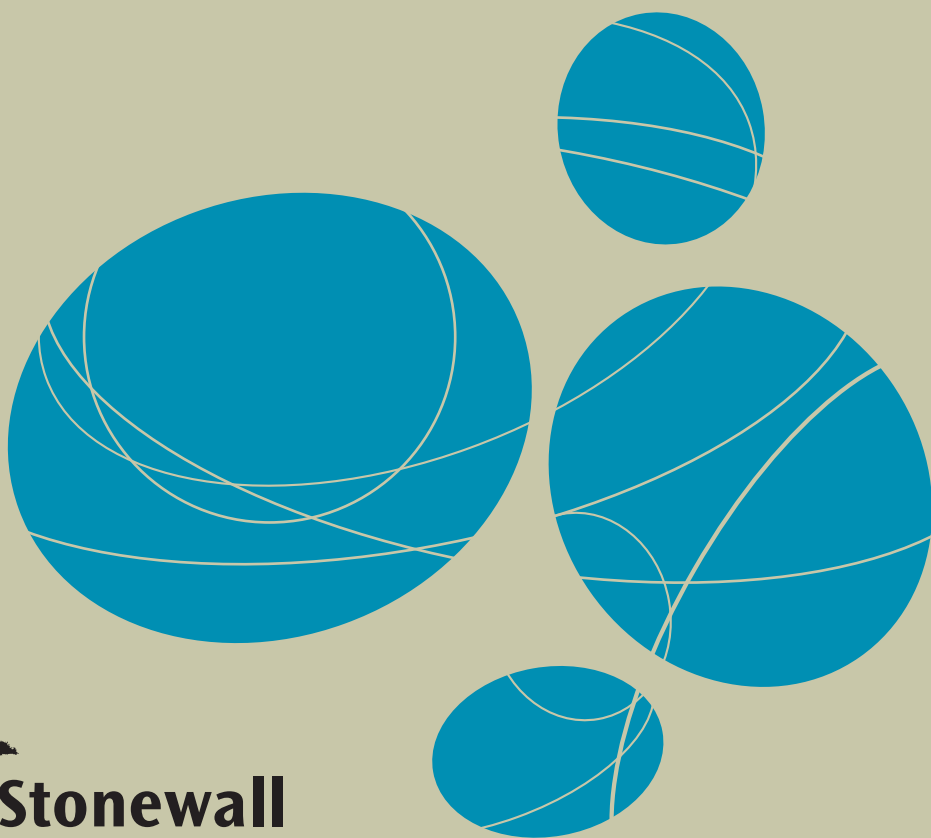


MAINTAINING NETWORK GROUP MOMENTUM

Supporting lesbian, gay and
bisexual employees



Stonewall
WORKPLACE GUIDES

MAINTAINING NETWORK GROUP MOMENTUM

Supporting lesbian, gay and
bisexual employees

It is with great pride that Deutsche Bank is sponsoring this guide on maintaining network group momentum in supporting lesbian, gay and bisexual employees within an organisation. Deutsche Bank places a strong emphasis on diversity and inclusion as evidenced through the existence of our robust and supportive diversity networks.

dbPride has been in existence for ten years and over that time has played a key role in encouraging and supporting each and every staff member to bring their whole self to work. We live by the philosophy that an inclusive environment for all individuals helps to foster creativity, builds a sense of community, leads to a more successful business and ultimately better client solutions. We have learned in recent years about the importance of people feeling supported in the work environment in whatever way they require. Based on this, we have continued to evolve the strategy of our Pride network to ensure we are developing in line with the needs of our staff.

The building and running of any diversity network takes time and effort as well as a fundamental belief in the organisation that it is important and valued. We encourage all organisations to pursue practical and concrete steps to build a diverse and inclusive environment. Our sponsorship of this essential guide continues to demonstrate our belief in the importance of Employee Networks in recognition of diversity for all staff.

Regards,

PETER ZORN & ELISABETH WATSON

Co-chairs, dbPride

Supported by
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Charity No 1101255

FOREWORD

Employee network groups play a vital role in delivering workplace equality for lesbian, gay and bisexual people.

Increasingly, network groups are finding more sophisticated and innovative ways to support gay staff in the workplace and support their employer across all business functions. From increasing understanding

of sexual orientation equality amongst employees to improving the external reputation of an organisation, network groups are an important tool to support your business objectives.

Gay staff are in a unique position to advise you about your business and the opportunities that are available to promote your work – be that selling insurance or health promotion messages – to a new (largely neglected and untapped) audience. The best employers are capitalising on that knowledge and ensuring that staff network groups are also, with the backing of senior management, driving business forward.

This guide showcases best practice from organisations whose network groups are improving the workplace for lesbian, gay and bisexual employees as well as services for gay consumers and clients. If you want to get the most out of your staff networks, this guide provides essential help and information. And of course, at Stonewall, we're happy to help too.

BEN SUMMERSKILL Chief Executive, Stonewall

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INTRODUCTION

This good practice guide is the twelfth in a series of guides from Stonewall, Britain's leading lesbian, gay and bisexual organisation. This is the second in the series looking at the innovative and unique contributions network groups provide to the culture and reputation of organisations.

A network for lesbian, gay and bisexual employees enables staff to support each other, share information and improve the workplace. Network groups provide a voice for gay employees as well as helping to implement organisational diversity initiatives. Increasingly, network groups are also working across sectors, regions and countries to support gay staff and improve business outcomes.

The best practice examples featured in this guide are from networks based in the public, private and third sector that are continuing to innovate in how they support lesbian, gay and bisexual staff and how they support employers. These examples demonstrate how network groups can improve the workplace for gay staff, as well as improve the services and functions an organisation provides.

We're grateful to all the organisations and network groups featured in this guide for sharing their progress and experience with us.





CHAPTER 1

Lesbian, gay and bisexual staff networks have been an important way of engaging and supporting staff in the workplace for many years. Many networks begin as a purely social network to support staff outside of the workplace. Increasingly, groups provide a formal mechanism to bring gay staff together and support to each other in the workplace. Now staff networks are involved across all aspects of an organisation's business – from advising on internal policy, informing and educating all staff on sexual orientation equality to improving the way goods and services are delivered and promoted. Network groups can also play a crucial role in the way an organisation communicates with the wider local and national lesbian, gay and bisexual community.

Networks have been developed in many different ways based on the needs of gay staff in different workplaces. Groups may have a handful of members from a number of local organisations working in partnership or they may have thousands in offices all around the world. Whatever shape a network takes, supporting lesbian, gay and bisexual staff in the workplace improves organisational effectiveness and performance as well as services and business delivery.

The benefits

Stonewall research demonstrates that employee network groups are a valuable resource in the workplace, bringing benefits to the organisation, to employees, to customers and to clients.

To the organisation

PROMOTE DIVERSITY Support for lesbian, gay and bisexual networks demonstrate an employers' commitment to equality and diversity, and shows that it values all staff from the beginning of the recruitment process.

TALENT MANAGEMENT Participation in a network group can provide employees with new skills. Network groups can also provide specific career development programmes.

ENCOURAGE LEGAL COMPLIANCE Network groups can help make sure an organisation's policies respond to different staff needs, that harassment and discrimination is tackled, and that employment practices are fair.

