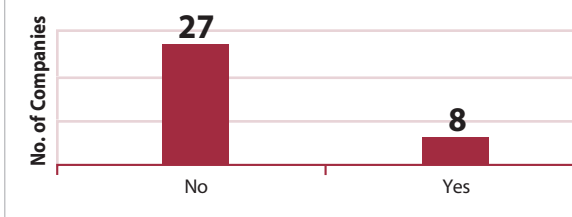
Maximum Score	Index Average	Best Practice (2.5 and above)
3 points	1.4 points	9 companies (25.7%)



14. Does your organisation offer any benefit or support specifically for transgender employees?

Maximum Score	Index Average	Best Practice (Full Marks)
1 point	0.2 points	6 companies (17.1%)

Q14 Does your organisation offer any benefit or support specifically for transgender employees?



Observations and Trends

- Encouragingly, over three-quarters of companies (77.1%) say they extend benefits to LGBT employees and their partners.
- Over half (54.3%) showed that they extend medical benefits, but just over a quarter (28.6%) provide life insurance cover to employees and their partners.
- Over a third (34.3%) state that they provide their LGBT employees and their partners assistance with relocation to Hong Kong. The most

commonly referenced support was assisting employees with applying for prolonged visitor visas for domestic partners.

- In addition, 37.1% extend certain leave policies, the most commonly mentioned was compassionate/bereavement leave, to LGBT employees and their families.
- Some companies demonstrate best practice by specifically referencing coverage for these benefits being extended to 'domestic partners' and clarify that a domestic partner may be 'of the same or opposite sex'. Other companies however, are more vague, simply using the term 'partner' or 'domestic partner' without a clear definition. Whilst Community Business encourages clarity on this point, points were not deducted for this.
- Nearly two-thirds of companies (62.9%) indicate that they offer support specifically to LGBT employees in Hong Kong. Over half (54.3%) offer counselling - usually in the form of an EAP (employee assistance programme), whilst 40.0% provide mentoring. Whilst the majority of these programmes appear general in nature, available to all employees rather than being particularly targeted at the LGBT community, Community Business awarded full marks to all companies for providing these types of services to their employees in Hong Kong.
- However, less than a quarter of companies (22.9%) were able to demonstrate that they provide specific support to transgender employees in Hong Kong - such as medical coverage for transgender surgery or transgender specific resources and advice.

SPOTLIGHT ON BEST PRACTICE:

Morgan Stanley extends its medical, life insurance and relocation assistance benefits to 'domestic partners' and clearly defines that 'a domestic partner may be of the same or opposite sex'.

Herbert Smith Freehills has a number of openly LGBT partners who act as role models for others in the firm. For example, Justin D'Agostino, who is the firm's most senior LGBT leader in Hong Kong, and achieved a ranking in the Financial Times Top 100 OUTstanding in Business List, provides proactive support and advice to LGBT colleagues.

Goldman Sachs runs a Reverse Mentoring Programme for MD Allies and Divisional Leadership, where LGBT professionals mentor senior executives to increase understanding of LGBT issues and foster a more inclusive working environment. It also runs an LGBT Buddy Programme for new LGBT network members.

Latham & Watkins' medical insurance covers gender reassignment surgery.

MakerBay has designed its washrooms to be gender neutral.

CATEGORY 5

In Hong Kong, where understanding and openness on the subject of LGBT inclusion is at a nascent stage, 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. In addition they take steps to engage directly with their LGBT employees, recognising the role that diverse talent

CORPORATE CULTURE

has to play in understanding the needs of the business and better serving customers and clients. Companies may find opportunities to do this through their established LGBT network or on a more informal basis.

Number of Questions	3
Maximum Score	20 points
Index Average	8.8
Gold Average	14.4
Silver Average	10.5
Bronze Average	8.2

Overview of Performance

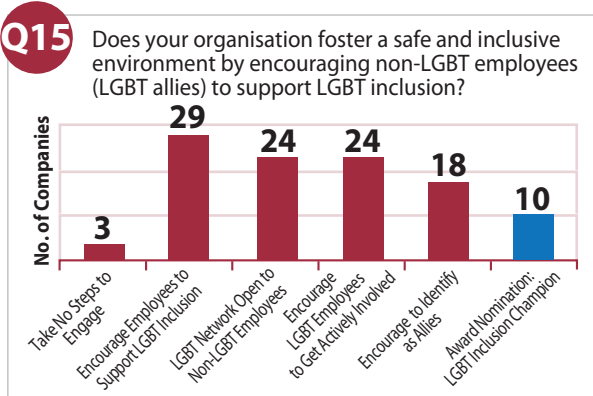
The average score for this category is 8.8 points out of a possible total of 20 points. Looking at the results by the different standards reflects an expected pattern of performance in this category.

Performance by Question

15. Does your organisation foster a safe and inclusive environment by encouraging non-LGBT employees (LGBT allies) to support LGBT inclusion?

Maximum Score	Index Average	Best Practice (7 and above)
8 points*	4.1 points	8 companies (22.9%)

*includes 1 point for an LGBT Inclusion Champion Award Nomination



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

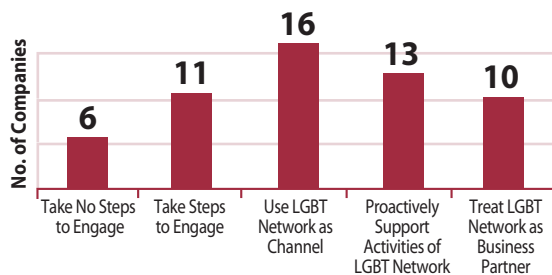
Maximum Score	Index Average	Best Practice (4 and above)
6 points	2.3 points	8 companies (22.9%)



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

Maximum Score	Index Average	Best Practice (5 and above)
6 points	2.4 points	8 companies (22.9%)

Q17 Does your organisation take steps to engage directly with LGBT employees in Hong Kong?



Award Nominations

This category also invited companies to nominate an individual for the LGBT Inclusion Champion Award. Companies doing so received a point. Community Business received 10 nominations for this award.⁴

Observations and Trends

- Nearly all companies (91.4%) say they seek to foster a safe and inclusive environment by encouraging their non-LGBT employees to engage in LGBT activities in Hong Kong.

- This ranges from merely encouraging their employees to support LGBT inclusion (82.9%), to encouraging them to get actively involved in their LGBT inclusion activities (68.6%). Over two-thirds (68.6%) make their LGBT network open to non-LGBT employees in Hong Kong. In addition, over half of companies (51.4%) encourage their employees to identify themselves as LGBT allies and provide them with tangible ways in which to demonstrate this.
- The vast majority of companies (88.6%) also take steps to communicate to employees in Hong Kong that they support and value their LGBT workforce. This includes providing information on their corporate intranet (71.4%) and the use of a variety of internal communication channels, such as posters, email, townhalls (57.1%) to reinforce the message. Over half (60.0%) were also able to provide evidence of relevant communications direct from senior management. A smaller number of companies (17.1%) seek to foster an inclusive culture by holding an annual diversity or LGBT celebration within their organisation in Hong Kong.
- In terms of engaging directly with LGBT employees, 82.9% of companies do this in some way - primarily through their LGBT employee network. About a third (37.1%), proactively support the activities of their network in Hong Kong and provide resources for their activities. Just over a quarter of companies (28.6%) go further and engage with their LGBT network as a business partner, working together on issues relating to the business, such as HR policies, campus recruitment, etc.

SPOTLIGHT ON BEST PRACTICE:

UBS states its support of its LGBT network on its intranet 'UBS is committed to creating and maintaining a safe and inclusive workplace for all employees ... As part of this commitment, the firm supports the UBS Pride Network.'

Barclays encouraged its employees to show their support for LGBT inclusion by wearing purple on IDAHOT and taking part in a company-wide 'purple selfie' competition.

J.P. Morgan's PRIDE Hong Kong Chapter hosted a Brown Bag Lunch Series to provide opportunities for LGBT employees to interact with senior managers.

Standard Chartered encourages employees to identify themselves as allies by providing 'I am an LGBT ally' tent cards and t-shirts.

State Street's partnership with its LGBT network has been critical to the extension of medical insurance to cover domestic partners.

