Working Globally: Why LGBT+ Inclusion is Key to Competitiveness

Open For Business

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About Open For Business

Open For Business is a coalition of global companies making the case that inclusive and diverse societies are better for business and better for economic growth. The purpose of the coalition is to advance LGBT+ rights globally. Open For Business coalition partners share a deep-rooted commitment to diversity and inclusion in their own workplaces, and they are concerned about the spread of anti-LGBT+ policies in many countries in which they operate.

The coalition has live regional programmes in the Caribbean, Eastern Europe and East Africa, with a programme in South East Asia in development. Each of these programmes works with local civil society partners to mobilise advocates in the local business communities and facilitate data-driven advocacy.

About this report

What is the purpose of this report?

This report shows why LGBT+ inclusion is an important component of companies' ability to operate globally. It explores how the COVID-19 pandemic has triggered significant changes in the way companies do business, placing additional value on cross-border collaboration. It concludes that LGBT+ inclusion can support the competitiveness of global companies, and the countries in which they are based.

Who is it for?

- For companies seeking to work effectively across borders, this report lays out how LGBT+ inclusion can be part of an effective global strategy, and provides guidance on supporting LGBT+ employees undertaking international assignments or travel.

- For policymakers considering how to enhance local or national economic competitiveness, this report shows that any form of discrimination against LGBT+ communities within a country may inhibit global companies from fully participating in an economy and hinder their ability to attract global talent.

- For individuals considering international business travel and assignments, this report provides useful information and describes the types of support and resources available.

What is its methodology?

The primary data for this report comes from a survey conducted by Deloitte, in partnership with Herbert Smith Freehills, to deepen understanding of the experiences of the LGBT+ community when working globally. The survey was completed by 413 professionals, with representation across geographies, industry, sexual orientation and gender identity.

Call for evidence

This survey-based study is the first of its kind, and there are several opportunities to widen the research in future. Broadening the sample of respondents would provide a chance to increase the representation across geographies and different industries. It would also allow for data to be disaggregated across the different represented demographics to draw more reliable conclusions about specific groups and geographies. The data collected to date also invites further investigation into the findings of Section 1 'Links between LGBT+ inclusion and working globally'. Controlling for other factors that may influence the attractiveness of different countries, such as GDP and other measures of broader society and culture, would provide greater insight into the role LGBT+ discrimination plays in affecting decision-making of LGBT+ people.

Who are the authors?

Tom McGivan, Associate at Brunswick Group and Research & Advocacy Fellow at Open For Business, is lead author of the report. Ceren Altincekic, Data Scientist at Mars Petcare, and Emma Chatenay, HR Manager at Herbert Smith Freehills, are contributing authors. Jon Miller is Founder, Chair and Executive Editor of Open For Business. Kathryn Dovey is Executive Director of Open For Business.

The Open For Business Research Advisory Board

The work of Open For Business is supported by a Research Advisory Board, which provides ongoing guidance and feedback, and helps to ensure the economic case for LGBT+ inclusion is comprehensive and up to date.

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This publication has been made possible by the following sponsors:

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Executive summary

The COVID-19 pandemic has significantly changed the way global companies do business. On the one hand, remote working solutions have been fast-tracked, expanding the ability of companies to assemble international teams and work with a truly global base of customers and partners. On the other, international business travel and assignments have reduced dramatically, and fundamentally changed the future of how we work.

As the business community seeks to navigate the economic downturn associated with the pandemic and improve its long-term resilience to similar events, the ability of global companies to work effectively across borders, whether virtually or in person, will become increasingly critical to maintaining competitiveness.

This report looks at why LGBT+ inclusion is an important component of companies' ability to operate globally today and in the future. The report is a collaboration between Open For Business, Deloitte and Herbert Smith Freehills. It uses data collected by Deloitte, in partnership with Herbert Smith Freehills, to greater understand the experiences of LGBT+ people when working globally, and concludes that LGBT+ inclusion can positively impact the competitiveness of global companies, and the countries in which they are based.

Headline findings

- LGBT+ laws and culture are the two most important factors influencing the decision of LGBT+ people (and people with LGBT+ dependants) to undertake international business travel and assignments – ahead even of healthcare and insurance. See page 14.
- Countries that have higher levels of social and legal LGBT+ acceptance are more likely to attract LGBT+ people working on international assignments and business trips. By comparison, countries that have lower levels of social and legal LGBT+ acceptance are less likely to attract LGBT+ people. See page 16.
- While there is widespread willingness to travel, only 45% of LGBT+ people who feel 'completely comfortable' being open about their sexuality in their primary office felt the same way while working on an international assignment. See page 22.
- More than 90% of LGBT+ people who have worked on an international assignment did not receive information from their employer about LGBT+ laws, networks and culture before or after being offered the assignment. See page 24.

This report concludes by providing guidance to companies looking to act within and beyond their businesses to better support the experiences of LGBT+ people worldwide. See page 28.

The economic and business case for LGBT+ inclusion

The findings of this report align with previous studies conducted by Open For Business on the economic and business case for LGBT+ inclusion.

- The Open For Business City Ratings finds that cities which are LGBT+ inclusive have stronger 'innovation ecosystems', greater concentrations of skills and talent, higher levels of entrepreneurialism, and a better quality of life[1].
- Countries which discriminate against LGBT+ communities face an economic penalty. For example, Open For business found that Kenya loses up to $1.3 billion annually as a result of LGBT+ discrimination[2].
- LGBT+ inclusion is correlated to global competitiveness. Open For Business has reported that countries which discriminate against LGBT+ communities are less effective at competing on the world stage[3].
- LGBT+ discrimination often goes hand-in-hand with corrupt practices and a lack of openness and transparency. Open For Business has reported that LGBT+ inclusion can be a useful indicator of whether a country is a good place to do business[4].
- As economic policymakers respond to the economic shocks of the COVID-19 pandemic, Open For Business analysis suggests that economies which are more LGBT+ inclusive may be more resilient[5].

For a snapshot of the economic and business case for LGBT+ inclusion, please see the page 43.

Foreword

In the current climate of economic uncertainty, now is the ideal time for us to look at this data and encourage countries to reassess their LGBT+ inclusion policies, open up borders, enable greater investments and movement of highly qualified talent.

As a proud member of the LGBT+ community and as a mobility professional, it has been a great privilege to be the sponsor of the data supporting this report. Transparency is vital to progress and having a clear understanding of the data is a first step to building more inclusive communities.

The report makes it clear that the LGBT+ community is keen to work abroad: 70% of respondents would travel for project work or short-term assignments. However, the research also finds that countries with higher levels of social and legal LGBT+ acceptance are most likely to attract LGBT+ people working on project work or short-term assignments.

In my personal experience, I have seen progress being made when we look at mobility for the LGBT+ community. However, there is still a lot to do to ignite the economic benefits for countries as they seek more diverse talent and greater inclusion.

In working with our clients and Herbert Smith Freehills (HSF), the survey for this report focused on the experiences of members of the LGBT+ community who have worked, or sought to work, abroad. This is a first-of-a-kind data collection exercise and outlines not only the challenges but also the opportunities that exist for greater inclusion around the world.

We hope the findings will generate increased collaboration at a corporate and policy level and translate into much-needed action to offer equal opportunities for all, placing inclusion at the heart of all aspects of cross-border policies.

A personal thanks to Open For Business in helping to translate the data and Jon Miller at Brunswick for always supporting the inclusion debate. Also, a special thanks to all our clients who offered their resources to support this study, plus the Deloitte and HSF team who worked tirelessly on the idea and the data collection.

Kalvinder Dhillon
Vice Chair, Tax,
Deloitte LLP

Justin D'Agostino,
Chief Executive Officer & Partner,
Herbert Smith Freehills

The world is going through an immeasurable change – now is the time for global businesses, cities and countries to plan an LGBT+ inclusive recovery from COVID-19.

We have seen considerable progress on LGBT+ rights in recent years, yet there remain parts of the world where those rights are not recognised or protected and where individuals do not feel safe or supported on the basis of who they are and who they love. In particular, the global landscape for trans rights is deeply concerning, and we also still have much more to do to recognise the intersectional nature of racism and tackle it within our own communities. These critical areas demand and deserve others to stand up as allies.

As a global business leader, I am no stranger to international mobility. I've spent my career working in London, Bangkok, Singapore and, for over the past decade, Hong Kong – working with many global clients and connecting with those across our business. From my personal experience, as an out, gay CEO, these opportunities and experiences can feel exciting and daunting in equal measure. For LGBT+ people there is often an additional set of considerations – employment protection, acceptance of spouses and partners, criminalisation, access to healthcare, social and cultural attitudes to name a few. I'm proud to be leading a firm where LGBT+ inclusion has become a central focus of our mobility policies and practices. I'm also proud to sponsor our IRIS Network, which supports LGBT+ inclusion across our global offices, as it builds on the strength of our LGBT+ programmes and presents an opportunity to connect people where a local support network may not exist.

The events of the last year have brought a sharp focus on, and immeasurable change to, the way we work and travel. As global businesses, cities and countries plan their recovery from the COVID-19 pandemic, it is more important than ever before for them to work fluidly across borders and cultures. That means ensuring LGBT+ employees can live, work and travel feeling supported and with the same sense of inclusion, wherever they are located. This research demonstrates that countries and cities which adopt LGBT+ inclusive policies attract talent and business. In this regard, LGBT+ inclusion is a win-win proposition for business, the economy and society.

My hope is that a business-led, data-driven approach to these issues will empower policymakers and activists around the world to build a more inclusive society. For business leaders in mobility, human resources and diversity and inclusion, it calls on you to enable LGBT+ talent to access the same opportunities as others and feel empowered, informed and supported to do so.

Finally, to thank our partners – Deloitte, Brunswick Group and Open For Business, without whom this report would not have been possible. It is a testament to the value of forging sustainable partnerships across the business world to drive change.

