



GETTING TO EQUAL: THE POWER OF LGBT INCLUSIVE CITIES

VIDEO TRANSCRIPT

Sander van't Noordende: We are organizing as usual, this breakfast in collaboration with a number of partners, so I want to welcome you, not only on behalf of Accenture, but also on behalf of the partners that are organizing this breakfast today and that we've been organizing breakfasts and other events through the years here through the World Economic Forum because, as you know, we are a little bit on agenda to progress the LGBT subject in the World Economic Forum. Not just because of the World Economic Forum but because we think it is a very important subject to be discussed here in Davos to trickle down then into the homes and offices and government buildings of all the people who are here out there. So, our partners: Microsoft, EY, Thompson Reuters, Lloyd's, Salesforce, Deutsche Bank, HRC, Mastercard, Dow and (inaudible) all companies who are very committed to progressing the LGBT agenda. We are going to have a great panel and I am going to introduce them later to you. This year's focus will be inclusiveness of cities when it comes to LGBT. And Open for Business has done some research on the inclusiveness of cities. They've even come with a rating for cities on the LGBT inclusiveness. The reports are out there. You can all see that. A few words on Open for Business. And I am going to read this. Open for Business is a coalition of global companies making the case that inclusive diverse societies are better for business and therefore essential or economic growth. We have 24 of the world's leading companies and just this week, we have Deutsche Bank. Thank you very much, signing up and earlier this month we had GSK, Relics and KPMG also joining up as members.

I am going to open the stage now for Jon Miller. Jon, where are you, to say a few words about the phenomenal research I think I would all encourage you to read it. It is a very solid piece of work making a real case. Jon?

Jon Miller: Thank you very much, Sander. And hello everybody. It is really wonderful to be here. Open for Business is, as Sander says, exists to promote the economic case for LGBT inclusion worldwide. And we do that by presenting the data that open, inclusive, diverse societies are better for business and better for economic growth and today we're, we published our first report in 2015 and that laid out the economic case on three levels. So, first of all, presenting all the data. That individual performance is improved when people are working in open and inclusive environments and interestingly that's not just LGBT individuals. The performance of all individuals working in an inclusive environment is lifted. The second level is the business case. So, the evidence that company level performance improves with, alongside LGBT inclusion and so that's things like attracting and retaining talent, brand strength, customer preference, but also financial measures like, things like the cost of capital, return on equity, share price performance with correlate with LGBT inclusion. And finally, this was the top level, we have the economic case. So, this is looking at various different macroeconomic indicators and looking at how they move alongside inclusion. And so, that really was the first report that we published when we were putting this together. When we were

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looking at the economic aspects, we kept noticing some really interesting connections between economic performance at an urban level, at a city level and inclusion. So, things like clusters of creative industries and high value service industries and levels of entrepreneurialism and people wanting to move to a city. People wanting to visit cities. Lots of different metrics. Lots of different indicators. And so, we thought, that's got to be worth exploring further and so we did. And so, the second report leads with cities. So, you can think of it as almost the economic case for LGBT inclusion in cities. And so, we pulled together lots of that, lots of those metrics. This is the, this is one of a whole bunch of different correlations that we present in the report. It shows the connection between LGBT inclusion and its city and GDP per capita. And there is a very clear correlation.

And there are about a dozen similar charts to this. I am not going to fire them all at you. We dug into this. What's driving this connection, do we think, and there are several drivers which we identify in the report. Three ones I want to mention quickly now. One is innovation. It turns out that those cities that are most LGBT inclusive are also the most innovative cities on a variety of different innovation indicators. Another is the concentration of high talent, high skilled employees in a city. Those cities which are more LGBT inclusive, again, have higher concentrations of skills and talent for a number of reasons and we look at that from a number of different dimensions. I mean, LGBT almost seems to play the role of a signaler to people from all different kinds of backgrounds that this is a place that will make you feel welcome. That you can plug in here and make your contribution and be economically participating. And conversely, we look at brain drain and those cities which are not tolerant, which are not open. They lose their most talented individuals to those cities that are and we track that as well. We present a hypothesis about the economic development of cities. So, and this is it. We show how cities move from being market towns, it is where it starts, mainly agricultural industries, production centers. So, manufacturing starts to move in and then up through to becoming creative and financial hubs that are globally integrated and as this movement happens along the bottom here, you can see the percentage, the