⁴For details of the Award Winner, see page 11.

CATEGORY 6

A company 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, its products and services to the LGBT market. Until more recently, the LGBT community in Hong Kong has not been highly visible and on the whole companies in Hong Kong are only just beginning to recognise LGBT individuals as a distinct and identifiable market demographic. As a result, they are somewhat behind the curve when it comes to positioning their company and marketing their offerings to this market segment. As they recognise the growing business case for doing so, companies need to be conscious of the type of the approach they use in marketing communications - being careful to avoid heterosexual stereotypes and adopting more inclusive language and imagery.

MARKET POSITIONING

Number of Questions	1
Maximum Score	4 points
Index Average	1.1
Gold Average	1.6
Silver Average	2.0
Bronze Average	0.3

Overview of Performance

The average score for this category is 1.1 points out of a possible total of 4 points. Looking at the results by the different standards shows that Silver Standard companies perform better than Gold Standard companies in this category.

Performance by Question

18. Do you proactively market your company, your products and/or services to the LGBT market in Hong Kong?

Maximum Score	Index Average	Best Practice (3 and above)
4 points	1.1 points	4 companies (11.4%)



Observations and Trends

- Nearly a third of companies (31.4%) say they do not take any steps to market their company, products and/or services to the LGBT market in Hong Kong.
- However, over half of companies (57.1%) say they review their marketing materials in Hong Kong to ensure they use inclusive language and imagery.
- Only a quarter of companies (25.7%) market their company to the LGBT community for recruitment purposes in Hong Kong, and the same percentage (25.7%), proactively market their company, products and/or services to the LGBT market in Hong Kong from a client or business perspective.

SPOTLIGHT ON BEST PRACTICE:

As part of the UK's global GREAT Campaign, the **British Consulate-General Hong Kong** has used 'Love is GREAT' branding on social media and at events such as the EU-EOC Symposium on LGBT rights held in Hong Kong in 2014, to promote equality for LGBT people.

Bank of America Merrill Lynch partners with Queer Straight Alliance to promote itself as an employer of choice for LGBT students.

As part of its financial planning practice, **EXS Capital** provides customised planning services to LGBT families, assisting them with the unique challenges they face with regards to protecting their partners and loved ones and implementing legal structures such as wills and trusts to ensure their wishes are honoured.

CATEGORY 7

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 data on their LGBT employees, and reviewing as part of their overall 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, for example, companies can identify whether there are any issues facing LGBT employees 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 the 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

MONITORING

the data LGBT employees share. This can include having the data handled by outside agents only rather than the internal HR function.

Number of Questions	1
Maximum Score	6 points
Index Average	1.4
Gold Average	4.0
Silver Average	0.9
Bronze Average	0.0

Overview of Performance

The average score for this category is 1.4 points out of a possible total of 6 points. Looking at the results by the different standards shows that Gold Standard companies perform significantly better than Silver and Bronze Standard companies in this category.

Performance by Question

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

Maximum Score	Index Average	Best Practice (5 and above)
6 points	1.4 points	6 companies (17.1%)

Q19 Does your organisation include sexual orientation and gender identity as a data point in Hong Kong employee surveys or data collection forms?

Response Option	No. of Companies
Do Not Monitor	22
Monitor Sexual Orientation	12
Monitor Gender Identity	10
Why Collecting Data	9
How Data Will Be Used	8
Reassure Confidentiality	11
Take Steps to Protect Confidentiality	8

Observations and Trends

- The majority of companies (62.9%) are not yet collecting data relating to their LGBT employee population in Hong Kong.
- However, it is encouraging to see that for the most part, the companies that do monitor their LGBT workforce, are doing this 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 and reassure employees of the confidentiality of the data that they choose to share.
- The majority of those who do monitor LGBT employee data (61.5%) were also able to provide details of the specific steps they take to ensure the confidentiality of this data.

SPOTLIGHT ON BEST PRACTICE:

In a targeted email to its Pride Network members, **ANZ** encouraged its LGBT employees to self-disclose in its annual 'MyVoice Survey' by stating 'Responses to these questions will help us to understand the extent to which we are engaging each of our different demographic groups' and highlighting: 'If the MyVoice results highlight differences in engagement for anyone identifying as LGBTI, then we need to do something about this'.

HSBC takes proactive steps to protect the confidentiality of the data it collects via its Global People Survey by ensuring that all individual submissions and results are handled by its survey partner, and not shared with HSBC. It also states: "to further ensure confidentiality, no demographic or employee segment reports will be generated where there are fewer than 10 respondents."

CATEGORY 8

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 in 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. It is also important for companies - particularly those who have been addressing LGBT inclusion for some time, to be visible role models by talking about their commitment to LGBT inclusion publically and speaking in external forums. Finally companies can play an important role in driving the broader adoption of best practice by engaging with other companies and sharing their own experiences and practices. Forums such as Community Business' own

COMMUNITY AND ADVOCACY

Diversity & Inclusion in Asia Network (DIAN), as well as others such as the Hong Kong Interbank Network and the recently established Hong Kong Gay and Lesbian Attorney's Network (HKGALA), provide good opportunities for companies to share leading practices.

Number of Questions	3
Maximum Score	10 points
Index Average	4.5
Gold Average	7.4
Silver Average	4.5
Bronze Average	3.9

Overview of Performance

The average score for this category is 4.5 points out of a possible total of 10 points. Looking at the results by the different standards shows that Silver and Bronze Standard companies have a fairly similar performance in this category.

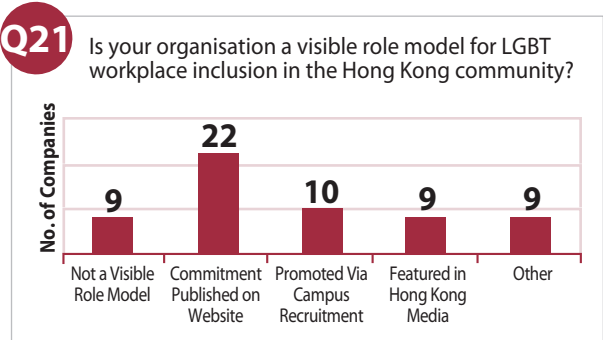
Performance by Question

20. Does your organisation engage in external LGBT-specific efforts in Hong Kong?

Maximum Score	Index Average	Best Practice (3 and above)
4 points	2.2 points	16 companies (45.7%)

21. Is your organisation a visible role model for LGBT workplace inclusion in the Hong Kong community?

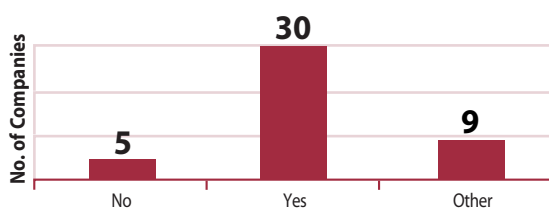
Maximum Score	Index Average	Best Practice (3 and above)
4 points	1.3 points	6 companies (14.3%)



22. Does your organisation share leading practices on LGBT workplace inclusion in Hong Kong?

Maximum Score	Index Average	Best Practice (Full marks)
2 points	1.0 points	9 companies (25.7%)

Q22 Does your organisation share leading practices on LGBT workplace inclusion in Hong Kong?



Observations and Trends

- This category was included initially to stretch those companies who have been addressing LGBT inclusion for some time, as a way to encourage them to be actively involved in the community and share their learnings with others. Interestingly, many companies scored well in this section, reflecting the growing number of activities and opportunities available in Hong Kong for companies to get involved in and show their support.
- Nearly two thirds of companies (65.7%) showed that they have provided financial support, in-kind service, products or other kinds of support to

LGBT-focused organisations or activities in Hong Kong. The activities that companies showed most support for - particularly in terms of sponsorship included: the Hong Kong Pride Parade, Pink Dot and the Hong Kong Lesbian and Gay Film Festival.