Introduction

The COVID-19 pandemic has had a devastating impact on people's health and livelihoods, causing unprecedented levels of economic and social disruption[6]. The uncertainty and associated downturn have tested the resilience of companies worldwide and spurred a re-evaluation of many different aspects of how we do business.

In times of crisis and economic slowdown, not everybody fares the same[7]. The ability of companies to successfully weather a storm depends on their approach to a range of factors, including risk management, resource allocation, flexibility and leadership[8].

As the business community has got to grips with managing a remote workforce during the pandemic, we have also seen some global companies embrace the shift towards working in increasingly borderless teams[9]. The fast-tracking of remote working solutions[10] has expanded communication between geographically distant employees and brought remote collaboration to the top of the board's agenda everywhere[11].

Global teams are here to stay

This is a trend we expect to continue for several reasons; globally connected teams are shown to be better at accessing functional expertise, sourcing products and services, and serving a global client or customer base[12]. They also draw on the benefits associated with more diverse teams, including superior financial performance and capacity for innovation[13].

While the rapid expansion of remote working is expected to reduce the frequency of international business travel[14], the shift towards working in global teams means that these international relationships with colleagues, clients and customers are likely to become increasingly important.

Whether these relationships are fostered in person or virtually, embracing inclusivity within them is fundamental to making them work. Among colleagues working in different countries, lack of inclusion is frequently cited as a barrier to team cohesion[15][16][17]. The same can be said of relationships with overseas clients and customers, in which establishing commonalities is critical to business success[18][19].

The role of LGBT+ inclusion

For companies looking to build inclusive and diverse relationships between global colleagues, customers and clients, it is important to understand the role of LGBT+ inclusion. The past two decades have seen many global companies working to curb discrimination and promote diversity in their workplaces[20][21], but championing inclusion of LGBT+ people is harder when operating in parts of the world where there are fewer legal and social protections[22].

Recent years have seen a rise in antagonism towards LGBT+ people in some parts of the world, with these communities suffering discrimination at the hands of politicians and lawmakers. While there are now more LGBT+ people worldwide who have their rights recognised, there are also more people at risk of being discriminated against, attacked and persecuted[23].

The challenges associated with working globally are exacerbated for LGBT+ people and their families, who often feel less comfortable disclosing their gender identity or sexual orientation. While research is limited on the subject, 95% of LGBT+ business travellers have hidden their sexual orientation while traveling, because either they felt it made them safer (57%), because they felt it would be easier to get work done (54%) or because they were concerned about anti-LGBT+ laws in the region they were visiting (46%)[24].

There are a range of online resources for companies looking to support their LGBT+ employees when working abroad. These include government travel advice[25], corporate travel guidance[26] and workplace-specific materials developed by NGOs[27]. However, the extent to which companies use these resources to support employees, and whether they provide sufficient guidance and protection, is less well understood.

This report seeks to deepen understanding of the experiences of the LGBT+ community when working globally, and presents the evidence showing why more inclusive environments are better for everyone.
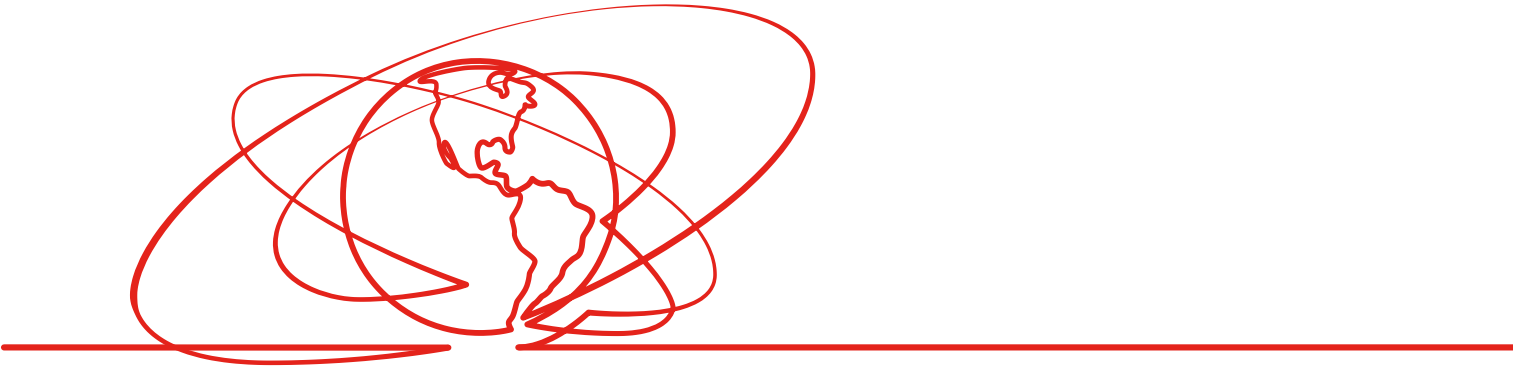
Section 1

Links between LGBT+ inclusion and working globally

Links between LGBT+ inclusion and working globally

Nowhere are the links between LGBT+ inclusion and working globally more evident than in the experience of international business travel and assignments. To understand these links better, Open For Business partnered with Deloitte and Herbert Smith Freehills, two organisations with extensive understanding of international employee mobility and the importance of safety and inclusion, to undertake a first-of-its-kind survey of those who have undertaken or who are considering overseas assignments. The results of this survey are discussed below, and the details of the methodology and sample can be found in the Appendix.

Accepting a potential assignment

Of the 413 survey respondents, 132 had been offered an international assignment, 116 accepted and 16 declined. Even among the 281 surveyed respondents who had not yet been offered an international assignment, there was widespread willingness to travel. The following information sheds more light on the preferences of those who have not yet been offered an assignment.

• More than 70% of respondents would travel for a short-term assignment, commuter assignment or business trip.

• More than 50% would travel for a long-term assignment, and 44% would travel on a permanent transfer.

• Uncertainty about willingness to travel increases in proportion with the duration of the business assignment.

• Reasons for accepting a potential assignment are largely based on professional development, with personal development rising in proportion to the duration of the business assignment.
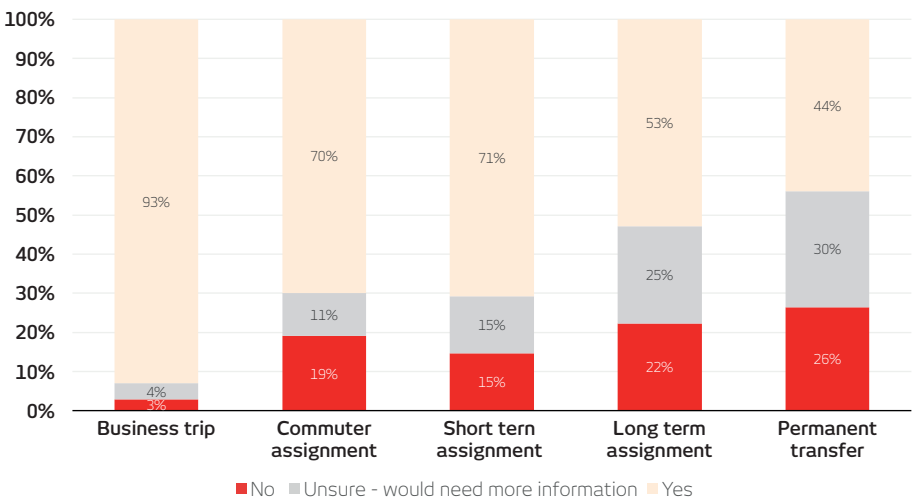
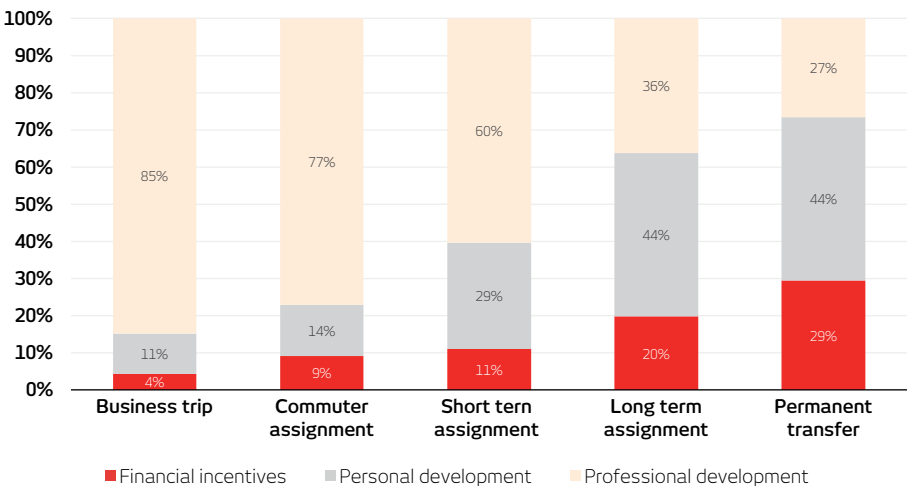Chart 1: Response to potential assignment offer

Chart 2: Reason for accepting a potential assignment offer

Making decisions about international assignments

LGBT+ laws and culture are the two most important factors influencing the decision of LGBT+ people (and people with LGBT+ dependants) to undertake international business travel and assignments – ahead even of healthcare and insurance.