ENHANCE COMMUNICATION Network groups can help organisations to communicate directly with staff, for example on specific workplace policies.

STRENGTHEN REPUTATION When an organisation publicly recognises the value of gay employees, gay customers and clients are more likely to want to use their services or products.

Deutsche Bank's LGB&T employee network, dbPride, regularly advises the organisation on policy and has worked closely with the diversity recruitment team to strengthen the bank's reputation as a gay-friendly employer. Activities have included working with the recruitment team on the Inside and Out event for LGB&T undergraduates looking to begin a career in banking, as well as network members having video profiles on the bank's recruitment website talking about the importance of dbPride and what it is like to be gay working at Deutsche Bank. The network also ran a panel discussion for the bank's summer interns on the benefits of the network, the role of allies and how staff networks add value to the organisation. As a result, dbPride had a number of summer interns join the network.

Liverpool John Moores University's LGB&T Staff Network acts as a social and support network for LGB&T staff and contributes to policy developments and raising awareness of sexual orientation equality. The Network was founded in 2003 and has been proactive in contributing to the progress of the equality and diversity agenda at the University.

Representatives of the Network support the University by sitting in a number of Equality Review Groups and has supported students to find placements in gay-friendly organisations. This involves students being mentored by LGB&T professionals, in a sector or career they aspire to work in, to provide a positive demonstration of being out in the workplace.

The Network plays a vital role in advancing diversity by promoting lesbian, gay and bisexual activities and events as well as supporting the University to continue to be an employer and university of choice for lesbian, gay and bisexual people.

To employees

COMMUNICATION Network groups provide staff with an opportunity to be heard, and a forum for lesbian, gay and bisexual staff to talk about issues that specifically affect them.

PEER SUPPORT Gay employees can use network groups to support each other in the workplace, as well as support gay staff who may be experiencing problems at work.

CAREER PROGRESSION Network groups can help develop talented staff and provide access to mentors.

LEARNING AND DEVELOPMENT Network groups enable gay staff to develop new skills that benefit them and their organisation.

VISIBLE ROLE MODELS Groups can support the development of gay role models within the organisation to demonstrate sexual orientation isn't a barrier to career success.

NETWORKING ACROSS AN ORGANISATION Groups create new opportunities for internal networking across different levels.

Goldman Sachs LGB&T Network EMEA, is an integral part of the firm's commitment to diversity and contributes to a positive workplace culture for all lesbian, gay and bisexual employees. The Network holds a variety of forums including quiz nights, a summer reception for new recruits and work placements and external networking within the banking sector. The network group also supports the professional development of its members. As part of the network's Managing Director Ally programme, lesbian, gay and bisexual employees reverse mentor senior leaders, raising awareness of issues and concerns. Additionally, the Firm's Children's Centre has supported a network group member to gain experience in looking after children as part of the adoption process.

To customers and clients

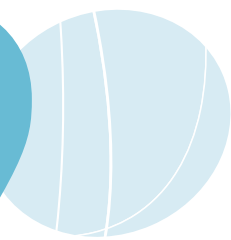
IMPROVE PRODUCTS AND SERVICES Employee network groups can provide valuable input into an organisation's products and services. Network groups can help identify barriers that gay customers or clients may face when accessing services or products and champion the organisation externally as well as spotting commercial opportunities.

SUPPORT Network groups can provide expertise on sexual orientation equality to an organisation's client and partner base through contract management meetings and hosting awareness raising and training events.

COMMUNICATIONS AND MARKETING Network groups can offer new ways to communicate with customers and support marketing activity.

St Mungo's LGB&T network group has been a driving force behind the charity's LGB&T inclusion guidelines for managers, staff and volunteers which promote the importance of sexual orientation equality for both staff and clients. The network group developed these guidelines as they believed more could be done to foster inclusion and challenge homophobia and transphobia in the workplace. With the support of the Head of Diversity and Inclusion and Senior Management, the guidelines (along with rainbow stickers) have been disseminated across the organisation and set out the organisational approach to equality and inclusion. @MungosLGBT

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CHAPTER

Establishing a lesbian, gay and bisexual network group can happen in several ways, and most begin as an informal group of gay staff before gaining formal recognition. Some network groups are set up and promoted by an organisation's human resources, diversity team or from senior leaders as a response to staff surveys or requests from staff. Regional or sectoral networks are established by lesbian, gay and bisexual staff from different organisations within a particular sector or region. It is also important to consider gender identity and supporting trans staff in the workplace when setting up a network group. Many networks include trans staff and operate as LGB&T groups.

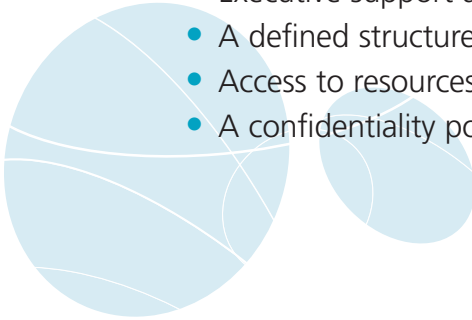
The best network groups, and those that are most sustainable long term, have a defined role within the organisation and have received support from senior and executive staff. The most successful groups link their work programme to the values and ethos of the organisation, for example supporting the organisation to be an employer of choice.

Those setting up a network group should consider the size of an organisation. Smaller organisations may not have enough staff to establish a network and could consider working with neighbouring organisations or other employers in their sector if an internal network is not possible. These networks should be supported by all employers involved, and publicised across all organisations. Larger organisations should consider how a network is managed – through a steering or executive committee for example – to drive the work of the network forward.

SETTING UP A LESBIAN, GAY AND BISEXUAL EMPLOYEE NETWORK

**Setting up a
network group
requires the
following:**

- Aims and objectives
- Executive support and senior champions
- A defined structure and membership
- Access to resources
- A confidentiality policy



Network aims and objectives

When setting aims and objectives, it is important to be clear about what the group intends to achieve. Aims and objectives are likely to depend on the size of the organisation, the sector it is in, and the progress already made on sexual orientation equality. Organisations who are just beginning to think about lesbian, gay and bisexual equality should research how their organisation fares in terms of equality in policies, practices and whether gay staff feel supported. They should use these findings to inform how the network can begin to bridge any gaps.

Objectives can include:

- Raising awareness of sexual orientation equality in the workplace
- Supporting the career development of lesbian, gay and bisexual employees
- Providing strategic advice to the organisation on the issues affecting lesbian, gay and bisexual people in the workplace
- Promoting the organisation as a gay friendly business or service provider

Goldman Sachs LGB&T Network Group has the following aims and objectives:

As part of Goldman Sachs' commitment to diversity, our mission is to advocate a work environment that respects, welcomes and supports lesbian, gay and bisexual and transgender professionals, and empowers them to perform to their fullest potential and contribute to the greater goals of the Firm.

