LINE MANAGERS
How to manage a diverse workforce
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Stonewall
WORKPLACE GUIDES
Over the last ten years, the very best organisations have taken progressive steps to ensure that they are truly welcoming of lesbian, gay and bisexual staff. The most senior leaders recognise that recruiting the widest range of talent makes good business sense, and is the right thing to do. New staff receive clear signals from recruitment to appointment that the organisation truly believes that ‘people perform better when they can be themselves.’ If they struggle with that then they should seek employment elsewhere.

Increasingly, leading organisations are now turning their attention to supporting middle managers. Senior leaders describe how early efforts to implement equality strategies were dominated by instructions of what not to do. Line managers, if they received any training at all, became frozen and anxious about litigation. The very best employers have learnt that the best way to make sure all levels of an organisation understand the importance of diversity is to develop interventions that help all managers understand how diversity enhances the performance of their teams.

Organisations are employing increasingly creative methods to achieve this.

The latest Stonewall workplace guide shares examples of how this work is done. Through the Diversity Champions programme, Stonewall is able to connect you to organisations that are working to resolve some of the questions that arise. If you want to improve the way in which your organisation considers sexual orientation, please do get in touch.

RUTH HUNT Chief Executive, Stonewall
Managers require specific skills and tools to bring out the best from diverse teams. Organisations can take practical steps to make sure that these elements are in place. Leading employers provide managers with targeted training, management resources and a host of ongoing methods of support and engagement to help them capitalise on the strength of diversity.

**Training**

It's important that all those in management roles are given specific and dedicated diversity training. Tailored training should be provided in addition to general training for all staff and cover topics that have practical application to managing diverse teams. Training can serve as a safe space where managers can ask questions that they might otherwise feel uncomfortable to ask and provide managers with a comprehensive understanding of the behaviours they are expected to uphold across the organisation. Innovative and engaging diversity training for managers should address four key components:

- Policies, legislation and business benefits
- Challenging discrimination and inappropriate behaviour
- Recruitment and promotion
- Unconscious bias

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Policies, legislation and business benefits
Basic training for managers should provide them with a comprehensive overview of employment protections for lesbian, gay and bisexual staff alongside the organisation’s strategy for creating an inclusive workplace. Managers should also be made familiar with the organisation’s specific policies, for example, application of benefit entitlements such as parental or adoption leave. This will help line managers understand and feel confident in the expectations placed on them by the law and the organisation.

In addition to legislation and organisational policies, leading employers train managers on the link between creating an inclusive workplace and business strategy. By explaining why sexual orientation equality is relevant to the business, employers can emphasise to managers how the entire workforce can profit from creating a welcoming environment for lesbian, gay and bisexual staff.

Challenging discrimination and inappropriate behaviour
Managers are responsible for resolving conflicts between team members and encouraging staff to work in a respectful and collaborative manner. Some line managers may have little first-hand experience of supporting lesbian, gay and bisexual staff and may not be aware of what constitutes bullying or harassment on the grounds of sexual orientation. Managers should be trained to recognise and challenge inappropriate ‘banter’ that includes the use of homophobic or biphobic language, intrusive questioning and speculation about someone’s sexual orientation.

It’s important that managers are able to direct staff members to organisational policies when dealing with cases of bullying and harassment, including the various reporting routes available to them.

London Ambulance Service NHS Trust provides all managers, including board members and directors with comprehensive training on the Equality Act 2010 and the organisation’s diversity strategy. This covers all nine protected characteristics, including sexual orientation. The training raises awareness of the Trust’s policies, values and approach to diversity and develops management’s understanding of the behaviours they should expect, and are expected to uphold across the organisation to ensure world class services are delivered to all the communities they serve.

A core competency for all managers at Bury Council is ‘Values, Ethics and Diversity’. This management development programme includes training on recognising diversity and supporting staff. The training asks managers to consider how they would address and react to real-life scenarios that managers have faced in the past. Using such examples highlights the importance of managing diversity effectively and encourages greater personal investment in training. These scenarios cover a range of issues related to sexual orientation:

- The LGBT employee group send an email inviting members to their next meeting. A member of the team says ‘Why do they need a special group? We don’t have a straight employees group.’ A colleague responds ‘You know them gays they like to get together and feel special. It has to be all in your face.’
- It comes to your attention that a member of your team who is openly gay has been using the disabled toilet rather than the men’s.
- The door to your office is open and you can hear the banter in your team’s office: ‘It’s no wonder she’s so uptight, she’s a lesbian, she probably just needs a good seeing to.’