The study collected data on 413 professionals (389 identified as LGBT+ and 24 had LGBT+ dependants) to greater understand the priorities of the LGBT+ community when working globally. The survey asked all respondents what kind of information they would like to be provided with before accepting an international business assignment. The data shows that most of these respondents would like to be provided with information on various aspects of the host country:

1. Information on laws related to LGBT+ people (87% of respondents)
2. Culture related to LGBT+ people (83% of respondents)
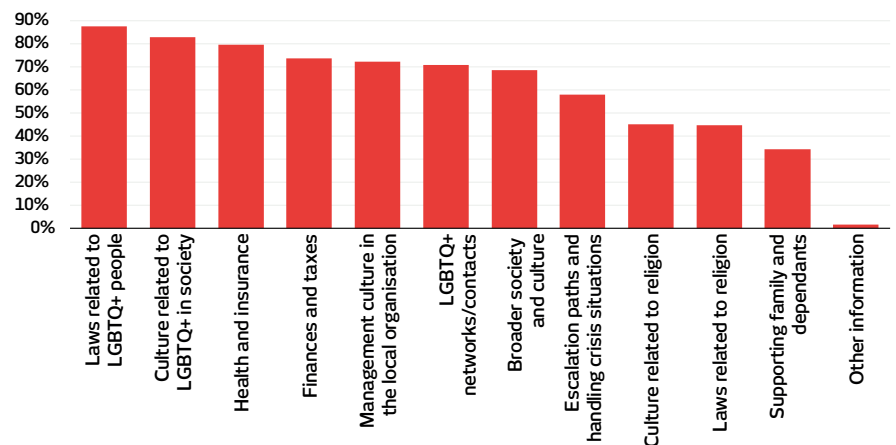3. Health and insurance (79% of respondents)

Chart 3: Information to be provided before assignment begins in desired location

In total, 132 respondents had been offered an international assignment within the past three years. They were asked whether certain factors pertaining to the host country would make them reject an international assignment now or in the future; the following three factors came out top of the list:

1. Laws related to LGBT+ people (69% of respondents)
2. Culture related to LGBT+ people (62% of respondents)
3. Misalignment with career aspirations (49% of respondents)
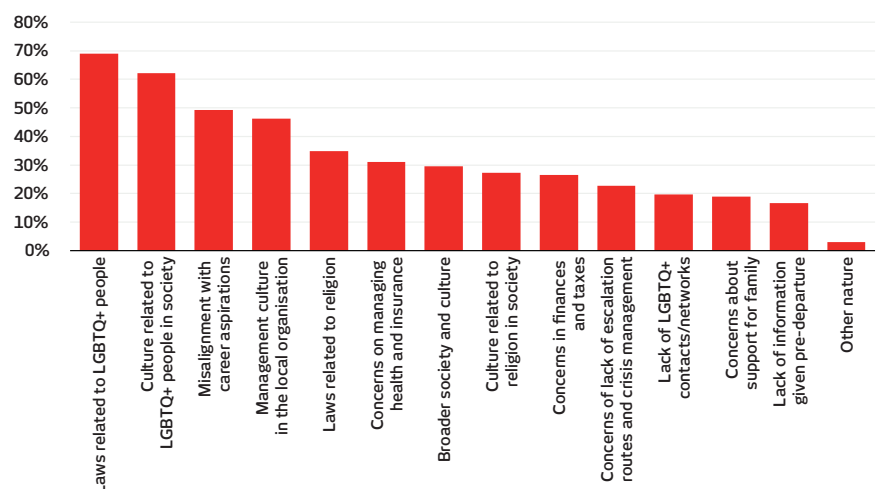
Chart 4: Matters that would make respondents reject a new assignment

From these findings, we can conclude that LGBT+ people (and people with LGBT+ dependants) are particularly concerned about the laws and the culture related to LGBT+ people of the countries where they might be asked to take a job assignment. This implies that these factors can both incentivise the attraction of LGBT+ talent (in countries where laws protect individual freedoms and diversity) and disincentivise LGBT+ talent (in countries where laws are passed that harm members of the LGBT+ community).

Assessing the desirability of different countries

Countries that have higher levels of social and legal LGBT+ acceptance are more likely to attract LGBT+ people working on international assignments and business trips. By comparison, countries that have lower levels of social and legal LGBT+ acceptance are less likely to attract LGBT+ people.

In the survey, we asked respondents to consider where they would travel on future business assignments. Survey respondents were asked which countries they would choose to relocate to. A series of five open-ended questions collected the top five host country choices of participating LGBT+ professionals (and professionals with LGBT+ dependants). Similarly, another series of five open-ended questions asked about which countries LGBT+ professionals (and professionals with LGBT+ dependants) would refuse to relocate to for work. For each country, we added the number of respondents who said they would relocate to that country for a work assignment and subtracted the number of respondents who explicitly said they would not relocate to that country.

We combined this data with UCLA Williams Institute's Global Acceptance Index (GAI) to understand the relationship between willingness to relocate and the country's LGBT+ acceptance record. The GAI measures social acceptance as the extent to which LGBT+ people are seen in ways that are positive and inclusive, both with respect to an individual's opinions about LGBT+ people and with regards to an individual's position on LGBT+ policy[28].

We created a scatterplot of the mentioned countries with the count of survey respondents who selected/refused that country on the y-axis (dependent variable) and the country's Global Acceptance Index score on the x-axis (independent variable).

The results show a very strong correlation between the desirability of different countries and their GAI score. We found the correlation to be statistically significant – specifically, a four-point increase in the GAI leads to a 10% increase in the number of respondents who would choose to relocate (or find the location desirable to relocate) to that country for a work assignment.

Countries including Australia, France, Germany, Netherlands, Spain, the United Kingdom and the United States all score highly in terms of desirability and the Global Acceptance Index (GAI). Countries including Iran, Russia, Saudi Arabia and UAE all score low in terms of desirability and the Global Acceptance Index (GAI).
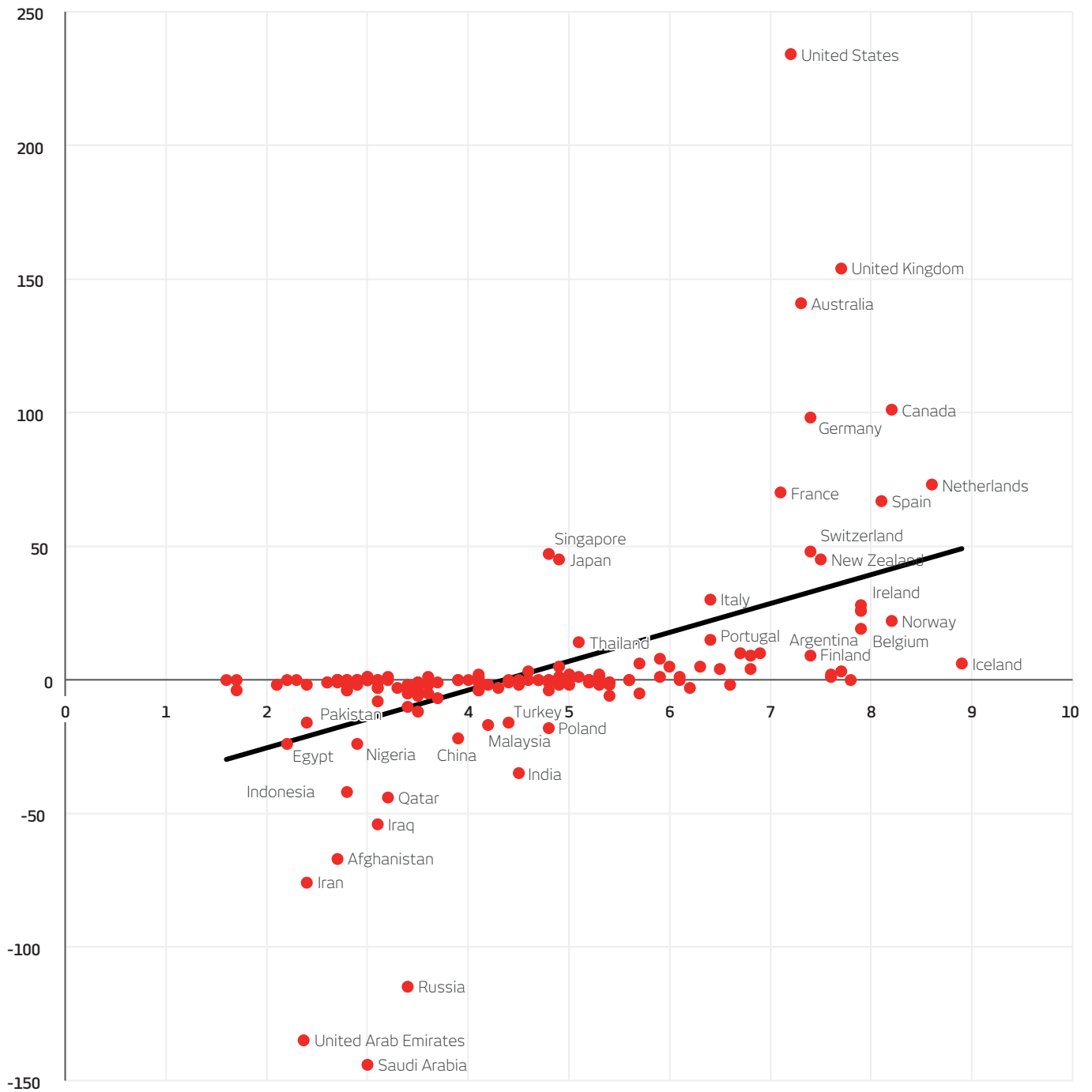
Chart 5: The social acceptance of a country (x axis) from the Williams Institute's Global Acceptance Index vs. the net number of respondents (y axis)

We then performed a similar comparative analysis between the desirability of different countries and a measure of the human rights protections for LGBT+ people in each country, which was calculated as a weighted average of the Franklin & Marshall College's Global Barometer of Gay Rights and Transgender Rights.

The F&M Global Barometers measure human rights protections of LGBT+ people via a combined metric of de jure protection, de facto protection, LGBT+ rights advocacy, socioeconomic rights and societal persecution of LGBT+ people[29].