- Slightly more (68.6%) said their employees had volunteered at or participated in LGBT community events in 2014 with support from the company. The most commonly cited events included: the Hong Kong Pride Parade, Pink Season and and Pink Dot in Hong Kong.
- In terms of being a visible role model for LGBT inclusion in Hong Kong, nearly two thirds of companies (62.9%) promote their commitment to LGBT inclusion on their external website; over a quarter (28.6%) promote their LGBT inclusion efforts at recruitment events on campus as part of their graduate recruitment work; whilst a quarter (25.7%) were able to show evidence that their company has been featured in regional or Hong Kong media for their commitment to LGBT inclusion.
- Nearly all companies (85.7%) participating in this first Index take steps to collaborate with other organisations to share learnings and experiences and progress LGBT inclusion in Hong Kong. For the vast majority, this is via inter-company networks, such as Community Business' Diversity & Inclusion in Asia Network (DIAN) and other established networks in Hong Kong such as the Interbank Network and Hong Kong GALA, a recently established network for LGBT legal professionals.
- Companies that scored points under 'Other' generally did so because of the level of activity they were able to demonstrate in this area.

SPOTLIGHT ON BEST PRACTICE:

Members of the **Interbank Forum** co-sponsored the Hong Kong Pride Parade 2014 and Hong Kong Lesbian and Gay Film Festival and encouraged their employees to take part.

Commonwealth Bank of Australia is a visible role model by stating its commitment to inclusion - including LGBTI inclusion clearly on its external website.

BNY Mellon's Steve Lackey has been featured in the local media (Ignites Asia), promoting the importance of an LGBT inclusive workplace.

Barclays shared best practices on Developing an LGBT Ally Strategy at Community Business' Diversity & Inclusion in Asia 2014 Conference.

CONCLUDING REMARKS

A Significant Milestone for Hong Kong

The introduction of this **Hong Kong LGBT Workplace Inclusion 2015 Index** marks a significant milestone - not just for Community Business, but for all the companies involved, and for Hong Kong as a whole. For the first time, this comprehensive benchmark provides the opportunity to put the spotlight on LGBT inclusion efforts in Hong Kong and sets Hong Kong on a par with other leading markets where the importance of LGBT inclusion is widely recognised and valued.

Many years in the making, the Index represents the culmination of an enormous amount of work - from initial research to develop the criteria, ensuring an approach that is relevant and appropriate for Hong Kong, to engaging with partners to inform the submission and assessment processes. It has also required a sustained and comprehensive programme of campaigning and engagement to prepare companies and encourage them to take part.

Strong Support From Corporate Sector

The positive response to this first Index has therefore been hugely gratifying. Far exceeding the initial target of 20 Participating Companies, the corporate sector has shown strong support - investing time and effort to engage their internal teams and complete their submissions. It has been particularly encouraging to see a variety of industries participate, with representation from large multinationals and professional service firms, as well as smaller forward-thinking local companies and governmental organisations. It is perhaps to be expected that the financial sector, which has long shown its leadership on diversity and inclusion in Hong Kong, dominated the Index as well as the **Top 10 Employers in Hong Kong for LGBT Inclusion 2015** list.

The number of nominations for the awards associated with the Index was also extremely high. This is testimony to the increasing activity towards LGBT inclusion taking place in Hong Kong and the many, passionate and committed individuals who are working to impact 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.

Reflections on Overall Performance

In reflecting on the overall findings of the Index, Community Business makes the following observations:

- With an average overall score of 42.8 points out of 100, companies have made a good start in terms of creating inclusive workplaces for LGBT inclusion in Hong Kong. However, there is clearly room for improvement.
- There was a huge range in performance - from those just starting out and wanting to use the Index as a catalyst for getting LGBT inclusion onto their corporate agenda, to the pioneers at the top who have been leading the way for many years. There is huge opportunity for cross-company sharing and learning and Community Business remains dedicated to facilitating this.
- For many companies, their overall score in this Index has been limited by the quality of their submission. Whilst some were extremely thorough in their submissions, providing detailed descriptions and evidence to earn the points they deserve, unfortunately many companies simply did not provide sufficient supporting information to allow Community Business to verify the answers and allocate the full points available. Where time allowed (ie submissions were received ahead of the deadline), Community Business followed up with individual companies to request missing information - however there were often significant gaps. This is an aspect of the Index that Community Business will continue to work with companies to help see improvement in future years.
- In reviewing the evidence provided by companies, it is clear that for the majority of companies their LGBT strategy is driven by global efforts. The policies, benefits programmes and training content, for example, tended to be drawn from global sources, rather than designed, or even tailored, specifically for employees in Hong Kong. As we seek to drive companies to show their support for LGBT employees at the local level here in Hong Kong and customise the approach to what is appropriate locally, we would like to see more evidence of Hong Kong specific content.

Priority Areas for Improvement

In terms of priority areas for improvement, Community Business encourages companies to:

- Make equal opportunity policies, anti-discrimination policies and complaints procedures as clear as possible and incorporate them in Hong Kong employee documents.
- Provide LGBT-specific training to employees in Hong Kong and ensure that this not only covers the key aspects but is also localised to the Hong Kong context so it resonates with employees.
- Ensure a robust structure to support and drive your LGBT inclusion strategy - with a focus on establishing a local network with a programme of activities targeted to LGBT employees and allies in Hong Kong.
- Conduct a thorough review of employee benefits as far as possible and ensure that benefits are extended to 'same-sex domestic partners' and that the overall language is inclusive.
- Create a supportive and safe culture through regular communication and a comprehensive ally strategy.
- Develop a strategy for promoting your brand as LGBT-friendly - to potential employees, partners and customers.
- Take steps to monitor and collect data about your LGBT employees for employee engagement and talent management purposes and approach this in a way that is responsible.
- Continue to play an active role in the community - supporting and getting involved in Hong Kong LGBT events, publically stating your commitment to LGBT inclusion and sharing your learnings with others.

The Index - A Catalyst for Change

From the outset, the driving force behind the introduction of this Index has been 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. With a lack of anti-discrimination legislation relating to sexual orientation and no recognition of same-sex marriage and relationships, Hong Kong as a society still has some way to go in terms of LGBT inclusion. The leadership of the corporate sector has the ability to influence and speed up this process.

For companies, the Index is intended to drive the adoption of best practice. The findings of this first Index suggest that, whilst there is room for more, much best practice already exists in Hong Kong. Indeed, we hope that the companies that have performed well will leverage their ranking in the **Top 10 Employers in Hong Kong for LGBT Inclusion 2015** list to raise the profile of their leadership and continue to play their part as visible role models - sharing experiences and best practice.

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.

Moving Forward

Looking ahead, Community Business remains committed to helping companies make progress on LGBT workplace inclusion in Hong Kong. As we work with companies and keep pace with developments globally, we will also seek 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 - including those that take part in other LGBT workplace indices globally, as well as more local companies. As Community Business continues to champion LGBT workplace 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.

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 ivy.wong@communitybusiness.org

Research and Publications



Creating Inclusive Workplaces for LGBT Employees - A Resource Guide for Employers 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*



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*



LGBT Online Resource

As part of the LGBT Online Resource, Community Business has produced the following short publications:

- LGBT Networks in Asia
- Setting up an Allies Campaign
- LGBT Employees & Partner Benefits

Consultancy and Training

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
- LGBT Employee Networks
- Extending Benefits to LGBT Employees and Their Partners



This publication is also available in large font and accessible format and can be downloaded from the Community Business website. For further information please contact us directly.