EY have recently launched their Inclusive Leadership Programme and rolled it out to all partners across the United Kingdom and Ireland. This one day course is designed to provide partners with a clear understanding of the business case for diversity and what inclusive leadership looks like. It focusses on how they can capitalise on the strength of diversity, particularly in relation to relationships with clients and how EY builds distinctive high performing teams, rather than doing diversity for its own sake. The success of this initiative has led to the programme being expanded in its scope - EY has now started to roll out the Inclusive Leadership Programme to all middle managers, senior managers and directors as part of phase two.

Recruitment and promotion
In organisations where managers are actively involved in recruiting new staff and promoting existing staff, they should be trained to make sure they have the skills to recruit fairly. The best training goes beyond outlining the organisation’s commitment to recruiting a diverse workforce and helps managers counteract biases when shortlisting and appointing candidates.
At PwC, all managers who sit on interview panels complete mandatory recruitment training, which includes discrimination and bias awareness. The training consists of an interactive e-learning module and online interview simulation, which must be successfully passed. This is followed by a practice telephone interview with an experienced interviewer, who will offer coaching and provide feedback. A manager’s competency is then assessed before they are permitted to sit on an interview panel. If they have not conducted an interview for six months, they are encouraged to re-visit the training.

**Unconscious bias**

Managers can sometimes unintentionally favour those who look, act or sound a certain way. These biases could cause managers to discriminate against certain groups without realising that they are doing it. Unconscious bias training can encourage managers to critically reflect on the many factors that influence the way they think and make decisions and help them identify if they unconsciously demonstrate favouritism towards certain groups. Leading employers incorporate the subject of unconscious bias into management training to help managers recognise and overcome biases that may cause them to discriminate against lesbian, gay and bisexual staff.

**Tyne and Wear Fire and Rescue Service** (TWFRS) brings in a specialist trainer to deliver unconscious bias training to line managers and senior managers, examining the ways in which they might unintentionally demonstrate favouritism toward certain groups, including in relation to sexual orientation. The Equality and Resources Manager worked with the trainer to tailor the course for TWFRS and include sexual orientation and gender identity elements. Participants were required to complete the ‘Gay-Straight Implicit Association Test’ prior to the course and the results were openly discussed and explored during the sessions. In addition, the case study undertaken was written in a fire service context and focused on a gay employee ‘coming out’ in the service.

As with all training, it’s important to make sure management training has a real and tangible impact within the organisation. In addition to collecting feedback from managers themselves, leading employers make use of innovative assessment techniques such as 360 degree performance appraisals to measure the impact on teams before and after management training.

**IBM** adopts a two stage feedback process for their Inclusive Leadership training module. During the training itself, attendees are presented with a questionnaire before and after the session to understand their leadership behaviours and gauge immediate learning gained. This is then followed up three months later using a further survey. In addition to asking participants what behaviours where changed following the training, IBM also conducts 360 degree impact evaluations by collecting feedback from members of the manager’s immediate work circle.

**Resources**

Many organisations provide managers with resources such as guides and toolkits in addition to training. These resources provide practical advice and support and outline simple solutions for a range of sensitive management issues such as what to do when a team member ‘comes out’ at work or is experiencing homophobic or biphobic bullying and harassment. Employers can involve the employee network group for lesbian, gay and bisexual staff to help identify and develop in-house management resources or signpost managers to the availability of external resources such as Stonewall’s Workplace guides.

**Hertfordshire Partnership University NHS Trust** have developed two separate guides on diversity and inclusiveness – one for managers and the other for team members – to promote the emotional well-being of all employees. Whereas the guide for team members is focused on giving practical information that will help them feel more valued in the workplace, the guide for managers gives practical information that will help them develop and maintain a supportive and inclusive workplace. For instance, an entire section of the team members’ guide is dedicated to ‘What to do if you want to come out at work’ and the equivalent in the managers’ guide focuses on ‘What to do if a team member wants to come out at work’. This highlights the simple, yet crucial difference in approach to the support an organisation can provide to all staff members – whether in management positions or otherwise.
In addition to guides, employers can provide interactive toolkits such as e-learning hubs that pool together a range of resources for managing diverse teams. Such self-directed learning hubs can include practical guidance specific to the sector, webcasts, self-assessment and action planning tools and interactive case studies. Organisations should actively publicise the availability of resources to all managers, for example, through the employee network group and all-staff communications.