The relationship between the desirability of different countries and their level of human rights protections for LGBT+ people reveals similar results to the previous graph, revealing a statistically significant positive relationship between the two variables. Specifically, a six-point increase in the F&M Global Barometers combined score leads to a 10% increase in the number of respondents who are willing to relocate to that country for a work assignment.

It is a similar set of countries that perform well both in terms of both variable – these include Australia, Canada, France, Germany, Netherlands, Spain and the United Kingdom. The same is true of countries that have low scores in terms of human rights protections for LGBT+ people and desirability for travel – these include Iran, Iraq, Qatar, Russia, Saudi Arabia and UAE. An important outlier in this second graph is the United States, which despite having high scores in terms of social acceptance, performs less well in terms of its human rights protections for LGBT+ people.

Putting the GAI and F&M scores of these countries in the same chart with a third dimension of colour, we can see that countries with higher levels of social acceptance and human rights protections of LGBT+ people are more desirable for LGBT+ people. The opposite is true for countries with lower scores, which are less desirable for LGBT+ people.

Due to the high correlation between the human rights and social scores, we did not include them in the same model. Instead, we ran two separate linear regression models, one with normalised social scores and one with normalised F&M scores. Both variables in their respective models were highly significant. Their coefficients were close to one another after normalisation, suggesting that LGBT+ professionals consider both aspects carefully before they decide to relocate.
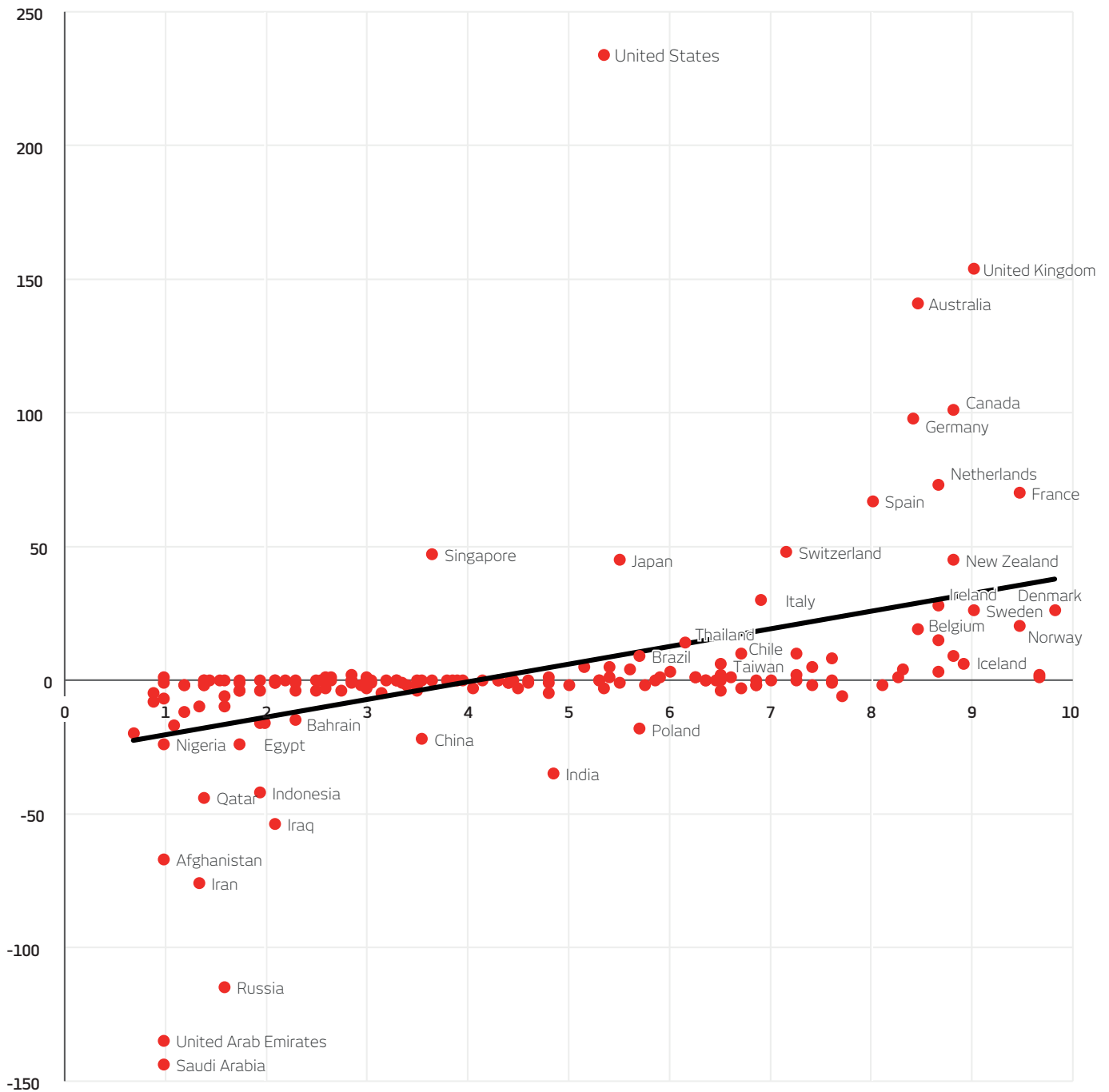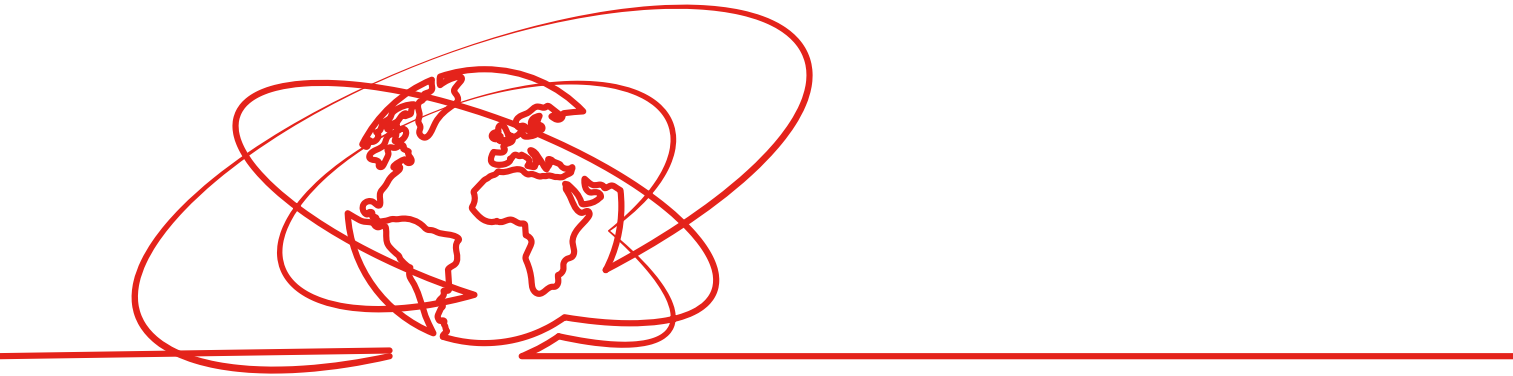
Chart 6: Human rights protections for LGBT+ people (x axis) vs. the net number of respondents (y axis)

Section 2

Support for LGBT+
employees working globally

Being open about sexuality

Of the 413 survey respondents, 132 had been offered an international assignment, 116 accepted and 16 declined. We used the group who had been offered an assignment to provide insight into the experiences of LGBT+ people working and travelling overseas.

Only 45% of LGBT+ people who feel completely comfortable being open about their sexuality in their primary office felt the same way while working on an international assignment.

Our findings show that there is a significant difference in how comfortable employees are being open about their sexuality and gender identity abroad, compared with their primary office location.

- There is a 55% decrease (from 62 to 28) in people feeling 'completely comfortable' sharing their sexuality on assignment, compared with their primary office location.
- The opposite is true of those 'completely uncomfortable' with sharing their sexuality, which rose from a single respondent saying this was the case in their primary office, to 34 on assignment.
- The number of those who remained somewhat comfortable with sharing their sexuality stayed roughly the same between primary office and on assignment.
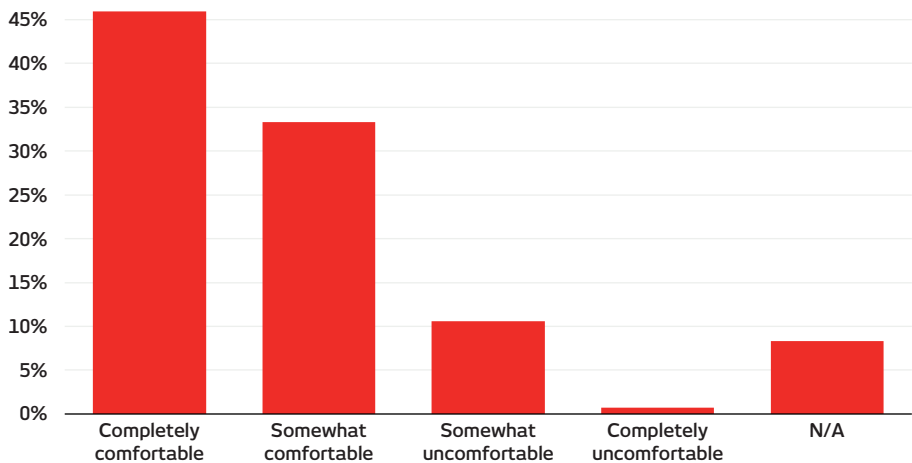
Chart 7: Being open about sexuality in primary office
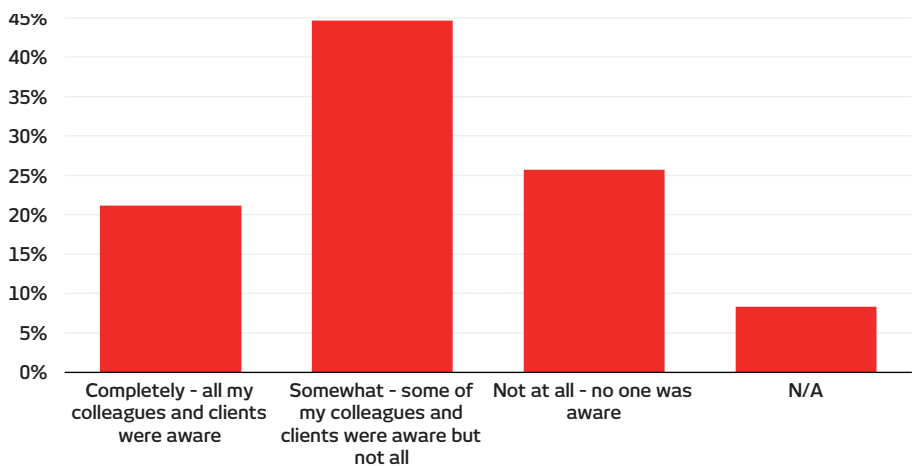
Chart 8: Being open about sexuality on assignment

The surveyed data on gender identity reflects a similar pattern, albeit slightly weaker. It is also important to note there were significantly fewer respondents who identify as transgender.