The Network aims to:

- Increase the visibility of openly LGB&T employees at Goldman Sachs, and to foster greater inclusion within the greater Goldman Sachs community
- Attract, retain and develop LGB&T employees
- Provide a global, supportive, professional network that promotes mentoring and a sense of community
- Leverage and increase our visibility as a means of educating our co-workers on issues of sexual orientation
- Advocate on diversity issues related to sexual orientation and gender identity within the Firm
- Serve as an information resource to management on LGB&T issues

Executive support and senior champions

Successful network groups are those which have the support of senior managers. Many groups have a senior sponsor – often a board member or executive – to support the long term success of a network. Senior sponsors can help deter any reluctance from managers in allowing staff to participate in a network as well as adding credibility to a network's profile within the organisation. A sponsor can also help remove barriers network groups may face when they are being established such as funding or access to resources.

The senior sponsor of **Cheshire Fire and Rescue Service's** network group, Firepride, is the organisation's Chief Fire Officer, Paul Hancock, who is visible in his support for lesbian, gay and bisexual equality, Firepride and the Straight Allies programme – launched in 2012. The Chief Fire Officer has written a number of articles to all staff about Firepride and has personally hosted a number of networking events with LGB&T staff and Allies.

The Chair of the **Cooperative Group** is the senior sponsor of Respect, the employee network group. The sponsor has written in the network's monthly online magazine about their commitment to supporting the Respect network and congratulating them on the progress they have made for the organisation, its staff and its customers. The senior sponsor makes sure they are available to support the network when necessary, as well as getting involved in activities such as network events and joining the network at Pride events around the UK.

The Chief Executive Officer of **Deutsche Bank** UK is the senior sponsor of the LGB&T network, dbPride. It has a statement of support from him on the network's intranet pages, and he meets quarterly with the co-chairs of the network to discuss network activity. The Global Head of Diversity also acts as a sponsor of dbPride and has attended diversity events in both the USA and the UK to support the network. The Global Head of Diversity has also used her weekly blog to talk about the importance of the network alongside LGB&T success stories from around the world.

Structure

To be effective, a lesbian, gay and bisexual network group should be embedded within the organisation. The best employee network groups have clear lines of accountability across the organisation, and a two-way relationship with the Diversity or Human Resources team.

A network group's structure depends on the number of members as well as how many can take on responsibilities. Networks can be run by one or two people, by a steering committee, or by a full time member of staff. The best network groups make sure there is a good gender balance on a steering group, as well as representation of lesbians, gay men and bisexual people. These groups have male and female co-chairs to make sure network groups do not become a male dominated network.

In large organisations with many offices across the country or around the globe, networks should consider regional branches or country wide network groups that link into a global committee. For networks that support a number of different organisations, consider moving events and meetings around the various organisations as well as rotating a lead or responsible organisation.

For new groups, it is important to have a 'core' group of employees in the head office, or several offices before beginning to recruit members from across the country or in other countries. This is to make sure the group doesn't lose momentum and undertake too much activity too soon.

Membership

Network groups should also consider how membership of the group will work. There are a number of different types of network group membership:

- **Lesbian, gay and bisexual employees (exclusive)** Membership of the group is only for lesbian, gay and bisexual employees
- **Allies and Friends (inclusive)** Networks are open to heterosexual staff to access information and support

Network groups can also have a number of different levels of membership:

- **Steering Committee** Members who attend all meetings and act as leads on projects or activities
- **'Basic' membership** For staff who are keen to be involved in the network, attend meetings and receive updates and information
- **Tiered membership** Gay staff have full membership and can attend all meetings, and non-lesbian, gay and bisexual members have 'associate' or 'friends' membership where they're able to attend certain meetings and events, but some events are left as exclusive to gay staff

The best network groups have both exclusive and inclusive memberships and offer a number of levels of membership for staff. By providing a confidential space for lesbian, gay and bisexual staff to share experiences, as well as running a friends or allies programme, senior leaders can be kept informed and continue to support the network.

Deutsche Bank's network group, dbPride, underwent a successful relaunch in 2011 to re-energise and reinvigorate work on sexual orientation equality and become a more strategic network. This was further refined at the beginning of 2013.

dbPride has a steering committee which comprises two co-chairs as well as leads from the network group's six sub-committees. The committee and sub-committee structure has enabled the network to share workloads; involve members in a variety of different projects, and provide an opportunity for employees to develop career skills outside their day jobs. The sub-committees also encourage sustainability of the network by allowing new members to become involved and go on to become sub-committee leads. Following the relaunch and restructuring of the network, membership has increased to 300 employees in the UK, with 87 having joined in the first half of 2013.

Enfys, **Cardiff University's** Network Group was established in 2006 and currently has 70 members. Enfys meets regularly throughout the year, for a mixture of events and activities and works closely with a number of organisations across Wales. The Enfys Committee consists of staff from across the University and has specific roles such as Marketing and Web Co-ordinator, Lesbian and International Officer and Gay and Postgraduate Officer. Enfys has also been actively involved in the University LGB&T+ Working Group. This group has membership from Enfys, the Student LGB&T+ Officer and staff from across the university who work in student facing areas. This makes sure Enfys have joint thinking and can work on joint projects such as including LGB&T+ issues in the health curriculum and an international guide for staff and students. *@EnfysCardiff*

Lion's Pride is an LGB&T Steering Group and Resident Action Group operating in West Cheshire. The Steering Group was set up in 2010 and is made up of a number of voluntary and community groups, charities and public sector bodies, including Cheshire Constabulary, Cheshire Fire and Rescue Service, Cheshire West and Chester Council, the University of Chester, NHS and health bodies and LGB&T Youth North West.

The aim of Lion's Pride is to raise the visibility of lesbian, gay, bisexual and transgender people in West Cheshire and the surrounding areas through events, such as a free music event for staff

and residents to raise awareness of homophobia, activities and the provision of information. The group allows these agencies to link into an LGB&T community that is often less visible than in Cheshire's larger surrounding cities, it also allows them to distribute key messages and better. *@LionsPrideLGBT*



Resources

When setting up a network it is important to consider what resources you will need. The two major resources needed for a network group are time and people. Making sure staff have time to contribute to the work of the network is vital, as many members support the network on top of their day-to-day employment. The best employers also recognise contributions to the work of a staff network in performance reviews or appraisals. The most successful networks operate in organisations where managers are encouraged to let members attend meetings in office hours, recognising that network activity is considered core business.

Whilst funding is not critical to setting up a network, organisations that are serious about supporting lesbian, gay and bisexual staff and

the role of the network do provide funds. This can be for speaker events, for travel to meetings or for communication materials to promote the network and its activities. Some employers have diversity budgets which cover the activities of staff networks, whilst other employers provide funding on a more ad-hoc basis. Some networks also have access to their own budgets that they bid for from diversity or human resource departments.

Networks which have been set up to support staff from a number of organisations should consider how time and funding can be shared between employers. Organisations may wish to pool funding to support the network or have a joint agreement in place to allow staff time off to encourage attendance.

The Environment Agency's network group has access to the organisation's national diversity budget as well as funding set aside specifically for network activity. Additionally, network group members can access local diversity funds. All funding for network activity is subject to a business case being submitted alongside demonstrable and achievable outcomes which are rigorously assessed. The regional and national network committee members are also able to use staff time on network activities, and staff who work on these activities are recognised as having done so in performance reviews.

Confidentiality

A final consideration when establishing a network group is how to support colleagues who are not out in the workplace. Most network groups operate 'open' and 'closed' communication lists distinguishing between those who are out and those who are not and don't wish their information to be visible. Groups may also wish to develop a confidentiality policy and operate a confidential email address or voicemail for staff who aren't out in the workplace.