**Ongoing Support and Engagement**

The best organisations use innovative methods to engage managers across all levels of the organisation and support them with any issues that may arise in relation to managing diverse talent. This includes linking-up managers at different levels of seniority through reverse mentoring programmes, drawing on the expertise of the employee network group for lesbian, gay and bisexual staff and sending managers to sexual orientation seminars, conferences and events.

**Reverse mentoring**

Reverse mentoring schemes draw on the positive and negative experiences of lesbian, gay and bisexual staff to help educate more senior staff on the issues that affect them in the workplace. This innovative practice can help increase the understanding of sexual orientation equality issues amongst managers and provides junior staff a valuable career development opportunity.

**Goldman Sachs** has developed an online learning hub targeted at all managers within the organisation. This virtual hub includes comprehensive information on leading diverse teams including perspectives from senior leaders on sexual orientation equality, key leadership qualities in relation to managing diverse talent, the business case for diversity, tips on communicating and leveraging the most of diverse teams, articles from prominent business magazines, webcasts and top tips. By creating a one-stop portal for information relating to managing diverse talent, the organisation equips managers with important resources they require to foster an inclusive working environment for lesbian, gay and bisexual staff.

**Lloyds Banking Group** has developed a best practice guide for managers on ‘Leading a Diverse and Inclusive Team’. The guide is a one-stop shop to signpost support that is available to ensure managers create and maintain a culture where every individual feels valued, engaged and confident. It also includes self-assessment and action planning components to help managers identify gaps and aid self-directed learning. All of the content is also made available through their Discover Learning intranet site which can be accessed from home as well as in the workplace.

**Liverpool John Moores University** has developed a comprehensive guidance document for managers dedicated to sexual orientation equality issues titled Supporting Lesbian, Gay and Bisexual Staff and Students at LJMU. This guidance for managers acts as a one-stop destination for common questions managers might have in relation to sexual orientation including legislation and organisational policy, supporting staff who ‘come out’, how to advocate for equality, how to avoid unconscious bias, the specific challenges faced by those with multiple identities, reporting routes for homophobic and biphobic bullying and harassment, gender reassignment and a range of case studies.

At **Liverpool John Moores University**, senior straight managers are linked up with more junior lesbian, gay, bisexual and trans employees with exceptional skills who share their positive and negative experiences of working for the university. This has provided senior leaders with an opportunity to ask questions they may not feel comfortable asking in public and is an avenue for them to understand the specific challenges faced by lesbians and bisexuals as distinct from gay men.

**Goldman Sachs** runs a reverse mentoring programme through their lesbian, gay, bisexual and trans employee network group. The scheme is voluntary and links an LGBT employee with a senior mentee and has an informal structure that allows each mentor and mentee to work together in a way that is most productive for them. Mentors are encouraged to share their experiences with their mentee and mentees are assured that this is a safe and private space for them to ask questions in order to learn more about inclusion and diversity at Accenture.

**Accenture** runs a reverse mentoring programme through their lesbian, gay, bisexual and trans employee network group. The scheme is voluntary and links an LGBT employee with a senior mentee and has an informal structure that allows each mentor and mentee to work together in a way that is most productive for them. Mentors are encouraged to share their experiences with their mentee and mentees are assured that this is a safe and private space for them to ask questions in order to learn more about inclusion and diversity at Accenture.

**Employee network group**

Employers can support the lesbian, gay and bisexual employee network group to be a valuable resource for managers. Network groups can provide managers with a safe channel to seek advice and support on sexual orientation equality issues at work by holding ‘drop-in’ days, having a dedicated email address for management queries, holding events or question and answer sessions and using their expertise to publish sector-specific management tips. Leading network groups also hold events where lesbian, gay and bisexual managers or senior allies discuss their personal stories and reinforce the business case for creating an inclusive workplace.
Diversity days, conferences and seminars
Organisations can encourage managers and offer them support to participate in diversity days, conferences and seminars that specifically relate to sexual orientation equality. Many employers hold internal events such as lunchtime awareness raising sessions for managers or a specific management stream during diversity days. This can be done in collaboration with the employee network group or by bringing in external experts to speak at internal events. If the organisation has a formal lesbian, gay and bisexual allies programme, this should be promoted to managers as part of their personal development.

In addition to internal events, there are conferences, such as the Stonewall Workplace Conference that managers can attend to develop their skills. These forums can help facilitate the exchange of cutting-edge practice on managing diverse staff groups and help managers stay ahead of the trend on sexual orientation equality initiatives.