- The number of people who feel completely comfortable decreased by 8% from 39 to 36 respondents.

- The opposite is true for those who feel completely uncomfortable with sharing their gender identity, which rose by from zero responses in the primary office, to 11 on assignment.

- The number of people who identified as somewhat comfortable remained the same between primary office and on assignment.

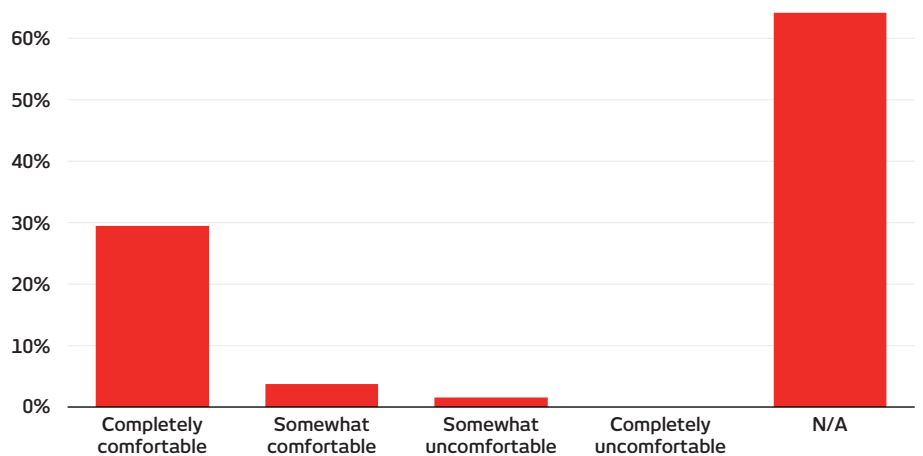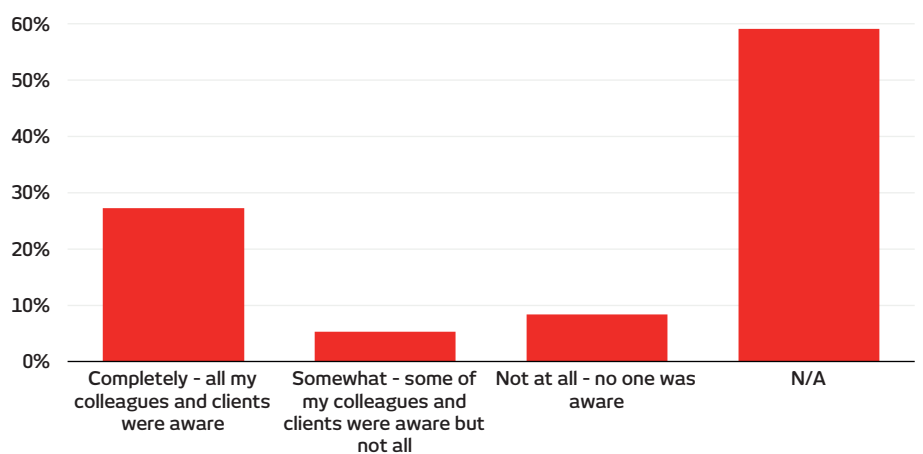**Chart 9: Being open about gender identity in primary office**

Chart 10: Being open about gender identity on assignment

Support from employers

More than 90% of LGBT+ people who have worked on an international assignment did not receive information about LGBT+ laws, networks and culture before or after being offered the assignment.

The group of people who were offered an assignment were asked how their employer supported them with information and guidance before they accepted the business assignment.

- The most frequently provided information concerned broader society and culture (20%), health and insurance (18%), finance and taxes (17%), and management culture in the local organisation (14%).
- The least frequently provided information concerned information about LGBT+ networks (2%), laws related to religion (2%), culture related to LGBT+ people (6%), laws related to LGBT+ people (7%) and culture related to religion (8%).
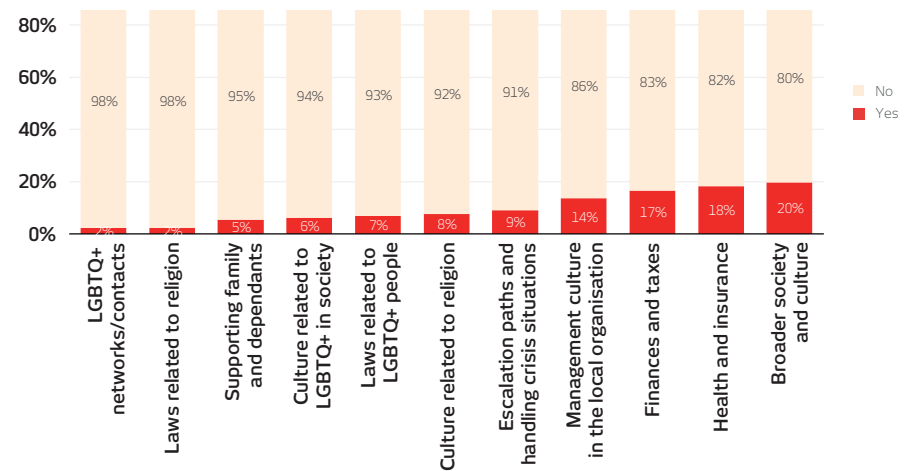
Chart 11: information provided before assignment began

Respondents were also asked about how their employer supported them with information and guidance after accepting the business assignment. The results show a similar pattern to the table above, however the scores are noticeably lower.

- The most frequently provided information concerns broader society and culture (14%), management culture in the local organisation (14%), health and insurance (13%), and finance and taxes (13%).
- The least frequently provided information concerns information about culture related to LGBT+ people (1%), laws related to LGBT+ people (1%), LGBT+ networks (2%), laws related to religion (2%) and culture related to religion (4%).

Chart 12: information provided after assignment began

These results are particularly noteworthy considering the information shared in the previous section, which indicates how important information on LGBT+ laws and culture is for LGBT+ people (and people with LGBT+ dependants) when making decisions about travelling abroad. Further still, it provides some insight into why there is such a difference in how comfortable LGBT+ people feel about revealing their sexuality or gender identity while in a foreign country.

Finally, we asked the respondents to share what information sources they used (if any) before travelling abroad on an international assignment. The overall picture indicates that in lieu of employer support, respondents mostly relied on non work-related sources of information.

- Online search platforms (55%), friends and family (37%), and colleagues (30%) are the most frequently cited platforms.
- Podcasts (1%), television (2%), magazines (3%) and newspapers (5%) are the least frequently cited platforms.

Chart 13: information channels used by respondent to gather information before going on assignment

We can conclude from these results that there is a significant opportunity for employers to provide more support and guidance to their LGBT+ employees (and those with LGBT+ dependants) when working on international assignments.

Section 3

Guidance for companies

Guidance for companies

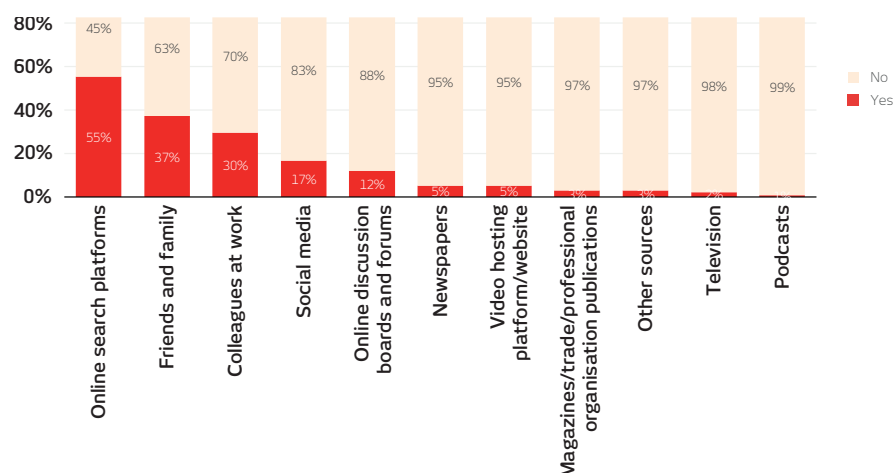The evidence presented in this report outlines some of the areas where employers could offer greater support and guidance to their LGBT+ employees (and employees with LGBT+ dependants) when undertaking international assignments or travel. To assist in providing the right kind of support, we have outlined below some important steps all companies can take. These specific policies complement the broader promotion of inclusion by business leaders via the development of an open culture, diverse role models and an environment where challenges can be expressed in a safe place.