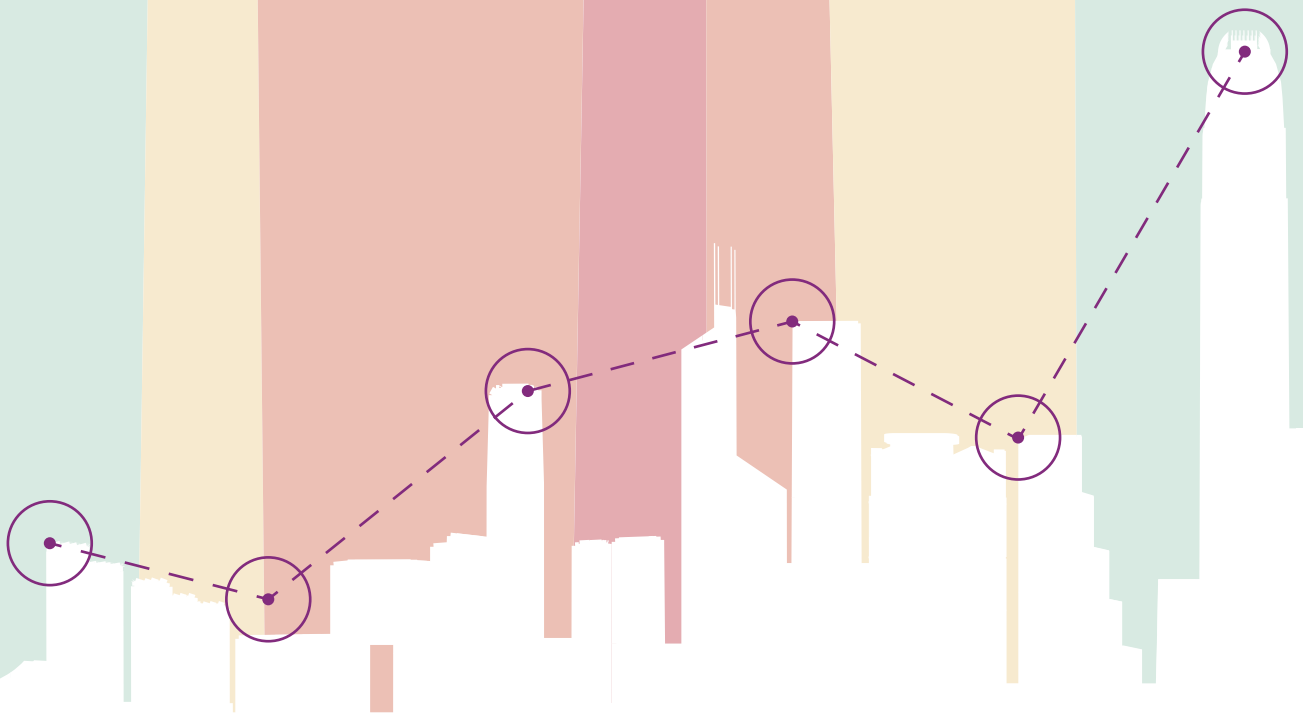
COMMUNITY BUSINESS



Community Business
21/F, Hing Lung Commercial Building,
68 Bonham Strand East, Sheung Wan, Hong Kong
Tel : +852 2152 1889 Fax : +852 2540 9520
Email : info@communitybusiness.org
URL : www.communitybusiness.org

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.

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.

CONTENTS

FOREWORD	2
FROM OUR SUPPORTERS	4
ABOUT THE INDEX	6
2017 INDEX RANKINGS	10
Top 12 Employers	10
Top 3 SMEs	10
Bronze, Silver and Gold Standards	11
2017 AWARD WINNERS	12
OVERVIEW OF RESULTS	14
CATEGORY BY CATEGORY REVIEW	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
CONCLUDING REMARKS	51
APPENDIX: 2017 SME INDEX QUESTIONS	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

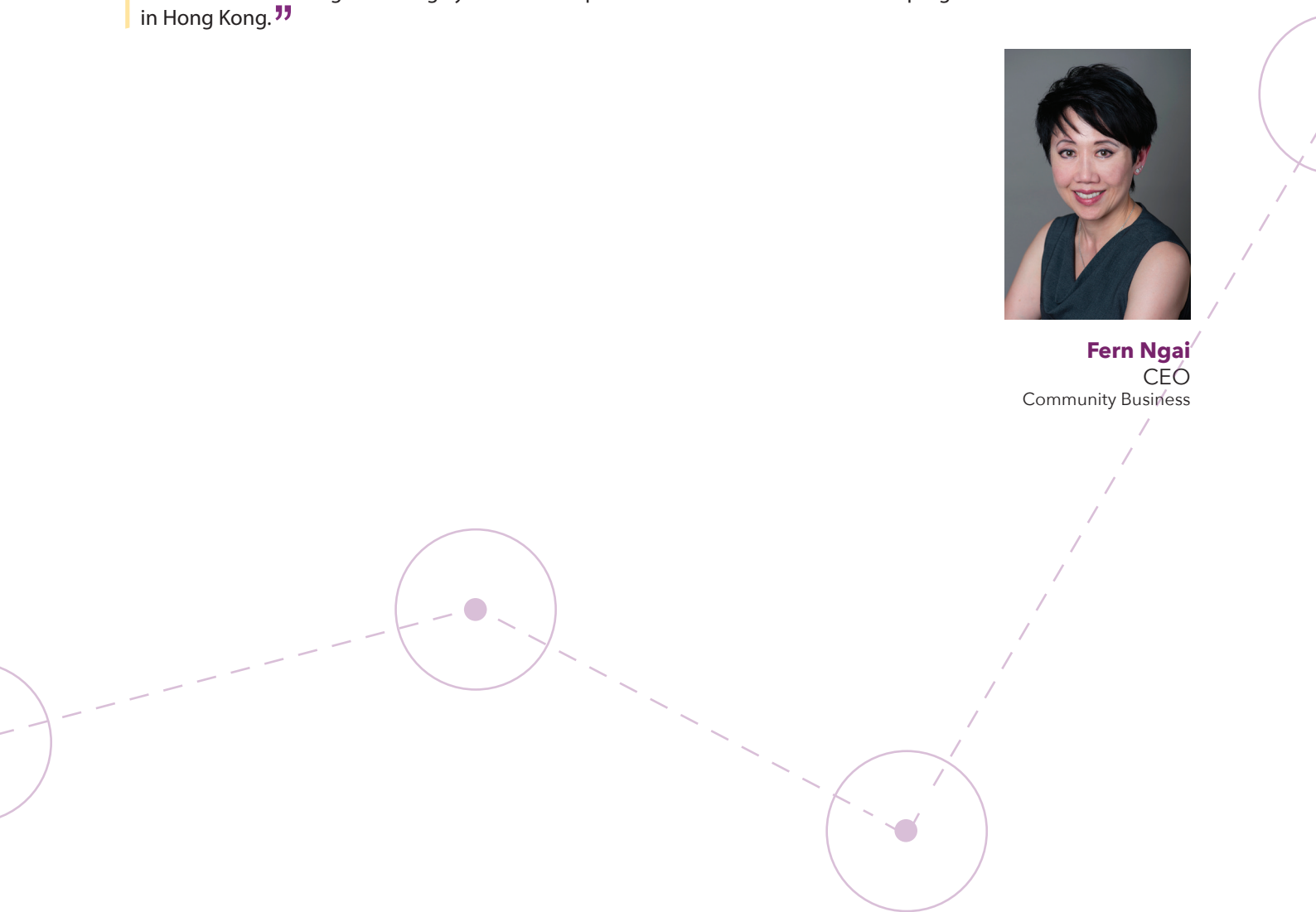
is not just the top performers who should be acknowledged. Regardless of performance, all the companies that participated have shown they are committed to creating inclusive workplaces for LGBT+ employees in Hong Kong and have invested time and energy to assessing their progress. Community Business congratulates 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’¹, 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.

¹ See: Trade & Industry Development, May 2017: 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
Total	26	22	100	100	22	100

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

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 ²

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

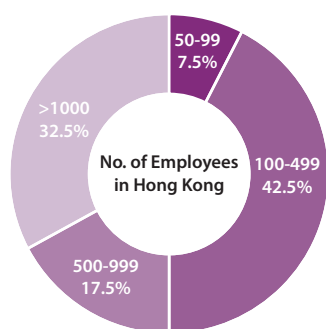
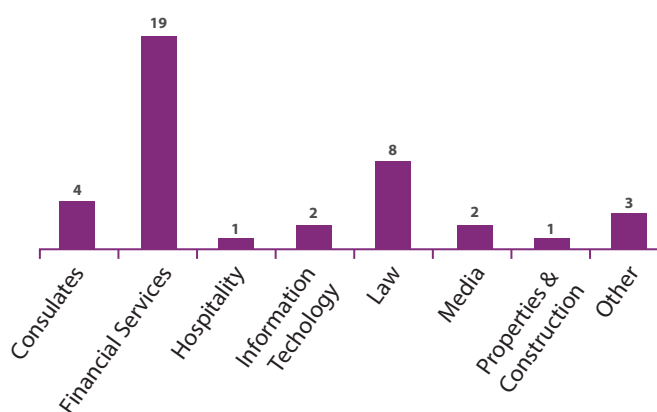


Chart 2: Profile by Industry



² 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.