Moody’s Lesbian, Gay, Bisexual, Trans and Allies Employee Resource Group has published a handy ‘Top Tips’ guide for managers that gives them a basic overview of sexual orientation issues in the workplace. This guide is available on Moody’s intranet and is accessible to all managers.

Championing Inclusive Behaviours
There are simple and practical steps that managers across all levels can take to promote sexual orientation equality in the workplace.

Holding teams to account
Many organisations collect data on diversity training completion rates. This information should be monitored at team level and fed back to managers. Managers can then use this information to make sure everyone in their team completes training. Managers should also take specific measures to assess team members’ contributions to diversity and inclusion in the workplace, for example by considering each individual’s diversity achievements during performance appraisals. To maintain the momentum around sexual orientation equality initiatives, managers can make diversity and
Allies and Role Models

Heterosexual managers play a crucial role in making their workplaces more inclusive by combatting the notion that sexual orientation equality is of relevance only for lesbian, gay and bisexual employees. A practical way for heterosexual managers to set an inclusive culture and tone within their team would be to sign-up to the lesbian, gay and bisexual allies programme.

The most significant thing that I have learnt from our allies programme is the very act of volunteering to be a Senior Straight Ally has had a resonating impact on making the statement that you can be who you are at work, it helps set the cultural tone in a very positive way.

MARK SUMMERFIELD Director of Human Resources & Inclusion, Crown Prosecution Service

Allies in line management roles feel that using personal examples and stories can help colleagues understand issues facing lesbian, gay and bisexual people better and underscore why sexual orientation equality is important for everyone. Allies also act as role models in the use of inclusive language and actively curb the use of homophobic and biphobic ‘banter’ in the workplace.

The Crown Prosecution Service launched their lesbian, gay, bisexual and trans allies programme in February 2014 with the help of Stonewall, specifically targeted at senior managers in the organisation. This initiative has been led by the Chief Executive who has taken personal ownership of CPS’s drive to support lesbian, gay, bisexual and trans staff and improve awareness and understanding across the organisation. Allies include senior leaders throughout the organisation and are actively engaged in promoting sexual orientation equality within their own units. These managers visibly signal their commitment using a signature block in all their emails identifying themselves to everyone as an ally of lesbian, gay, bisexual and trans staff.
I work in an industry where it is expected that you are open, honest and transparent. Being who I am has given me a lot of respect from employees and clients and removed perceived ‘old-school’ barriers…. My team now see me as a brave role model and regularly ask for guidance and help in relation to LGB family and friends.

ALEX BROWN Regional Business Development Manager, Clydesdale Bank

The demonstration of support for LGBT members of staff by their senior colleagues shows the promotion of fairness, equality and respect. This is something everyone can, and should, be doing. By adopting a collaborative approach, and making inclusivity an issue for everyone, tackling prejudices becomes part of our everyday work.

PETER LEWIS Chief Executive, Crown Prosecution Service

Senior champions can help encourage management at more junior levels in a number of ways. This includes communicating a strong leadership message on the organisation’s commitment to sexual orientation equality through articles and speeches; engaging the board or other senior colleagues on matters relating to diversity and inclusion or acting as a sponsor to the employee network group.

At North Wales Police, support for sexual orientation equality comes from the very top. The Chief Constable, Mark Polin, has been an active and visible advocate for equality for lesbian, gay and bisexual people both internally within the organisation, as well as externally in the community he serves. Aside from regularly communicating to all staff the importance of fostering an inclusive workplace and regularly attending network group events, Mark Polin has used his position in the community to raise awareness on sexual orientation equality issues by participating and speaking at North Wales Pride and celebrating the organisation’s success in Stonewall’s Workplace Equality Index in local media.

Many organisations link up senior lesbian, gay and bisexual managers with more junior staff through mentoring programmes. Such programmes can help in both the personal as well as the professional development of junior lesbian, gay and bisexual managers.

Members of EY’s network group for lesbian, gay, bisexual, trans staff and their allies, Unity, participate in a firm-wide buddy / mentoring scheme. Some Unity members are included within an Accelerated Leadership Programme (ALP) and are also mentored by senior staff and partners, which include other members of Unity. The ALP recognises high-performing and high-potential managers throughout EY and provides them with additional experience, training and interaction with leadership to further strengthen these individuals.
HOLDING MANAGERS TO ACCOUNT

Chapter 3

There are a number of measures employers can use with managers to check progress against the organisation’s diversity and inclusion strategy by monitoring and evaluating their work around sexual orientation equality. This ensures that the strategies used to engage managers and their teams are effective and that changes are embedded in the workplace.