1. Provision of information

Ensure employees are provided with (or have easy access to) sufficient information *before* deciding to take on an international assignment. This information should include detail on the region or city, as well as the country of destination. There are a number of online resources available (Stonewall country briefings[30] and ILGA resources[31]) but businesses may also decide to develop their own resources in order to ensure the information is specific to the gender identity or sexual orientation of their employees and the destination in question. This should include information on any organisational benefits, including how to ensure LGBT+ inclusive healthcare remains available or is accessible in an emergency. We would also recommend providing as much of this information freely via internal intranets, organisational networks and external websites which can promote the support available to individuals prior to them considering or being presented with an international assignment opportunity.

2. Assurance

It is important that employees are assured that their career progression will not be adversely affected if they do not accept an international opportunity. This can be addressed specifically in a formal policy or company intranet. It can also be part of the employee briefing discussions at the beginning of the mobility process. Where possible, consider offering an alternative assignment that is acceptable to the employee.

3. Family

It is important to check in advance whether an employee will be travelling with a partner (or perhaps other LGBT+ dependants) and ensure that the business's current mobility policies and practices are expressly inclusive and provide adequate support and guidance. Some countries' immigration regulations do not accept same-sex partners so it is important to assess this as early as possible and to discuss alternatives or opportunities to reconnect.

4. Emergency support

A number of businesses provide access to an emergency services provider to ensure their mobile employees are protected in the event of an emergency occurring while overseas. It is a good idea to check whether a provider specifically provides emergency support and evacuation services for LGBT+ employees on assignment and ensure employees are made aware of this support.

5. Confidential contacts

Nominate business contacts in the home and host countries whom the employee can speak with if in need of guidance, support or reassurance. These contacts may be in HR or across the wider business functions.

6. Network support

While providing information on local laws and cultural practices is helpful, being able to talk to someone 'on the ground' is invaluable. Providing an internal social network or mentor system for prospective LGBT+ assignees to share feedback on their international experiences can be a valuable source of information.

7. Flexibility and empathy

During a secondment, businesses may provide additional support in the event that the employee is unhappy or isolated. Such additional support can include offering voluntary reassignment to a new host country or the option to return home early. For LGBT+ employees whose partners cannot relocate due to host country restrictions, businesses can offer additional paid flights home/additional home leave.

8. Ask for feedback

Asking employees who have just returned from secondment for feedback on their mobility experience can help shape future policy and process improvement.

In addition to introducing policies within the business, in our 2019 Channels of Influence report we outline several ways in which companies can improve support for LGBT+ people outside of their employee base[32]. The report's framework identifies five channels of influence that companies can use to advance LGBT+ rights in every country they operate in. The report also lays out guidelines that companies should keep in mind when taking action. We have copied the framework and principles below.

The Framework: Channels of Influence

Value Chain Channel
The Value Chain Channel includes a company's supply chain and distribution networks, as well as the end-buyers of its products and services – customers, clients and consumers.

Financial Channel
The Financial Channel includes banking partners that provide financing lending and services (such as payroll), as well as investors (asset owners and managers) and direct investment.

Public Policy Channel
The Public Policy Channel includes relationships with public officials, governments, politicians and policymakers, as well as relevant industry regulators and national human rights institutions.

Civil Society Channel
The Civil Society Channel includes the civil society groups and NGOs that a company interacts with, the various communities that surround the business, and the media.

Industry Channel
The Industry Channel includes any professional bodies or industry associations that a company or its employees may participate in, as well as Chambers of Commerce and Trade Unions.

Principles for acting in the public sphere

The following principles are recommended for companies acting in the public sphere on LGBT+ inclusion:

1. **Do no harm.** This is a guiding mantra of organisations that are concerned with human rights and social issues and requires an open and ongoing dialogue with civil society organisations representing the communities that will be impacted by the actions.
2. **Nothing about us without us.** Any advocacy undertaken on behalf of LGBT+ communities should respect the self-determination of those communities and should ensure the full and direct participation of those representing them.
3. **Never assume.** The context of LGBT+ inclusion can be complex and easily misunderstood by those outside of the community. Civil society organisations are deeply embedded in local contexts and can help accurately identify what aims business can strive for.
4. **Locally led, globally supported.** Actions in support of LGBT+ inclusion should be led by local senior executives of a company, with support from the global leadership and a clear worldwide commitment to LGBT+ inclusion.
5. **The long view.** Prioritise creating sustainable mechanisms for continued dialogue across stakeholders on LGBT+ inclusion, rather than specific near-term outcomes. In other words, don't "win the battle and lose the war".
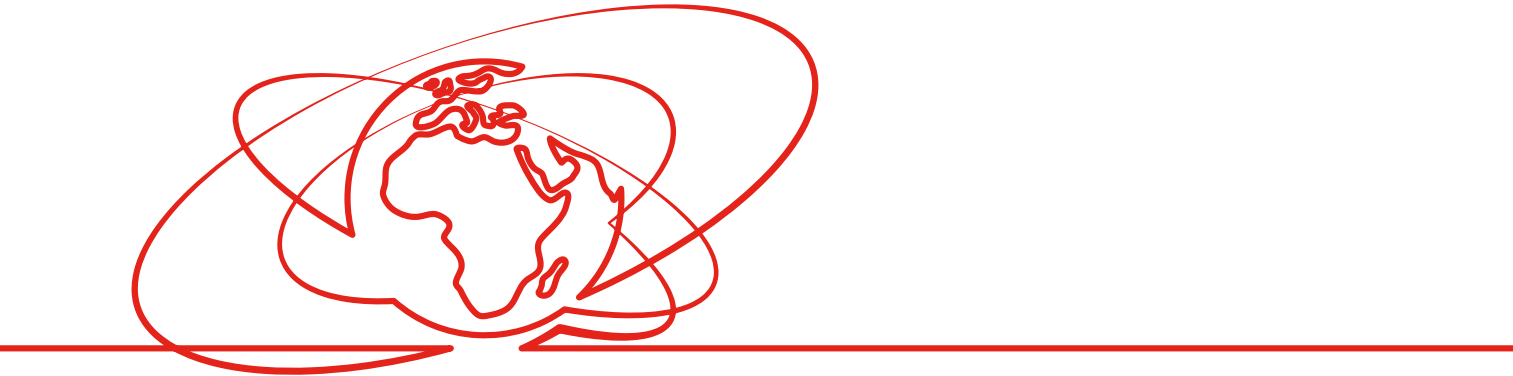
Appendix I

Overview of surveyed participants

Overview of surveyed participants

The research in this report uses a survey conducted by Deloitte, in partnership with Herbert Smith Freehills, to greater understand the priorities of the LGBT+ community when working globally. The survey was completed by 413 individuals, 389 identified as LGBT+, and 24 had LGBT+ dependants.

Demographics

In terms of personal background, the surveyed respondents represent a diverse set of identities:

• 64% identify as male, 32% female and 3% non-binary

• 3% of surveyed respondents identify as transgender

• 73% of surveyed respondents identify as gay or lesbian, 15% as bisexual
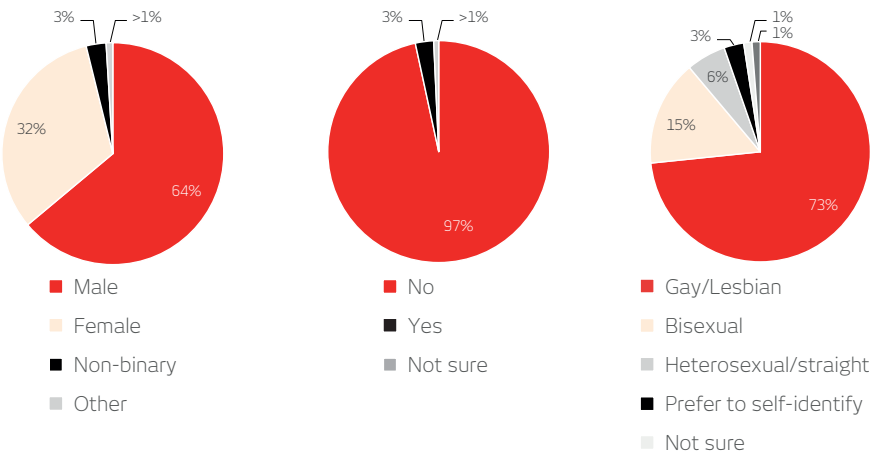

Male	No	Gay/Lesbian
Female	Yes	Bisexual
Non-binary	Not sure	Heterosexual/straight
Other		Prefer to self-identify
		Not sure

Chart 14: personal background

In terms of professional background, there is representation across seniority and industry:

• 92% are employed full time, 4% are employed part time.

• 33% work in professional scientific and technical activities, 23% work in financial and insurance activities, 8% work in administrative and support services, and 7% work in information and communication services.

• 31% are entry level, 31% are manager level and 31% are senior or director level.

In terms of geography, the data is sample is more heavily weighted towards the European and Asia & Pacific regions. Among European respondents, there is also a significant majority whose primary office location is the United Kingdom. It is unknown from the data whether this identifies the respondent as either a UK resident, or native English speaker, however it is true to say it has implications on the extent to which the survey can be considered truly 'global'.

• 62% are based in Europe, 22% are based in Asia & Pacific, 9% are based in Latin/South America and 7% are based in North America.