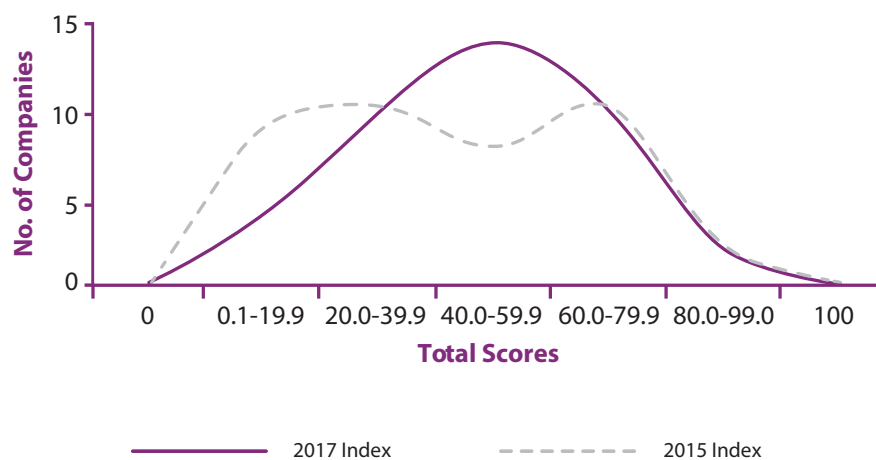
Table 3: Participation in LGBT+ Indexes

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%)

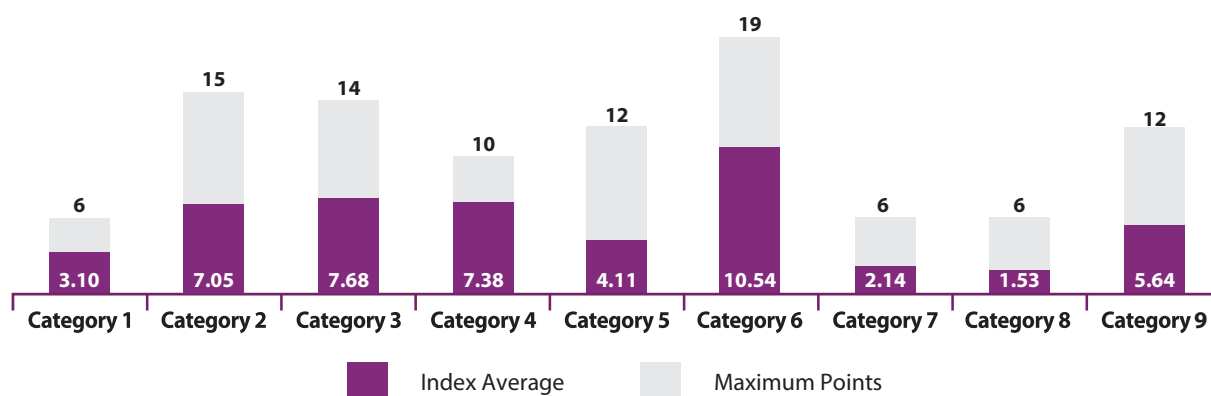
Index Averages

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.

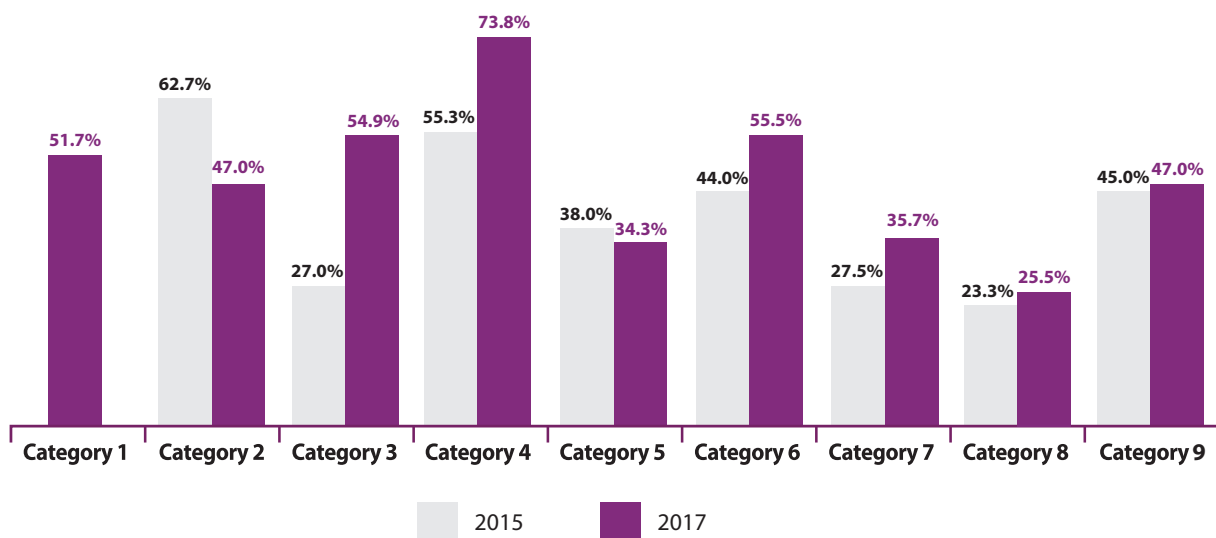
Weakest Performance

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:

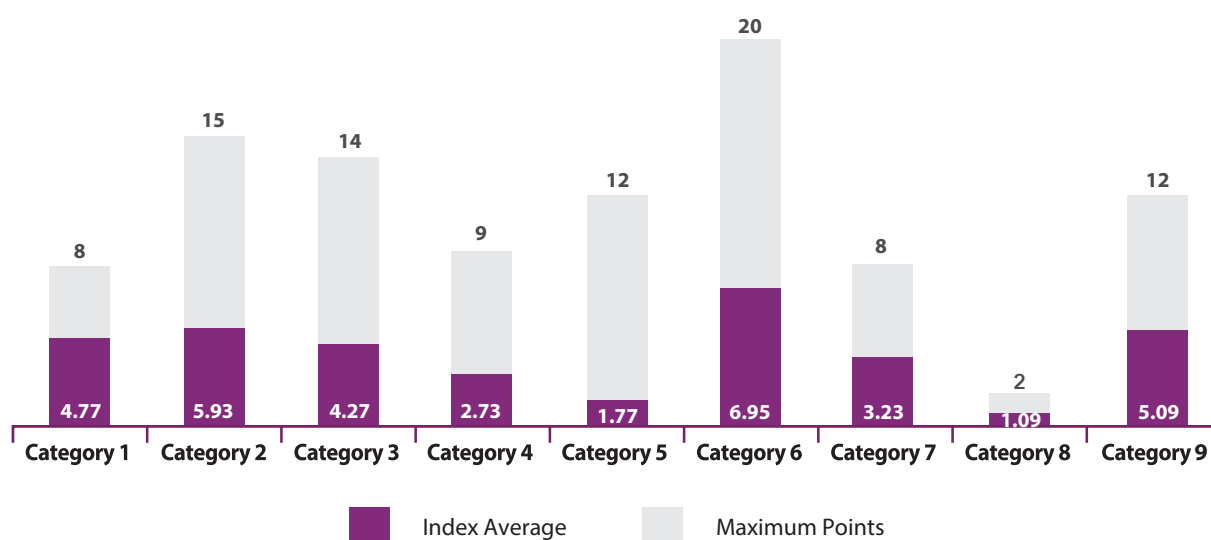
- Ambition Hong Kong
- European Union Office to Hong Kong and Macao
- Gurkha International (Hong Kong) Limited
- Infinity Financial Solutions
- Modernism
- PRDA
- RFI Daylight
- The Capital Company Hong Kong Limited
- Tru-Style Manufacturing Co. Limited
- Walk in Hong Kong

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

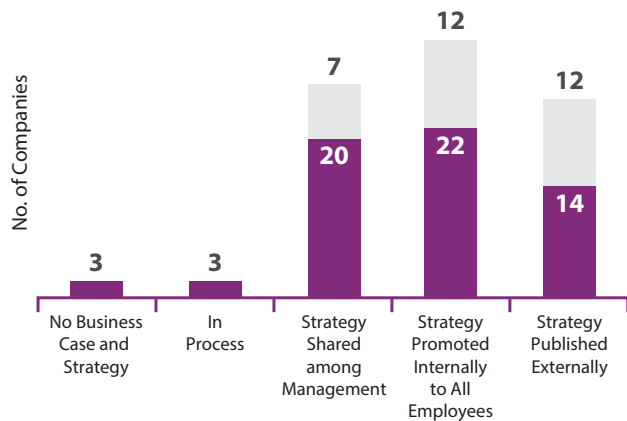
The average score for this new category was 3.10 points out of a possible 6 points. As this was a new category introduced in 2017, no comparison with the 2015 Index is possible.