Sample confidentiality statement

The network provides a safe and supportive space for lesbian, gay and bisexual staff. All gay staff are welcome to join the network, attend meetings and events. Staff not out at work can subscribe to a confidential email list, only accessible by the network chair, to receive communications and no member's name will be disclosed outside of meetings without that member's consent.

THE ACTIVITIES OF A NETWORK GROUP



Network groups provide an opportunity for gay staff to come together, and can also help open up communication channels between managers and gay staff. The activities network groups undertake can range from social events to consultations and supporting service delivery.

Supporting lesbian, gay and bisexual staff in the workplace

Accenture's Lesbian, Gay, Bisexual and Transgender Network group worked with Stonewall to deliver a two-day leadership programme, which brought together UK Network members, as well as Accenture staff based in other countries, to develop their leadership skills as role models in the organisation. It also provided an opportunity for LGB&T employees at Accenture to share their experiences with members of the organisation's Senior Leadership Team, who acted as sponsors for the event.

Increasing understanding of lesbian, gay and bisexual issues in the workplace

Liverpool John Moores University network group regularly undertakes activities to increase understanding of lesbian, gay and bisexual issues in the workplace for staff and for students. The group flies a rainbow flag for IDAHO day on University campus as well as promoting the importance of sexual orientation equality in the workplace through the University's news bulletin, staff magazine and webpages.



The network has also hosted an event for staff and students on lesbian, gay and bisexual mental health and wellbeing during LGBT History Month in association with a local charity. Additionally, a network member wrote and directed a play about same-sex domestic violence, which was performed as part of LGBT History Month and now forms part of the curriculum for students undertaking a degree in counselling.

The Environment Agency's staff network group developed and ran an awareness raising campaign during LGBT History Month. The network documented how they have supported and challenged the Environment Agency to develop an inclusive culture since the group was established. The network produced presentations on their successes which were delivered by network members in a number of different regional offices as well through TV screens set up in receptions and communal staff areas.



Contributing to the diversity agenda

The network group at **Cardiff University** has made a number of significant contributions which have supported the University's policies and strategy on equality and diversity. The network has advised the University on the development of changes to policies such as the paternity and adoption policies as well as advising on specific questions for the future staff attitude survey to make sure the views and experiences of lesbian, gay, bisexual and trans staff are captured. The network has also been part of discussions about equality and diversity elements of the Student Charter as well as developing specific actions contained in the University's Strategic Equality Plan.

Improving reputation of the organisation externally

The **Co-operative Group's** inclusive network, Respect, works closely with all of the Co-operative's business areas to improve the way the retailer engages with lesbian, gay and bisexual consumers. The Respect network worked with the Co-operative's Food department to make sure local Co-operative branches stocked a range of magazines that target lesbian, gay and bisexual people based on feedback from network members. Additionally, the Respect network has been instrumental in supporting the organisation to have a presence at Pride events across Britain and authentically promoting this in the local community, supporting over 60 events

since 2010. Respect devised a marketing strategy for this which included a range of materials, including branded pride flags in every Co-op store in major cities, billboards, spend and save coupons, magazine advertising and even a Pride ice cream van. They also encourage all Co-operative staff and customers to take part in Pride events.



The co-operative supports its LGBT network

ReSpEcT

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CHAPTER



It is essential to communicate across the organisation a network's purpose, activities, achievements and ways staff can get involved. Network groups are increasingly communicating their presence and role outside of their organisation to customers, clients and jobseekers demonstrating organisational commitment to sexual orientation equality.

Communication activity needn't cost the earth and can range from an online social media presence to distribution of key information by email or intranet pages.

Communicating internally

Using communication channels already available within an organisation is a useful way of promoting the network to staff. Effective internal communication of the network from the beginning can help mitigate cynicism towards lesbian, gay and bisexual initiatives later as well as demonstrate how the network is supporting the organisation. The best networks include messages from a senior sponsor to demonstrate the organisational commitment to a network.

There are a number of ways network groups can communicate to staff in the organisation:

- **Intranet webpages** Establish a network group page with contact information, events, aims and objectives and links to relevant policies or external websites
- **Electronic bulletins** The best networks have a network bulletin that updates all staff on the work of the network
- **In-house publications** Company magazines or newsletters provide a good way to reach staff without access to a computer, and to discuss lesbian, gay and bisexual employment more generally
- **Social media** Confidential, secure social media profiles can enhance the reach of communication within the organisation.

Cardiff University's network, Enfys, regularly communicates its work and achievements as well as their wider impact on sexual orientation equality in the workplace. A poster campaign publicising the network has been distributed across the University and the network also promotes their success stories internally and externally, including success in the Stonewall Workplace Equality Index.

Cheshire Fire and Rescue Service's Firepride network uses a variety of methods to promote itself and raise awareness for non-lesbian, gay and bisexual staff. The network maintains a dedicated Firepride section on the intranet and the monthly bulletin is made available there. The intranet pages provide information on the network, LGB&T Champions and news and events.

The best network groups have established communication strategies and plans to make sure all staff are aware of the network, to keep in touch with members and to promote network group campaigns. These strategies are often created in partnership with an organisation's communications or external relations department.

The Rainbow Network, the employee network at **Lloyds Banking Group**, has a professionally designed monthly newsletter to engage all audiences, and the Rainbow communications team makes sure each edition has provision for lesbian, gay, bisexual and transgender colleagues, as well as straight supporters, senior colleagues and those who are not out at work.

To make sure members of network groups are not outed when participating in network activity, some organisations have the following:

- Generic email address
- Internet email account
- External website
- Newsletters and blogs
- Virtual communication

Due to the size and coverage of some organisations it can be difficult to organise regular physical meetings, so some of the best networks provide online forums so staff can participate and communicate with other members.

The **Crown Office and Procurator Fiscal Service's** network, Proud in COPFS, operates and interacts virtually for the majority of time, owing to the organisation's 50 sites across Scotland. They have a dedicated forum which has received over 16,000 hits and an intranet site which holds up to date information for all colleagues to access. The network has produced a guide for all staff at the organisation on the role of the network and its activities.

Communicating externally

The best network groups communicate their work and their presence externally to customers, potential recruits, competitors and the workforce. External communications on the work of the network group can support the external relations of the organisation and promote their business to lesbian, gay and bisexual customers.

Many network groups participate in job fairs and careers shows to reassure potential recruits that the organisation values and respects diversity. The best network groups also carry out a number of additional activities:

- Attend community events such as Pride
- Partner with lesbian, gay and bisexual voluntary sector organisations
- Produce newsletters and have an online presence including social media

The Co-operative Group's Respect Network publicises its work in a number of ways to engage customers and network members across the country. The Respect magazine is published monthly and is accessible to staff and the public, providing updates on the network's work, interviews with senior role models and celebrities,

competitions, coming out stories and forthcoming events such as Prides and member events across the country. The magazine is also used to provide information on relevant news with issues focussing on marriage equality, health and LGBT History Month. The Respect Magazine has a regular monthly readership of over 20,000.