Chart 15: professional background

What is/was your level of seniority in your organisation?
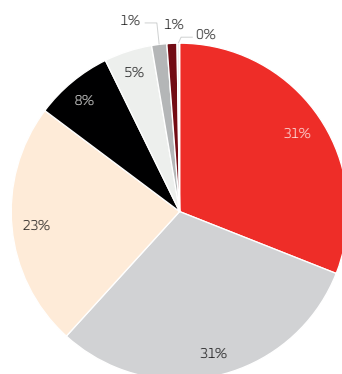
- Manager: Positions that have direct reports or involve managing a set of processes and programmes
- Entry/junior: Individual contributor position with no direct reports or leadership role
- Senior: Individual contributor with direct reports and leadership responsibilities
- Director: Multi-functional management typically includes members who are managers of managers
- Partner: Partial operational control with high level of influence
- VP: Executive management typically refers to the head of a major business function
- CXO: Top managerial positions within a company
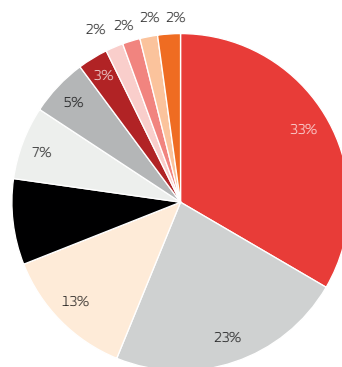- Owner: Full operational control with high level of influence

What industry do you currently work in/ were you most recently employed in?

- Professional scientific and technical activities
- Financial and insurance activities
- Other industry
- Administration and support service activities
- Information and communication
- Manufacturing
- Wholesale and retail trade
- Education
- Human health and social work activities
- Real estate activities
- Various other

Country primarily based in
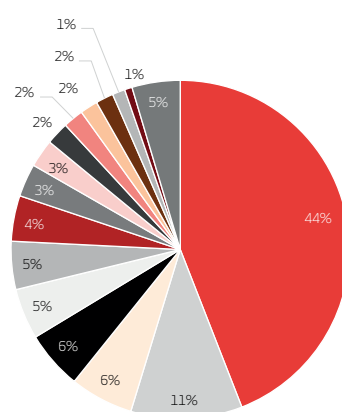
- United Kingdom
- Australia
- Netherlands
- Brazil
- Singapore
- Belgium
- United States
- Mexico
- Hong Kong
- Canada
- China
- Germany
- Switzerland
- Italy
- Ireland
- Other

Region primarily based in
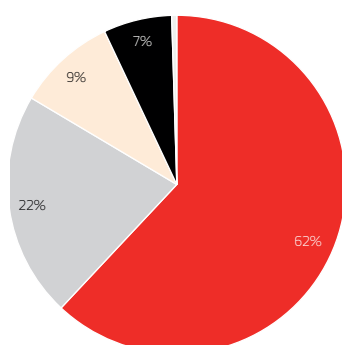
- Europe
- Asia & Pacific
- South/Latin America
- North Amercia
- Africa

The research in this report uses a survey conducted by Deloitte, in partnership with Herbert Smith Freehills, to greater understand the priorities of the LGBT+ community when working globally. The survey was completed by 413 individuals, 389 identified as LGBT+, and 24 had LGBT+ dependants.

Accepting an assignment

The survey respondents included those who had already been offered an international assignment, and those who were yet to be offered one. Of the surveyed respondents, 132 were offered an international assignment, 116 accepted and 16 declined. Of those who were offered an international assignment, the type of assignment is split across the different categories, from short business trips to permanent transfers.

Legend:
- Business trip: this is a short trip e.g. delivering a pitch, workshop or presentation
- Short -erm assignment/secondment: living and working outside your primary country location typically for a period between three and 12 months (unaccompanied or with immediate family)
- Permanent transfer: a permanent move to a new country (with your family if applicable)
- Commuter assignment: an assignment or project working outside your primary country location where you commute on a regualr basis (e.g. weekly) to and from your home location for defined period of time
- Long-term assignment/secondment: living and working outside your primary country location, typically for a period between one and three years (relocating with your family if applicable)
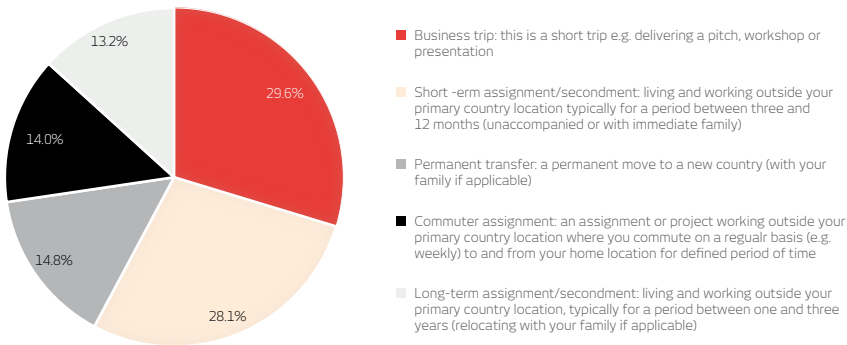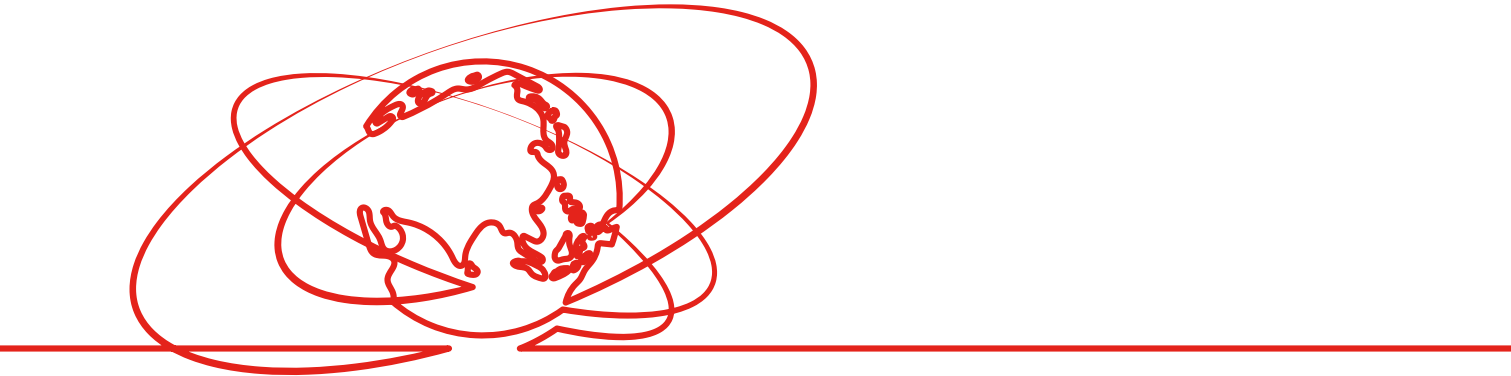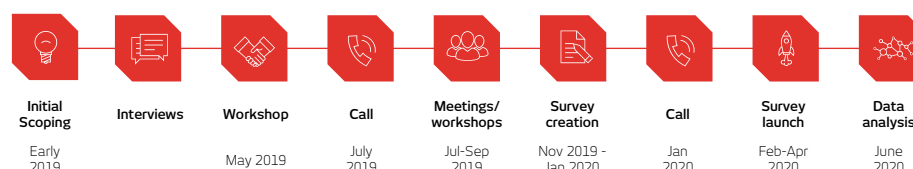
Chart 16: type of assignment

Appendix II

Methodology

Survey data

The survey was developed by a group of companies led by Deloitte and Herbert Smith Freehills. The survey was distributed in partnership with these organisations via global LGBT+ networks, Global Employee Service teams and social media in February-April 2020.

Initial Scoping	Interviews	Workshop	Call	Meetings/ workshops	Survey creation	Call	Survey launch	Data analysis
Early 2019		May 2019	July 2019	Jul-Sep 2019	Nov 2019 - Jan 2020	Jan 2020	Feb-Apr 2020	June 2020

Data analysis

The analysis conducted in Section 1 of the report relies on a ranking of LGBT+ inclusiveness by country. Within LGBT+ inclusiveness, two sub-categories exist:

1. Social attitudes: The 2019 Williams Institute's Global Acceptance Index[33] is used as a national indicator of attitudes towards LGBT+ people. The Index analyses survey data from 174 countries measuring acceptance as the extent to which LGBT+ people are seen in ways that are positive and inclusive, both with respect to an individual's opinions about LGBT+ people and with regards to an individual's position on LGBT+ policy.

2. Human rights protections: The 2018 F&M Global Barometer of Gay Rights (GBGR®) and F&M 2017 Global Barometer of Transgender Rights (GBTR™)[34] are used to measure state- and societal-level protection or persecution of Sexual Orientation and Gender identity (SOGI) minorities worldwide. The Barometer combines universal principles of human rights with quantitative research methods, allowing for the generation of multi-year worldwide trends in SOGI human rights progression or regression.

To create a combined ranking of human rights protections for LGBT+ inclusiveness, each of the two metrics (GBGR® and GBTR™) are equally weighted as 50% of the overall score. Each individual indicator weight is available in the table below.

Please note:

1. In the report, the axes are labelled 'F&M Global Barometers 2018', however the data from the GBTR™ is taken from the 2017 report. This is because unlike the GBGR®, that index was not updated in 2018.

2. While the combined metric provides a holistic picture of different countries, there are statistical limitations to weighting the two scores equally. The GBGR® has 27 items contributing to its score, whereas the GBTR™ only has 15 items, therefore it is not a completely equal representation of LGB & T rights.

3. Franklin & Marshall College continue to research the GBGR® and GBTR™ rankings, in addition to conducting comparative analysis against other measures of LGBT+ acceptance. See the citation in the source list to learn more.