Monitoring

Where employers collect sexual orientation disclosure rates, grievance reporting rates, staff satisfaction levels and completion rates of diversity training, this should be analysed at team level. Where issues are identified, this should be communicated to managers to enable them to take relevant actions. For senior managers, this can include aggregate departmental or divisional data that can help them identify problem areas within the organisation. It’s important that any information fed back to individual managers is done responsibly and doesn’t compromise the confidentiality of feedback exercises.

The Co-operative Group conducts an annual staff engagement survey, Talkback. The survey measures several aspects of job satisfaction and career development and the results are broken down by each protected characteristic, including sexual orientation. Every manager in the organisation with a team of a sufficient size is presented with the results for their team. Completion rates and results of Talkback are reported to senior management, including the Chief Executive and business areas with poor completion rates are highlighted. Members of the executive team receive individual presentations of the results with diversity and inclusion constituting a significant component.

Baker & McKenzie sends out a staff engagement survey every two years. The results of the monitoring exercise are analysed by sexual orientation and shared with managers at different levels in the organisation. Diversity monitoring information that includes sexual orientation is included in an HR report that is discussed during monthly Management Committee meetings. Statistics relevant to each department are also made available to departmental heads – for instance, the Head of Secretarial Services is kept abreast of diversity statistics in relation to the Personal Assistants across the business. In addition, the Chair of the Inclusion Committee emails all of the partners each year about the organisation’s diversity statistics, pulling out key findings.

Performance Appraisals

As part of the performance appraisals for managers, employers can set measurable outcomes that managers can be assessed against at regular intervals. Line managers should be encouraged to evidence their specific diversity achievements and set tangible goals for going forward. This can include training completion targets for their team, volunteering as a mentor, involvement as an ally and participation in network group activities or events.

The performance of all line managers is assessed using the Crown Office Procurator Fiscal Service (COPFS) Competency Framework. Diversity and Inclusion forms a major part of this framework and line managers have to evidence and discuss with their reporting officer what they have achieved during their performance appraisals. It is the duty of every line manager to ensure that their team members adhere to the core values of professionalism and respect and that they complete diversity training within the allocated time.
Appointing Managers

When recruiting for management roles both internally and externally, organisations should consider diversity and inclusion knowledge and achievements as part of the person specification. Candidates can be scrutinised on how they have harnessed the strength of diverse thought, how they would tailor their services to particular groups of clients or service users, how they have dealt with cases of discrimination and how they have demonstrated the value of diversity in previous roles. This scrutiny can help make sure that those in management roles are up to the challenge of managing diverse teams. If you use an external recruitment agency, you should make sure that they uphold the same degree of scrutiny.

At Liverpool John Moores University, all managers have built into their assessment frameworks key performance indicators on sexual orientation. Managers are assessed by how many of their staff log grievances and complaints relating to sexual orientation as well as sexual orientation declaration rates and completion rates of diversity training. Furthermore, they are expected to promote and encourage straight employees to support the activities of the network group for lesbian, gay and bisexual staff as well as be champions of sexual orientation equality. Managers must provide evidence of their progress in these areas during performance reviews.

All applicants for managerial positions at Barnardo’s have to demonstrate an example of their diversity and inclusion achievements which is used for shortlisting applicants for the interview stage. During the interview stage, applicants are asked at least one question about equality and diversity to elicit their view on the impact equality considerations will have on their job role. For example, applicants may be asked ‘Many of our service users identify as gay. Give an example of supporting a young person around sexuality and how their needs may be different?’ Interviewers are given sample responses to gauge the calibre of the candidate.

In order to be promoted into a management role, South Wales Police staff have to undergo a selection process which involves an application and an interview stage. Applicants have to evidence and demonstrate an equality and diversity competency by explaining how they have fulfilled this competency, or have the relevant knowledge, understanding and experience from previous roles. If the applicant is successful at application and progresses to the interview stage, it is custom and practice to expect at least one diversity question, but where advanced proficiency is required two would be expected. High performing candidates need to adequately describe how they fulfill the competency by giving examples and evidencing how they would react to certain scenarios.

Lloyds Banking Group has developed a Personal Effectiveness Capabilities framework that defines the knowledge, skills and behaviours required of managerial candidates in order to be effective in their role and meet the needs of business. Recruiters are provided with a document that is designed to assist them in using the Personal Effectiveness Capabilities framework to interview candidates and make effective selection decisions. This specifically contains a bank of questions that can help assess the candidates’ diversity and inclusion knowledge and achievements.