The Respect Network also communicates its work through social media channels and their @CoopRespectLGBT Twitter account is followed by over 6,000 people since its launch at the end of January 2013. This has enabled the network to reach a diverse audience and promote The Co-operative as both an inclusive employer to potential employees and business to customers and the general public.

www.issuu.com/cooprespectlgbt



The network group at Goldman Sachs has worked closely with the organisation's recruitment team to make sure that they are represented at university campus recruitment events. The network also sponsors a half day symposium which focuses on attracting LGB&T university candidates and includes members of the network, straight allies and the recruitment team delivering skills workshops, providing advice on applications and a panel discussion on what it is like to be LGB or T at Goldman Sachs.

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Whatever the size of the organisation, or the sector it is in, network groups exist to support gay staff in the workplace and tackle discrimination. The best network groups support the career development of members, host diversity events and develop programmes for lesbians, bisexual and gay network group members.

Network activity could

- include:**
- Social and networking events
 - Career development
 - Support and advice for staff at work
 - Supporting lesbian, gay and bisexual members
 - Regional offices

Social and networking events

Social and networking events provide an opportunity for network groups to build professional relationships, grow membership and raise awareness of their work within the organisation. Inviting external speakers to events, holding workshops during LGBT History Month or on International Day Against Homophobia (IDAHO) can raise the profile of lesbian, gay and bisexual equality to the wider organisation.

dbPride at **Deutsche Bank**, organises a wide range of events to raise awareness of sexual orientation equality, increase membership and build relationships with other employee networks at the bank. dbPride has hosted education events on mobility; same-sex parenting; bullying with a focus on homophobic bullying and raising awareness on victims of homophobic torture. Attendees at these events have included senior managers and straight allies and as a result there has been an increase in network membership.

Career development

Network groups are an important resource to employers. Being part of a network group can help build crucial employment skills such as problem solving, team working and leadership. Networks also provide members with an opportunity to network with colleagues from different parts of an organisation and facilitate new professional relationships. Network groups can assist talent and leadership development in an organisation by promoting internal career development programmes and opportunities.

Many of the best network groups have produced career and professional development programmes for members such as mentoring programmes, leadership and role model programmes and on-going coaching groups. Such programmes can support an organisation's commitment to diversity in the workplace and make sure all staff reach their full potential.

The Environment Agency's network group provides a range of development opportunities for members. The network's steering committee regularly engages with senior leadership and as such being part of the committee is seen as a development opportunity. Giving them the opportunity to network with senior leaders which members wouldn't ordinarily have access to. The network group also offers a mentoring service for members who do not sit on the group's committee, which is managed virtually through a secure page on the organisation's discussion forums. Lesbian, gay and bisexual staff at lower bands in the organisation are offered attendance at career development workshops.

Brighton and Hove City Council's LGB&T Forum provides an innovative mentoring scheme for LGB&T staff, and has been recognised as one of the pioneering mentoring schemes of its kind in the UK. The scheme has worked with over 100 LGB&T council staff and has supported the recruitment and retention of LGB&T staff at the organisation. The Forum provides funding to the scheme and two of the steering group members act as mentors. The scheme has provided essential support to Forum members and has had a positive impact on the development of mentees with 98% achieving their goals within 12 months. Owing to the positive impact of the mentoring scheme, the Council has now expanded it to the black and minority ethnic (BME) and Disability Forums. Additionally, the LGB&T Forum is working with other LGB&T networks in public sector organisations across Sussex to roll out a multi-organisational mentoring programme.

Deutsche Bank's network, dbPride, promotes a number of development opportunities within the Bank. The network has produced guidance for members on the opportunities available including working on dbPride committees as well as promoting the Stonewall Leadership Programme.

The **Crown Office and Procurator Fiscal Service's** network, Proud in COPFS, has developed a reverse mentoring programme that provides senior leaders in the organisation with an insight into the experiences of network members and being lesbian, gay, bisexual and trans in the workplace. One of the main themes of this programme is to promote an inclusive workplace and for mentors to share the knowledge gained with colleagues. The reverse mentoring programme takes place over four sessions and looks at subjects such as coming out at work, assumptions and stereotypes and the effect on individual performance.

Support and advice

Many organisations provide support and advice for staff. These can often be Employee Assistance Programmes, trained counsellors or guidance. Network groups can also assist in this support by providing alternative channels for gay staff for advice on issues such as workplace bullying.

EY's network, EYGLES, in addition to its valuable contribution to the firm's engagement with its clients, provides support and advice to lesbian, gay and bisexual staff in a number of ways. A part of the EYGLES Leadership Team's role is to provide advice and counselling to the wider practice on sexual orientation issues. The 'EY Help' team has been trained to provide information about EYGLES when staff phone in with workplace issues. EYGLES has also promoted the support they offer to other diversity networks within EY including the women's network. Across the organisation's staff areas leaflets, posters and screens are used to promote the EYGLES network and provide information on support at work. EY provide all staff with access to the Employee Assistance Programme and EYGLES has been pivotal in making sure this Programme is inclusive of gay staff. All team members are encouraged to build their profile within their own teams and across the firm, so as to provide information for EY people who may not be part of the network and want to learn more.

Staff who are part of the network group at **Liverpool John Moores University** are also members of the University's Parent Buddying Scheme and have supported same-sex parents, adopters and foster carers by providing advice and expertise.

The **Royal Air Force's** network group, the LGB&T Forum, provides support and advice for members in the UK and for those posted overseas in addition to the support from the RAF's Personnel Service. The Forum is promoted via the intranet, RAF Community Support website as well as on the LGB&T Armed Forces joint online network, Proud2Serve. All RAF staff based overseas can access the Forum, and UK members have supported colleagues in other countries with workplace advice.



Lesbian, gay and bisexual members

The experience of lesbian, gay and bisexual people in the workplace can differ, and network groups can sometimes be dominated by one particular group. Network groups should be there to support all staff, and the best groups undertake activity to make sure this is the case. The best network groups have taken action to promote female participation in networks as well as addressing bisexual representation.

Network

- groups:**
- Should appoint lesbian, gay and bisexual chairs or reps
 - Consider making links with the organisation's women's network and hosting joint events as well as sharing good practice
 - Put information about lesbian, gay and bisexual issues on intranet pages – for example Stonewall's *Double-Glazed Glass Ceiling* or *Bisexuality in the Workplace*
 - Consider holding awareness raising initiatives on bisexuality in the workplace

Firepride, Cheshire Fire and Rescue Service's network group, supports lesbian, gay and bisexual members through regular events and the provision of information and support. The network's Chair and Deputy Chairs (Champions) represent the diversity of the organisation, and the group involves lesbian, gay and bisexual issues equally



through the inclusion of articles in a monthly bulletin or through awareness raising and training events. Firepride also use their bulletin to highlight training and other opportunities specific to lesbians and bisexual women.

Accenture's LGBT Network has taken specific steps to address inclusion, engagement and membership amongst bisexual employees. This initiative involved one-on-one interviews with a number of bisexual staff members to understand their experiences in more detail, as well as invitations to a seminar on bisexual invisibility in the workplace, the outcomes of which were shared across the network. The Global LGBT Team now also has an official Bisexuality Workgroup. The Workgroup is implementing a global survey to better understand current perceptions and beliefs about bisexual people. The results will help shape the strategy and actions that the group will take to increase awareness and understanding both within and outside the LGB&T community. Also, internal network webpages were developed to include dedicated LGB&T content.