The dataset comprises 165 rows and seven columns. The rows represent countries and the columns are the variables used in this analysis:

	GAI 2014-2017	Combined F&M Score	Combined Score	Yes	No	relo_score
count	165.000000	165.000000	165.000000	165.000000	165.000000	165.000000
mean	4.560424	4.431212	4.495818	9.648485	7.466667	2.181818
std	1.716002	2.582259	2.039390	29.633288	21.852480	36.637525
min	1.600000	0.700000	1.685000	0.000000	0.000000	-144.000000
25%	3.100000	2.100000	2.675000	0.000000	0.000000	-3.000000
50%	4.400000	3.900000	4.225000	0.000000	1.000000	0.000000
75%	5.400000	6.500000	6.050000	3.000000	4.000000	1.000000
max	8.900000	9.800000	8.900000	249.000000	151.000000	234.000000

Data analysis

- **GAI 2014-2017:** Global Acceptance Index
- **Combined F&M Score:** the average of Franklin & Marshall College's Global Barometer of Gay Rights and Franklin & Marshall College's Global Barometer of Transgender Rights 2017
- **Combined Score:** the average of the GAI and Combined F&M Score
- **Yes:** the number of respondents who chose that country (row) as one of their top five choices for a work assignment
- **No:** the number of respondents who refused that country (row) for a potential future work assignment
- **Relo_score:** the sum of both negative and positive answers to relocation (yes + no). The negative answers are coded as -1 and the positive answers as +1. The mean relo_score was greater than zero because respondents could were not obliged to fill in five countries for either question.

The analysis part of the paper uses Pearson's correlation coefficients to understand the relationship between social and legal attitudes and the respondents' proclivity to choose a country for work assignment.

We also standardise both the GAI and the Combined F&M Score using the following formula:

$$z = \frac{x_i - \mu}{\sigma}$$

Standardisation uses the mean and the standard deviation of the data series to rescale the variable where the mean becomes 0 and the standard deviation 1. We apply this method to both legal and social scores because we would like to be able to meaningfully compare the two series' coefficients to one another in two separate regressions.

	norm GAI	norm F&M
count	165.00000	165.00000
mean	-0.00000	-0.00000
std	1.00000	1.00000
min	-1.72519	-1.44494
25%	-0.85106	-0.90278
50%	-0.09349	-0.20572
75%	0.48926	0.80115
max	2.52889	2.07911

The OLS regression results for the standardised GAI scores as the independent variable and the relo_score as the dependent variable is as follows:

OLS Regression Results			
Dep. Variable:	relo_score	R-squared:	0.256
Model:	OLS Adj.	R-squared:	0.252
Method:	Least Squares	F-statistic:	56.11
Date:	Tue, 01 Dec 2020	Prob (F-statistic):	4.10e-12
Time:	09:03:03	Log-Likelihood:	-803.39
No. Observations:	165	AIC:	1611.
Df Residuals:	163	BIC:	1617.
Df Model:	1		
Covariance Type:	nonrobust		

	coef	std err	t	P>|t|	[0.025	0.975]
const	2.1818	2.468	0.884	0.378	-2.691	7.054
norm_GAI	18.5403	2.475	7.491	0.000	13.653	23.428

Omnibus:	80.065	Durbin-Watson:	1.927
Prob(Omnibus):	0.000	Jarque-Bera (JB):	1305.747
Skew:	1.281	Prob(JB):	2.89e-284
Kurtosis:	16.541	Cond. No.	1.00

The results show that norm_GAI significantly increases the relo_score of countries. The fit of the model (R-squared) is 25.6%, which means that the Global Acceptance Index explains as much as a quarter of the variation in country attractiveness.

Similarly, we ran the regression using the norm_F&M variable:

OLS Regression Results			
Dep. Variable:	relo_score	R-squared:	0.219
Model:	OLS	Adj. R-squared:	0.214
Method:	Least Squares	F-statistic:	45.60
Date:	Tue, 01 Dec 2020	Prob (F-statistic):	2.43e-10
Time:	09:03:03	Log-Likelihood:	-807.45
No. Observations:	165	AIC:	1619.
Df Residuals:	163	BIC:	1625.
Df Model:	1		
Covariance Type:	nonrobust		

	coef	std err	t	P>|t|	[0.025	0.975]
const	2.1818	2.529	0.863	0.390	-2.812	7.176
norm_legal	17.1292	2.537	6.753	0.000	12.120	22.138

Omnibus:	107.249	Durbin-Watson:	1.858
Prob(Omnibus):	0.000	Jarque-Bera (JB):	2063.110
Skew:	1.924	Prob(JB):	0.00
Kurtosis:	19.890	Cond. No.	1.00

The results are very close to the social score regression. The coefficients are 17.1 and 18.5 for the legal and social scores respectively. This implies that the social score is marginally superior at explaining why respondents would choose to relocate to another country for a work assignment (however, this difference is not statistically significant).

Finally, when we combine both human rights and social scores by taking their average, the regression results stay the same, the fit and the coefficient values improving only minutely:

OLS Regression Results			
Dep. Variable:	relo_score	R-squared:	0.259
Model:	OLS	Adj. R-squared:	0.254
Method:	Least Squares	F-statistic:	56.97
Date:	Tue, 01 Dec 2020	Prob (F-statistic):	2.97e-12
Time:	09:03:03	Log-Likelihood:	-803.07
No. Observations:	165	AIC:	1610.
Df Residuals:	163	BIC:	1616.
Df Model:	1		
Covariance Type:	nonrobust		

	coef	std err	t	P>|t|	[0.025	0.975]
const	2.1818	2.463	0.886	0.377	-2.681	7.045
norm_legal	18.6446	2.470	7.548	0.000	13.767	23.523

Omnibus:	98.289	Durbin-Watson:	1.894
Prob(Omnibus):	0.000	Jarque-Bera (JB):	1803.697
Skew:	1.702	Prob(JB):	0.00
Kurtosis:	18.836	Cond. No.	1.00

Acknowledgements

A special thanks to the following partners without whom this report would not be possible:

Deloitte.   HERBERT SMITH FREEHILLS   **BRUNSWICK**

Suggested citation

McGivan, T., Altincekic, C., & Chatenay, E. (2020), Open For Business, "Working Globally: Why LGBT+ Inclusion is Key to Competitiveness"

Snapshot: the economic and business case for LGBT+ inclusion

A. ECONOMIC PERFORMANCE

The evidence shows that open, inclusive and diverse societies are better for economic growth, and that discrimination on the basis of sexual orientation or gender identity can damage long-term economic prospects.

Proposition 1: Competitiveness
LGBT+ inclusive economies are more competitive.

Proposition 2: Entrepreneurship
LGBT+ inclusion results in higher levels of entrepreneurship, creativity and innovation.

Proposition 3: Corruption
LGBT+ discrimination often goes hand-in-hand with corrupt practices and a lack of openness.

Proposition 4: Direct Investment
LGBT+ inclusion is associated with higher levels of direct investment.

Proposition 5: Global Markets
LGBT+ discrimination may inhibit local companies from connecting to global markets.

Proposition 6: Brain Drain
LGBT+ discrimination results in a "brain drain" – the emigration of talented and skilled individuals.

Proposition 7: Public Health
LGBT+ discrimination leads to negative economic consequences as a result of poor health outcomes.

Proposition 8: National Reputation
LGBT+ discrimination impacts perceptions on a world stage, which drive tourism, talent attraction and export markets for consumer goods.

Proposition 9: National Productivity
LGBT+ discrimination leads to lower levels of national productivity.

Proposition 10: Urban Economic Development
LGBT+ inclusion signals a diverse and creative environment, which creates the right conditions for urban economic growth.

Proposition 11: National Economic Development
LGBT+ inclusive economies have higher levels of growth in Gross Domestic Product.

B. BUSINESS PERFORMANCE

Stronger financial performance flows from the increased ability of LGBT+ inclusive companies to attract and retain talent, to innovate, and to build customer loyalty and brand strength.

Proposition 12: Attracting Talent
Companies that are more diverse and inclusive are better able to compete for talented employees.

Proposition 13: Retaining Talent
Companies that are more diverse and inclusive have higher rates of retention of talented employees.

Proposition 14: Innovation
Companies that are more diverse and inclusive have higher levels of innovation and creativity.

Proposition 15: Collaboration
Companies that are more diverse and inclusive create an atmosphere of trust and communication, which is essential for effective teamwork.

Proposition 16: Customer Orientation
Companies that are more diverse and inclusive are better able to anticipate the needs of all customers, and to access a broader client base.

Proposition 17: LGBT+ Consumers
Companies that are LGBT+ inclusive are better placed to benefit from the large, growing, global spending power of LGBT+ consumers.

Proposition 18: Brand Strength
Companies that are more diverse and inclusive have greater brand appeal and loyalty with consumers who want socially responsible brands.

Proposition 19: Financial Performance
Companies that are LGBT+ inclusive have better share price performance, higher return on equity, higher market valuations and stronger cash flows.

C. INDIVIDUAL PERFORMANCE

Individuals working in open, diverse and inclusive environments tend to perform better. A culture of inclusion and diversity can boost individual performance – for everyone, not just LGBT+ individuals.

Proposition 20: Authenticity
Individuals working in open, diverse, inclusive environments are able to be themselves, instead of concealing important aspects of themselves.

Proposition 21: Motivation
Individuals working in open, diverse, inclusive environments have higher levels of motivation.

Proposition 22: Affinity
Individuals working in open, diverse, inclusive environments have greater affinity with the values and culture of the workplace.

Proposition 23: Satisfaction
Individuals working in open, diverse, inclusive environments have higher levels of job satisfaction.

Proposition 24: Health
Individuals working in open, diverse, inclusive environments are free from discrimination – a cause of poor mental health and physical violence.

Proposition 25: Speaking Up
Individuals working in open, diverse, inclusive environments are more likely to speak up with suggestions to improve performance.

Proposition 26: The Extra Mile
Individuals working in open, diverse, inclusive environments are more likely to go beyond their duties and make a contribution to the life and culture of the company.

Proposition 27: Individual Productivity
Individuals working in open, diverse, inclusive environments have greater productivity – more efficient work with higher quality outputs.

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