Performance by Question

Q1

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

Maximum Score 3 points	Average Score 1.83 points	Best Practice (Full marks) 10 companies (25.00%)
----------------------------------	-------------------------------------	--

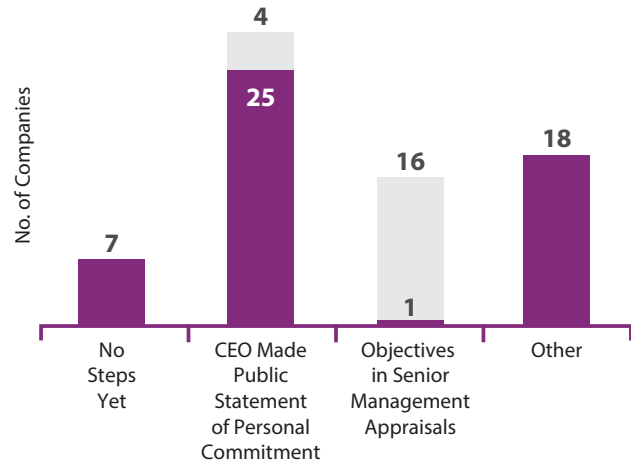


NOTE: For some charts, where we deemed relevant and have included commentary in the Observations and Trends, we have differentiated between those companies that scored full marks (in purple) and partial marks (in grey) for the options they selected.

Q2

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

Maximum Score 3 points	Average Score 1.28 points	Best Practice (2.5 marks) 4 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

Number of Questions	2
Maximum Score	8 points
Index Average	4.77 points (59.6%)

- 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

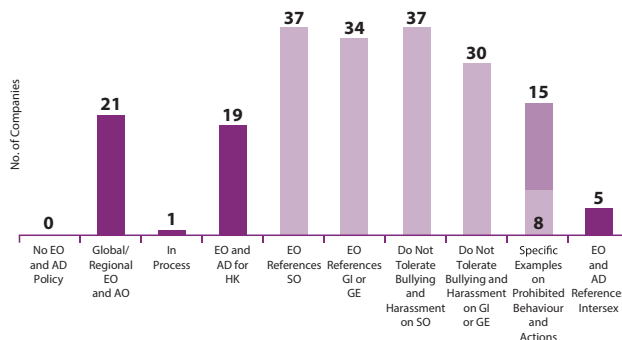
6 points

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

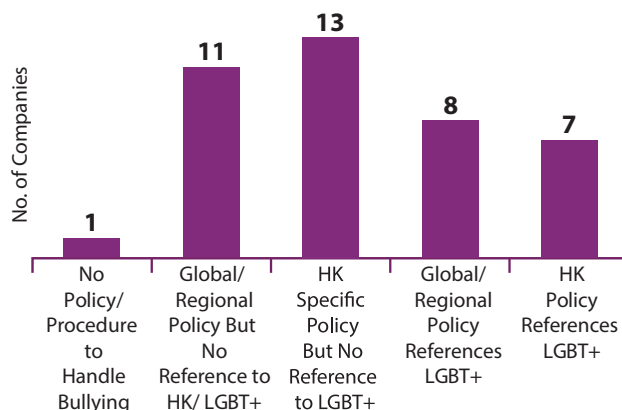
2 points

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

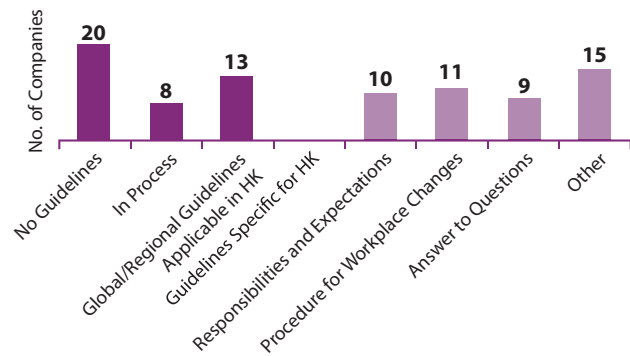
4 points

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.³
- 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

³ 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

Number of Questions	3
Maximum Score	15 points
Index Average	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

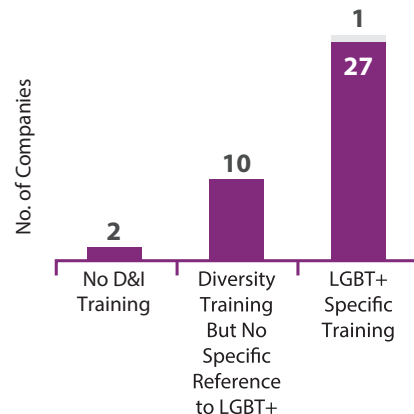
3 points

Average Score

2.81 points

Best Practice (Full marks)

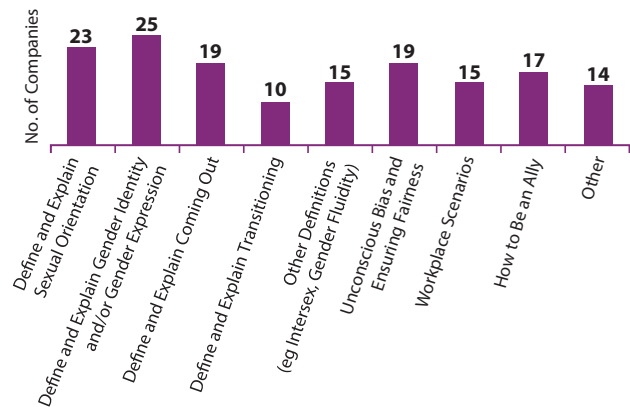
27 companies (67.5%)



Q8

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

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



Q9

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

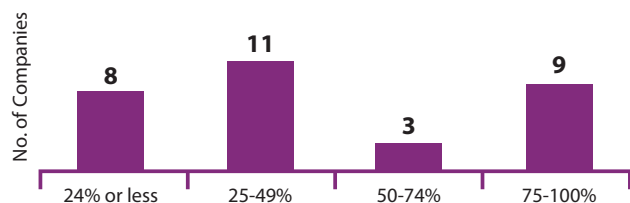
Maximum Score 3 points	Average Score 1.63 points	Best Practice (Full) 15 companies (37.5%)
---	--	--



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 2 points	Average Score 0.82 points	Best Practice (Full marks) 6 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

Number of Questions	4
Maximum Score	14 points
Index Average	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.

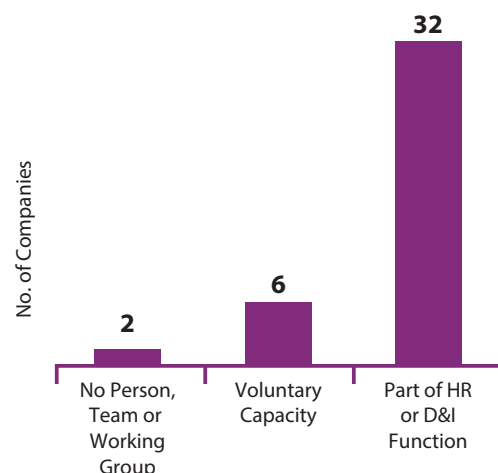
Overview of Performance and Comparison with 2015 Index

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?