Regional offices

Where organisations have a number of sites or offices it can be difficult for lesbian, gay and bisexual staff to receive support. The best network groups have established regional branches of the network. These offer an opportunity to make sure staff not based in head office are supported at work and can engage in network activity.

The **Co-operative Group** provides a wide range of services and has over 4,500 high street branches. The Respect Network has developed an effective mechanism to make sure lesbian, gay and bisexual staff feel supported and can actively participate in the network wherever they are based. The network regularly meets at different locations across the UK, including in high street branches, to encourage participation from the workforce across the country. The Respect Network actively supports staff to attend Pride events across the country and provides members with an allowance to attend where appropriate.

The network's Steering Group comprises of 16 members and has representation from employees in England, Scotland and Wales. Respect also has a number of Regional Champions to grow and develop the network further and implement activities that impact on local lesbian, gay and bisexual staff. The Steering Group is made up of employees of all role bands, from Team Members in Food stores to Communication Managers at Head Office locations.

Procter and Gamble's network group, GABLE, has branches in the organisation's North American, Latin American, Western European and Asian offices. Each regional 'chapter' maintains a mailing list of members as well as members from other countries where appropriate. The chapters work closely with one another on joint initiatives such as annual conferences. The network makes heavy use of teleconferencing to enable all staff from the organisation, wherever they are based, to take part in network activity.

CHAPTER 6



Network groups play a pivotal role in supporting employers and organisations to be a top employer for lesbian, gay and bisexual people. From working on internal policies, through working with other network groups, to consulting on services and business, network groups can make a significant impact on the culture of an organisation.

The best network groups are supported by an organisation, often by the senior sponsor or champion, to give their insight and expertise across a whole range of organisational initiatives, not just diversity and inclusion activity. This can include external communications, marketing to gay consumers, corporate social responsibility and the development of talent.

Advising on policy

Network groups provide an important means for organisations to consult on employment policy offering insight into whether they might impact on gay staff. Networks can also support activity to embed and promote policies, for example by promoting new policies to network members or highlighting it in newsletters, bulletins and social media.

Policy advice

- can include:**
- Reviewing policies to make sure language is inclusive
 - Reviewing global relocation policies
 - Supporting recruitment teams on fair recruitment
 - Advising on sexual orientation monitoring
 - Advising on equality training

The **Royal Air Force's** LGB&T Forum consults extensively on implementing best practice in policy and initiatives. Representatives from the LGB&T Forum have worked with colleagues in the United States to develop new policies and processes following the lifting of the ban on openly gay personnel serving in the military.

Goldman Sachs network group supports the Office of Global Leadership and Diversity, the Benefits team and the Employee Relations Team on an on-going basis on the wording of policies and benefits to lesbian, gay and bisexual staff. The Network Group has also supported the organisation's childcare services with respect to same-sex parents and different families.

Procter and Gamble's employee network, GABLE, works globally with senior managers in the organisation to help them understand sexual orientation issues in the workplace. This has led to the company's global marketing leader recording a video on the importance of the lesbian, gay and bisexual consumer sector to the organisation.

Collaboration

The best network groups work with other employee diversity networks such as disability network groups, faith and belief networks and ethnicity networks. By collaborating on common areas and sharing information and ideas on events, activities and employment practice they are able to support organisations to develop a fully inclusive and diverse culture.

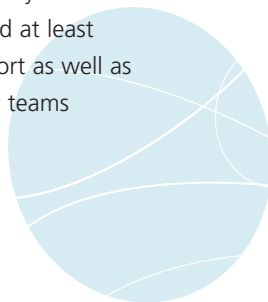
Deutsche Bank's network, dbPride, regularly collaborates with the bank's other employee networks to raise visibility within the bank, and uses resources more effectively. dbPride worked with the Family Network to hold an educational session on families, relationships and sexuality, and with the Women's Network to run a well-attended breakfast event with Martina Navratilova. By working with different employee networks, dbPride has extended its presence internally and has been able to recruit new members.

Brighton and Hove City Council's four Workers Fora (network groups), LGB&T, BME, Disability and Women's are given regular opportunities to meet and work together on issues of common interest either via the Workforce Equalities Group or the relatively new Joint Forum group. The success of these opportunities has been collaborative work around Black Pride, World Aids Day and Black History Month. However they also allow the groups to support one another too, the recent consultation around the experiences of BME staff is a good example of this with the LGB&T Forum steering group participating fully in the consultation process.

Accenture's LGBT Network is the model for other diversity networks within the organisation both in the UK and globally. LGBT Network members have acted as mentors to a number of other diversity networks to share learning and best practice. The Network has worked with the Family Network and the Women's Network on an event to celebrate different families, as well as to support LGBT Network group members who identify with other diversity groups, to explore the multiple facets of their identity in the workplace.

Developing other staff

Network groups play an increasingly important role in supporting other staff on sexual orientation equality. The best networks provide advice to staff and offer training. Many network groups also offer reverse mentoring to senior staff in the organisation, sharing their experience of being gay in the workplace. The best employers encourage their managerial and executive staff to attend at least one diversity event a quarter to demonstrate their support as well as receiving information about diversity to cascade to their teams across the organisation.



Service delivery and business consulting

The best network groups have begun to expand their work to include supporting their organisation on delivering gay-friendly products and services including looking at procurement and tendering processes, working with clients, and developing advertising and marketing strategies to target gay customers. Network groups provide a mechanism for employers to reach out to a diverse range of customers as well as supporting organisations to meet legal duties under equality legislation.

The Environment Agency's network group has been influential in shaping the organisation's procurement policy and processes. The network has supported the organisation to increase awareness of their diversity policy and commitments of suppliers, and updated training provided to procurement staff.

The St. Mungo's LGB&T network group feeds back on all policies and procedures as part of the organisation's consultation process. The network has been integral in creating a welcoming space for staff and clients and, two years ago, set up a drop-in social group for LGB&T clients and allies. This group was established in recognition that living in hostels can be challenging, especially in relation to homophobia and transphobia. The social group offers an LGB&T friendly space where clients can meet new people, share experiences, and give feedback on how St. Mungo's delivers services. Members of the staff LGB&T network give their time and support by attending client social group meetings and events, and have developed a successful business case for sustained funding of the social group's events and client travel.

Lion's Pride, the multi-agency LGB&T network in West Cheshire, have organised a number of key events, including Love Music Hate Homophobia for the International Day Against Homophobia, a Walk of Light to mark World Aids Day, fundraisers throughout the year and in October 2013, Chester's first Pride festival. A regularly updated website serves as a valuable resource for Cheshire West's LGB&T community.

A rolling programme of events and information is distributed through the residents' mailing list to LGB&T people across the area, with the aim of developing a critical mass of interested people who can take the group forward in the years to come. As a result local LGB&T people are better informed about how public authorities and other organisations are able to support them and are able to develop new support networks and friendships.



Spectrum, **Barclays** LGB&T employee network, has been pivotal in supporting the organisation on delivering and communicating its services to lesbian, gay, bisexual and transgender customers. The first gay representation within a TV advert by a UK retail bank was just one of the results of a successful partnership by Spectrum with the Marketing Team. This engagement also led to inclusive imagery being made available to customers as part of their debit card imagery options.