- Tell me about a time when you worked with a group of people whose backgrounds, experience and ideas were very different from your own?
  - In what ways were they different to you?
  - How did you ensure that you worked effectively with everyone?

- What do you do to demonstrate that you value diversity within your team?
  - In what ways have you been able to maximise the value of diversity within your team?
  - How do you vary your approach for different people within your team?
TOP TIPS FOR MANAGING A DIVERSE WORKFORCE

1. **TRAINING** Provide targeted training for people managers. This should cover sexual orientation in the context of organisational policy and legislation, the business benefits of diversity, challenging discrimination, recruitment and promotion and unconscious bias.

2. **RESOURCES** Provide managers with diversity guides and toolkits that include practical advice and outline simple solutions for a range of sensitive management issues. Where possible, use interactive and self-directed learning tools such as e-learning hubs.

3. **ONGOING SUPPORT AND ENGAGEMENT** Reverse mentoring, employee network groups and sexual orientation conferences and seminars form a valuable source of ongoing support and engagement for managing diverse talent. Advertise this support and make it easy for managers to access them.

4. **HOLD TEAMS TO ACCOUNT** Managers should check completion rates of diversity training and diversity monitoring data and celebrate team members’ diversity achievements, such as outstanding contributions to the employee network groups during team meetings.

5. **POSITIVE MESSAGING** Managers should keep the team informed of network group events, community events and the results of staff monitoring exercises. By facilitating open discussions on the organisation’s diversity and inclusion strategy, managers can develop recommendations going forward.

6. **ROLE MODELS AND ALLIES** Create an environment where lesbian, gay and bisexual managers feel comfortable to act as role models. Encourage heterosexual managers to sign-up to an allies programme and champion the use of inclusive language.

7. **SENIOR CHAMPIONS** Encourage senior staff members to champion sexual orientation equality initiatives. They can help implement initiatives faster, mentor junior colleagues and act as sponsors to the employee network group. This will help reinforce the diversity and inclusion agenda from the very top of an organisation.

8. **MONITORING** Monitor key diversity and inclusion indicators that relate to sexual orientation and feed team-level results back to managers. This includes the number of grievances, completion rates of diversity training and disclosure rates of sexual orientation in monitoring exercises.

9. **PERFORMANCE REVIEWS** Scrutinise managers’ performance on key diversity and inclusion targets during the performance review process. Where possible incorporate 360 degree reviews by collecting feedback from team members.

10. **APPOINTING MANAGERS** When recruiting line managers, actively scrutinise each candidate's diversity and inclusion knowledge and achievements. It can be useful to develop a question bank on diversity and inclusion for recruiters with scoring guidelines.
Stonewall Diversity Champions programme
Stonewall's Diversity Champions programme is Britain's good practice forum through which major employers work with Stonewall and each other on sexual orientation issues to promote diversity in the workplace. www.stonewall.org.uk/dcs

Workplace Equality Index
The Workplace Equality Index is Stonewall's comprehensive annual benchmarking exercise that showcases Britain's top employers for lesbian, gay and bisexual staff.
www.stonewall.org.uk/wei

The Stonewall Leadership Programme
The Stonewall Leadership Programme provides a unique space to look at questions around sexual orientation and authenticity and how these can be used to develop an individual's leadership abilities. www.stonewall.org.uk/leadership

The Stonewall Role Model Programme
Stonewall's one day Role Model Programme is designed for lesbian, gay and bisexual staff to help gain an understanding of how they can be effective role models in their workplaces.
www.stonewall.org.uk/rolemodelprogramme

The Stonewall Allies Programme
Stonewall's one day Allies Programme is designed for allies of LGBT staff to help gain an understanding of how they can be effective and inclusive role models and allies in their workplaces. www.stonewall.org.uk/allies

The Stonewall Global Diversity Champions programme
Stonewall's Global Diversity Champions programme is Stonewall's best practice employers' forum for global organisations. Organisations work with us to support their staff around the world. www.stonewall.org.uk/globaldc

Stonewall Workplace Guides are free to download from www.stonewall.org.uk/workplace

Also in this series of Workplace guides:
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Career Development
Religion and Sexual Orientation
Bisexual people in the workplace
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Straight Allies
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Global Working
Using Monitoring Data
Maintaining Network Group Momentum
Training

Thank you to all those who participated in this guide