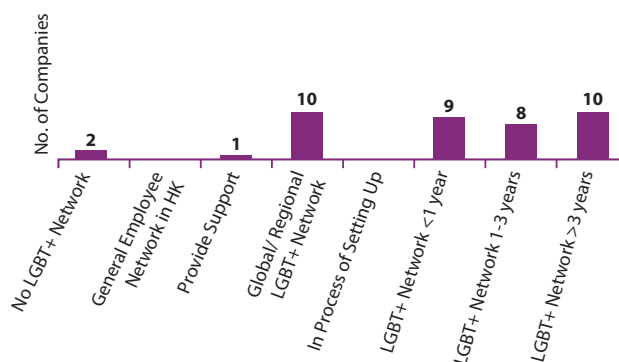
Maximum Score 2 points	Average Score 1.73 points	Best Practice (Full marks) 31 companies (77.5%)
----------------------------------	-------------------------------------	---



Q12

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

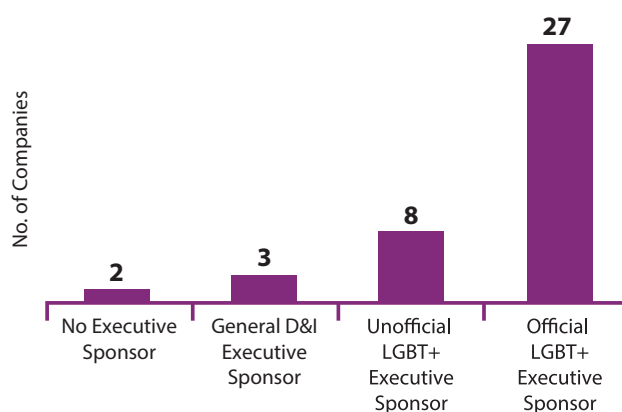
Maximum Score 5 points	Average Score 3.21 points	Best Practice (Full marks) 10 companies (25.0%)
----------------------------------	-------------------------------------	---



Q13

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

Maximum Score 3 points	Average Score 2.44 points	Best Practice (3 and above) 26 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

Number of Questions	2
Maximum Score	9 points
Index Average	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

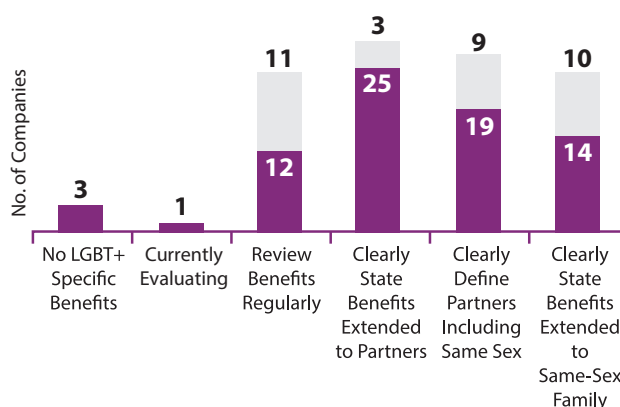
Comparing performance in 2017 with 2015, the average performance of the Gold Standard was up, but the average performance of the Silver and Bronze Standards was down in this category.

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%)



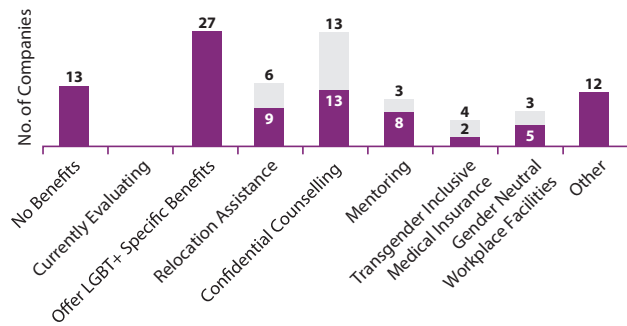
Q15

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

Number of Questions	2
Maximum Score	12 points
Index Average	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

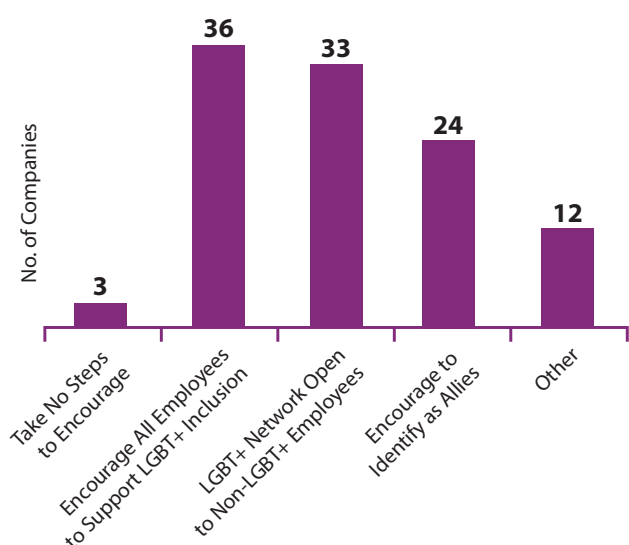
Comparing performance in 2017 with 2015, the average performance of the Gold and Silver Standards was up, but the average performance of the Bronze Standard was slightly down in this category.

Performance by Question

Q16

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

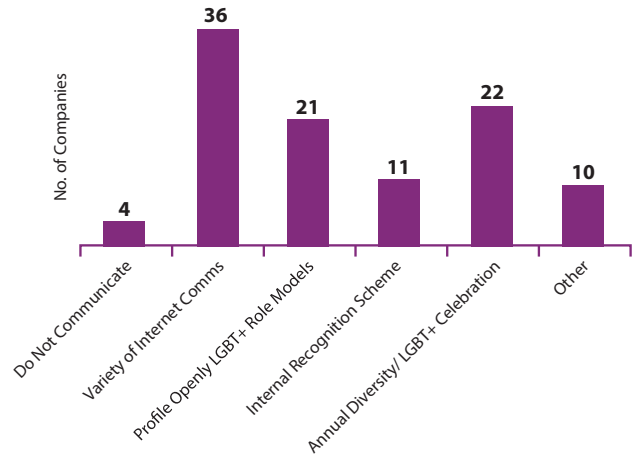
Maximum Score	Average Score	Best Practice (4 and above)
5 points	2.95 points	16 companies (40.0%)



Q17

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

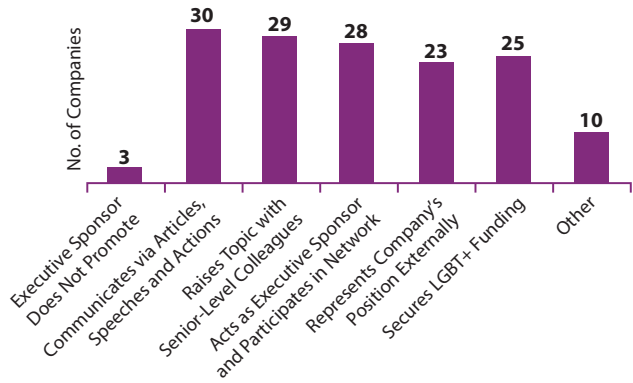
Maximum Score 6 points	Average Score 3.14 points	Best Practice (5 and above) 8 companies (20.0%)
----------------------------------	-------------------------------------	---



Q18

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

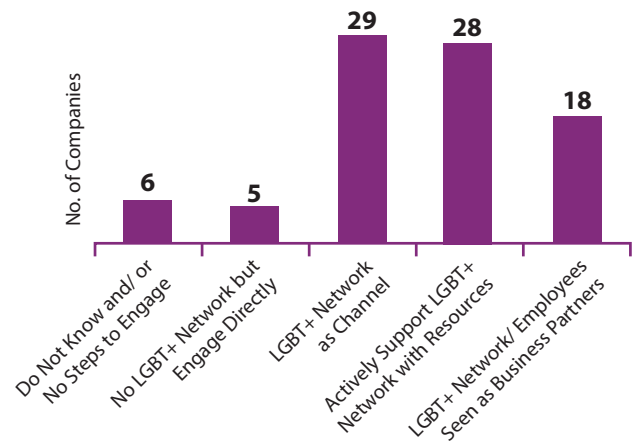
Maximum Score 4 points	Average Score 2.31 points	Best Practice (3.5 and above) 11 companies (27.5%)
----------------------------------	-------------------------------------	--