In the North West, Spectrum engaged with customer-facing branch staff to discuss how the bank could better serve and support LGB&T customers; insight which was then fed back into the business. The on-going support provided by Spectrum to various departments has meant that they have become a valued sounding board to the business for everything from policies and products to colleague training and marketing. @barclayspectrum



For organisations that have had a network group for some time, it is important to think about how the group can continue to innovate and continue to act as an important resource for the organisation. The best network groups develop and design creative methods to support the delivery of sexual orientation equality in the workplace.

The best network groups:

- Regularly review the network and measure success
- Design and deliver innovative programmes including straight allies programmes
- Engage with lesbian, gay and bisexual employees across the organisation including staff from acquired companies, those in smaller offices, and those who don't have regular access to internal communications or have the time to attend network meetings
- Work with other network groups in their sector, industry or area
- Develop creative methods to raise awareness

Measuring success

It is important to measure the success of a network and how well it is delivering its aims and objectives. The best networks build in an evaluation process to make sure their activity is having an impact on staff.

Measurable activity could

- include:**
- Number of network members and allies
 - Number of network events and number of staff reached as a result
 - The number of community events network groups have attended and any feedback received from the public
 - The amount of page views on the staff intranet, social media profiles and the internet
 - Results from an annual network member survey
 - The number of gay staff comfortable being open in the workplace

The Network Steering Committee and Global Leadership and Diversity team at **Goldman Sachs** annually measure progress and achievements to develop a business plan for the following year. The business plan contains specific deliverables along a number of workstreams.

The Rainbow Network, the employee network at **Lloyds Banking Group**, regularly tracks and measures engagement from employees across the organisation. Network led initiatives such as its monthly newsletter and the refreshed LGB&T mentoring scheme are reviewed in order to measure their success and uptake. Additionally, the network undertakes an annual questionnaire to gauge member and supporter feedback, evaluate the performance of the network's activities and gain colleague input for future planning.

Straight allies

Heterosexual people have a critical role to play in creating gay-friendly workplaces. Their involvement can have a transformative effect on the culture of an organisation and the experience of staff, gay and straight. Many of the best employers now have straight ally programmes and often link these programmes to their employee network groups by having straight allies represented on network committees or subgroups.

This year Enfys has launched a Friend of Enfys straight ally scheme which was launched by the Chair of the network and the Vice Chancellor and President of **Cardiff University**. The Friend of Enfys scheme has almost 50 members signed up and they are invited to attend joint events.

dbPride at **Deutsche Bank** has developed an Allies Programme, which feeds and reports into the network's steering committee. The programme is supported by the network's senior sponsor and has been set up to engage senior managers from across the bank to drive forward progress on sexual orientation equality in the workplace. Straight allies are provided with an Ally Card, developed by dbPride, which sets out their ally role in the organisation.



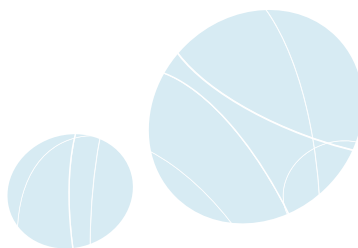


The **Accenture** LGBT Network was a key driver in the development of the organisation's LGBT Allies programme. The Programme is designed to help straight staff gain confidence and competence in discussing sexual orientation at work. The network developed an Allies Guide, which outlines the role of an LGBT ally, alongside a highly successful video campaign featuring network members and LGBT allies discussing the importance of workplace diversity and the role of allies in supporting an inclusive work environment. As a result of this initiative, over 3,100 Accenture employees

globally joined the allies programme. Allies have been invited to march with the network group at Pride events, and several allies now sit on the network committee.

The **Environment Agency's** straight allies campaign 'Friends' has been developed and led by the organisation's network group and now has 300 straight allies signed up. The network group launched the campaign during LGBT History Month with a 'Friends Charter' which sets out how straight allies can support LGB&T staff in the workplace. The network's intranet pages have a dedicated section for straight allies, and lunch and learn sessions were held in local offices to raise awareness of the charter and encourage people to sign up as Friends. To increase the visibility of the campaign, every new Friend who signed up and joined the campaign was given a Stonewall 'Some People Are Gay. Get Over It!' mug, to act as a conversation starter in their office. Additionally, Friends are provided with a footer to include in their email signature and many have shared their reasons for being a Friend on a visible poster campaign across the whole Agency.

Firepride, from **Cheshire Fire and Rescue Service**, launched their straight ally programme in 2012, attracting over 40 non LGB&T individuals. These individuals champion lesbian, gay and bisexual equality at locations across the organisation and provide support to colleagues. As a result of this scheme, as well as regular communication and the high visibility of Firepride, the organisation has seen an increase in staff declaring their sexual orientation alongside an increase in members of the network.



Multi-site networks

Having a structure that fits the organisation is critical for a network group to succeed and be sustainable. For organisations that have multi-site offices, either regionally, nationally or internationally, it is important to consider how lesbian, gay and bisexual staff in those offices can engage with the network and feel supported in the workplace.

The best organisations often have an executive steering committee which co-ordinates activity across all sites of an organisation. Many organisations also move network group meetings around sites to accommodate all staff as much as possible.

Organisations with offices in multiple countries should make it possible for employees abroad to maintain contact with network groups through the development of local chapters. By encouraging virtual meetings and supporting network groups to share best practice in other countries looking to set up groups, gay staff can feel supported wherever they are in the world. The best organisations support staff abroad to manage their own autonomous network which is affiliated to existing networks in the region.

EY has nearly 700 offices in 140 countries and has established network groups in countries where there is critical mass. Employees are encouraged to set up local networks that work best for their local communities providing them with flexibility to make sure such groups meet the needs of the local employees. The organisation has a global LGB&T steering group which provides a forum for all local networks to come together and share the work they are doing, discuss any challenges they have faced, and keep track of global initiatives. EY's Network Groups in the UK and in the USA serve as 'Centres of Excellence' for the organisation's other LGB&T networks, but are clear that ultimately, it's important to make sure that any initiatives are tailored to best suit the specific needs of each location. These networks have been important in supporting employees develop networks across the globe to facilitate mentoring, resource sharing and problem solving. Network members who are travelling to other regions often connect with the local LGB&T network to share good practice and discuss initiatives from different regions.

The network at **Goldman Sachs** encourages members to connect with the local LGB&T network when travelling to another region, and has been successful in promoting connectivity across the globe. The co-head of the European Network hosted a session for the Tokyo network sharing initiatives from Europe and the co-head of the Americas network worked with the European network to develop a straight ally programme for Managing Directors. The Firm has LGB&T networks in the majority of its locations around the world providing a globally supportive network for staff. Each LGB&T network page is accessible to all employees globally and the Global Leadership and Diversity team also support their local network. The European LGB&T network also organised an event with the CEO of Goldman Sachs and one of America's premium lawyers on marriage equality. This event served as the keynote event for the Firm's Pride Month celebrations and over 850 staff from across the globe participated, either by attending or by video conference.

Cross-industry networks

Network groups that link with other network groups within the same or similar sector can build important links and gain fresh ideas. These industry wide groups can provide a means for gay staff from smaller organisations to get involved as well as a way to promote the sector as gay-friendly. The best cross-industry networks have developed clear objectives (such as progressing equality within a sector) and aims (for example providing career development opportunities) and are led by a steering committee.



CheckOut, the inter-retail LGB&T network, joins together a number of retail organisations to champion sexual orientation equality in the retail sector and work together on initiatives to raise awareness in the workplace. The network is made up of retailers of all sizes who are committed to creating an inclusive workplace. Individuals can become 'Friends' of checkOUT and attend

events and networking opportunities, whilst retailers can join the network to share good practice and engage with retailers on creating a gay-friendly business. The network communicates through a dedicated social media channel as well a regular online newsletter to engage the public and other network groups on their work. @checkOUTLGBT



Freehold is a unique networking forum for LGB&T professionals working within the real estate sector. The group now has 300 members and is continuing to expand. Freehold

was established to address the equality gap for LGB&T employees in the sector and regularly hosts events, provides support and offers networking opportunities for members. Members include surveyors, asset managers, architects, developers and property lawyers from across the public and private sectors many of which don't have a network group in their own organisation. Freehold has begun to develop lesbian, gay and bisexual specific mentoring programmes for those in the construction and property sectors and offers a unique way of supporting staff in a challenging sector. @freeholdLGBT

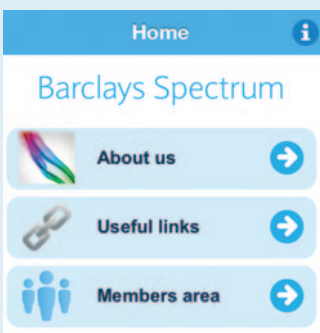
The Environment Agency's network group regularly collaborates with LGB&T groups in other organisations and has supported the development of good employment practice with a number of organisations and agencies. The network group has shared best practice on improving declaration rates in monitoring exercises, as well as supporting a housing association to set up and establish a network group. The network regularly works with other government departments and agencies on sexual orientation equality, including supporting attendance at regional Pride events.

SWAN (Scottish Workplace Network) was established in 2008 by members of BT Kaleidoscope, the network for LBG&T employees in BT Group. SWAN is a networking group open to any lesbian, gay, bisexual and trans employees from the public, private and third sectors within Scotland. The intention in setting up SWAN was to bring people who belonged to different networks in Scotland together. Since then SWAN has held regular events hosted by many different organisations and companies in both Glasgow and Edinburgh. Hosts have included Creative Scotland, the Scottish Government, Shell, and the Law Society.

SWAN aims to provide networking opportunities for people across different sectors and support LGB&T people in Scotland. SWAN also aims to give employees the confidence to be themselves within their workplace. It's free to join and is open to any employee in any organisation. @swanlgbt

Creative engagement

The best networks continue to look at how they are engaging staff, customers and clients by using creative methods to communicate and provide support. Many networks are also taking advantage of new technology to raise awareness of sexual orientation equality in the workplace.



Spectrum, the LGBT employee network at **Barclays**, recognised that colleagues not based in central offices didn't have easy access to information about the network or ability to connect with other network members from across the country. To address this, Spectrum came up with an innovative approach by developing a smart phone application. The app provides information about the Spectrum network, including upcoming events, news and links to Spectrum's social media profiles (a closed Facebook group for members only and an external Twitter feed for all). Anyone can download the app, but only Barclays employees can access the members section (the user base grows by approximately 8% per month). Reflecting Barclays truly global footprint, the app was designed to allow users to see worldwide activity and promote collaboration between regional offices.

EY's EYGLES network continues to develop innovative new ideas to support staff in the workplace. The network developed and led a workshop at the Financial Reporting Outlook conference organised by the firm for 500 of the organisation's clients. The workshop, focussing on managing diverse talent in the workplace, was led by the network, and discussed concepts around 'invisible differences' including sexual orientation and received very positive feedback.

TOP TEN TIPS

1 ESTABLISH THE BUSINESS CASE for a lesbian, gay and bisexual staff network in your organisation. This should include the benefits to the business, to gay and heterosexual staff as well as to customers and clients.

2 SET OUT REALISTIC AIMS AND OBJECTIVES for the network. These could include supporting the organisation to develop talent and promoting products and services to gay consumers.

3 GET SENIOR STAFF ON BOARD. Having an executive sponsor can really help support the long term success of a network.

4 HAVE DIFFERENT LEVELS OF MEMBERSHIP to allow as many staff as possible, gay and straight, to participate in network activity.

5 PROMOTE THE NETWORK INTERNALLY AND EXTERNALLY. Consider using social media and other channels to reach staff and customers as well as attending community events.

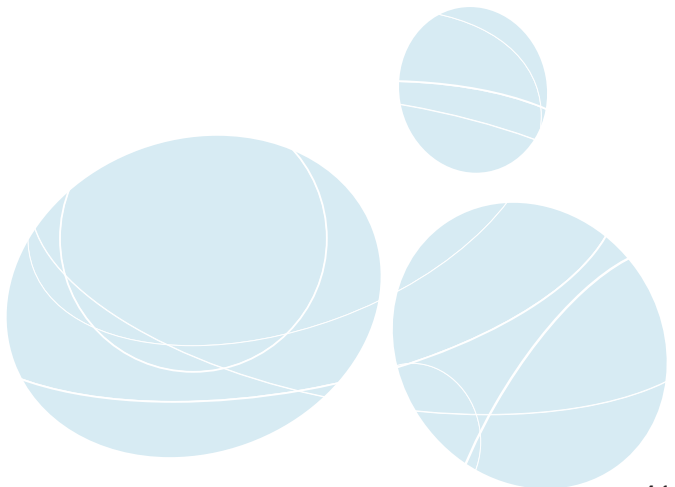
6 SUPPORT THE CAREER DEVELOPMENT OF LESBIAN, GAY AND BISEXUAL STAFF. Consider establishing mentoring and leadership programmes for network members.

7 APPOINT LESBIAN, GAY AND BISEXUAL CHAIRS OR REPS as well as taking action to promote female participation and bisexual representation.

8 GET INVOLVED IN SERVICE DELIVERY AND BUSINESS CONSULTING to gain insight and expertise to the organisation outside of diversity and inclusion initiatives.

9 ENGAGE WITH NETWORK GROUPS IN SIMILAR SECTORS AND REGIONS to share best practice and gain new ideas. Sectoral and regional groups provide an opportunity for gay staff in small organisations to network.

10 MEASURE AND EVALUATE SUCCESS to make sure network activity is having an impact on staff and the workplace.



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 Authentic Role Model Programme

The one day Authentic 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/authenticrolemodels

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

Also in this series of Workplace Guides:

- | | |
|----------------------------------|-----------------------|
| Network Groups (2005) | Marketing |
| Monitoring (2006) | Straight Allies |
| Bullying | Procurement |
| Career Development | Global Working |
| Religion and Sexual Orientation | Using Monitoring Data |
| Bisexual people in the workplace | |

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Designed by Lucy Ward
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**MAINTAINING
NETWORK GROUP
MOMENTUM**

 **Stonewall**
www.stonewall.org.uk