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

Number of Questions	4
Maximum Score	20 points
Index Average	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

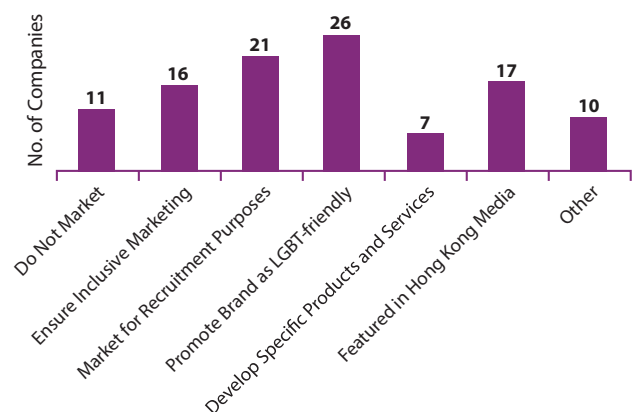
Comparing performance in 2017 with 2015, the average performance of the Gold and Bronze Standards was up, but the average performance of the Silver Standard was down in this category.

Performance by Question

Q20

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

Maximum Score 6 points	Average Score 2.14 points	Best Practice (4 and above) 4 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

Number of Questions	1
Maximum Score	8 points
Index Average	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

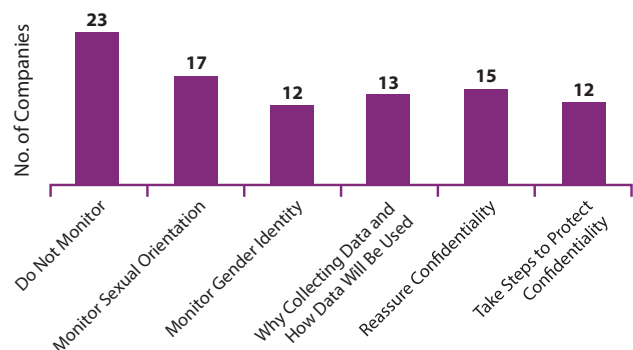
Q21

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

Maximum Score
4 points

Average Score
1.26 points

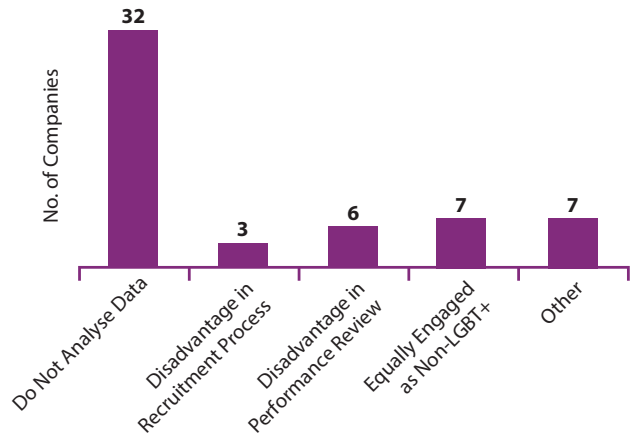
Best Practice (Full marks)
6 companies (15.0%)



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?

Maximum Score 2 points	Average Score 0.28 points	Best Practice (1.5 and above) 6 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

Number of Questions	1
Maximum Score	2 points
Index Average	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

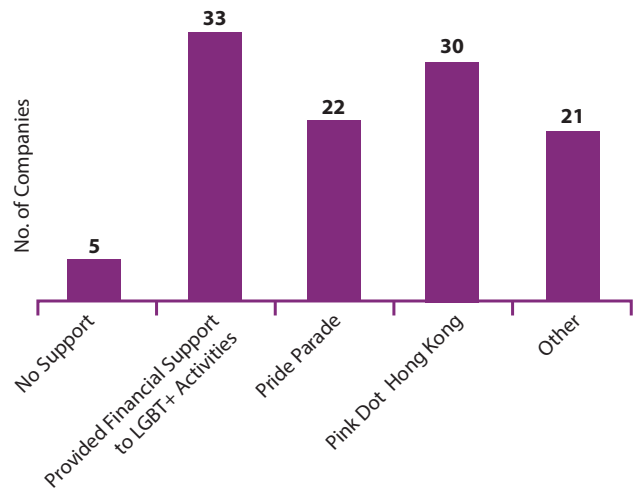
3 points

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

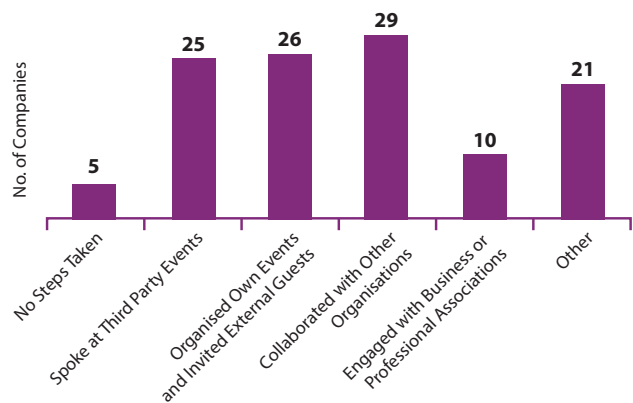
3 points

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

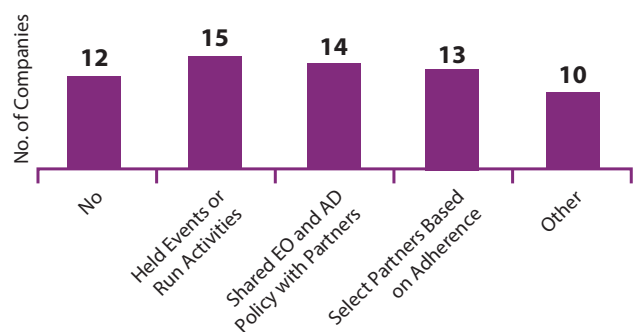
3 points

Average Score

0.90 points

Best Practice (2.5 and above)

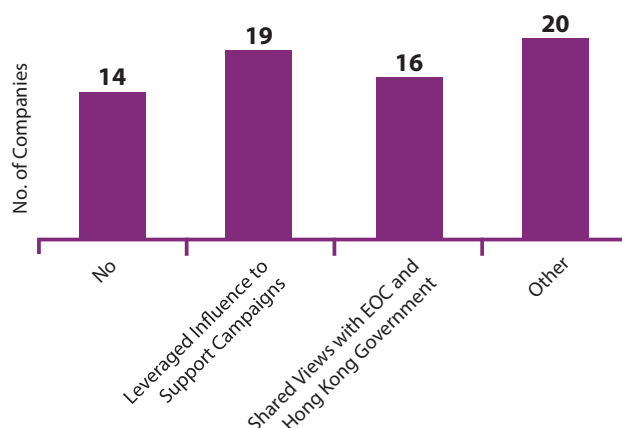
4 companies (10.0%)



Q26

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

<p>Maximum Score</p> <p>3 points</p>	<p>Average Score</p> <p>1.19 points</p>	<p>Best Practice (2.5 and above)</p> <p>6 companies (15.0%)</p>
--	---	---



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

Number of Questions	3
Maximum Score	12 points
Index Average	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
2015	42.8 points	70.3 points	48.7 points	35.6 points
2017	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 2015.⁴

⁴ 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
1 STRATEGY & LEADERSHIP ACCOUNTABILITY	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>
2 EQUAL OPPORTUNITY & ANTI-DISCRIMINATION POLICY	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>
3 DIVERSITY TRAINING	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>
4 DIVERSITY STRUCTURE	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>
5 BENEFITS	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
6 CORPORATE CULTURE	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>
7 MARKET POSITIONING	1	<p>Q18 Do you proactively market your organisation, your products and/or services to the LGBT+ market in Hong Kong?</p>
8 MONITORING	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>
9 COMMUNITY & ADVOCACY	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

Research and Publications

Available for download on 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