proportion of economic activity growth value added, accounted for by high value services grows and the key relationship here is with GDP per capita. The reason for showing this chart really is, this is the economic strategy for pretty much every city on the planet. Every city wants to move up this curve to become a high, a center for high value industries and the evidence shows, if that's what you want as a city, you have to be an environment that's open, where ideas can flow freely. Where information can flow freely. Where people and perspectives from lots of different backgrounds can integrate. That's what the evidence shows. If you want to be a competitive city in today's global economy, you have to be an inclusive open for business city. That's what the report seeks to show. And so, we present in here the Open for Business city ratings. Which really is pulling together all of those metrics, all of that data, particularly in these areas looking at city competitive for national competitiveness so that's things like ease of doing business, digital infrastructure, etc. Also, looking at the role of law, civic freedoms, so transparency, so risk of corruption, etc. The social and cultural climate, looking at those kinds of factors. And of course, overlaying LGBT inclusion. So, the legal status of LGBT people in that city. The attitudes towards LGBT people and pulling all of that together, the Open for Business city ratings, it is really a way of saying how open for business is your city? And so, we've published the ratings today. We've used the sort of credit rating style. If you're a triple A, if you're an A, you're a city that's open for business. If you're a B or a C, you're partially open for business. D or E cities are not open for business. On page 37 of your report, you can see we've done that for 121 cities and New York, Amsterdam, triple A. Cairo, Lagos, E. A lot of these kind of won't conform to what we expect and there are some interesting positive surprises in the mix here too. So, we look at cities like Guadalajara or (inaudible) or Ho Chi Min City or Bangalore and these are all cities that in the ratings come up quite a bit higher than you might expect given the national context. And when you look at these cities, it turns out that they've quite proactively included inclusion as part of their own economic transformation story. And so, we

cover cities like that in quite a lot of depth too because we think there is a lot of lessons to learn for other cities in that. So, we published that today. Really, the idea of the ratings is simply that for people thinking about moving to cities, global talent, it helps think through, how will I fit in, in this city. For companies thinking about relocation or location. It helps compare, provides a way of comparing between cities. For city policy makers, the ratings can find, be a way of benchmarking performance as an open for business city and help to shape policy but really, crucially, for all of us who are interested in promoting LGBT rights globally, we hope that this work can be, can open up a new dimension, a new perspective in the global conversation about the economic case for LGBT rights. So, it's really wonderful to be here. I'm very much looking forward to hearing the debate. A real thank you to Sander and Accenture for hosting us, and in deed for sponsoring the reports alongside Thompson Reuters and Brunswick. So, looking forward to hearing what we have to say. Cheers.

Sander van't Noordende: Thank you very much Jon, and again compliments for a very thorough report. It's like 27 indicators that all point in the same direction, and there's hard data underneath every one of them. And thank you for confirming me being right for moving to (inaudible) where I went to university which was a bit of a sleepy town in the southern part of the Netherlands to Amsterdam after I graduated. I was right that triple A is absolutely great. Let me introduce you to our panelists. Let's start with Inga Beale the CEO of Lloyd's. Inga, Kim Hammonds the Group Operating Officer of Deutsche Bank, Stephanie Linnartz, Global Chief Commercial Officer at Marriott International and Zeid Ra'ad Al Hussein the United Nations High Commissioner for Human Rights. Welcome. Thank you so much for joining us. Every year we try to get a better panel than last year, and we have absolutely succeeded. So, the bar is always high. Inga, let's maybe start with you. You're from London, triple A. Does that mean everything's perfect?

Inga Beale: Oh, triple A, I mean isn't that fantastic? Certainly, there's a lot happening in London for sure, and it is a very vibrant place and it does feel very inclusive and very, very diverse, and I was

struck by one of the comments about this sort of cluster effect when cities are successful and they have this cluster effect. We've got this amazing stuff going on in London where you've got real areas that have different sectors so that, you know, the creative sector is all clustered together, the new tech sector is all clustered together, and it's all encroaching on their traditional financial center of London the city which isn't necessarily thought of as being that progressive. And I think that is a really interesting dynamic that's happening in London, however, I must say since the vote to exit the EU the sentiments have changed a little bit around the entire country and unfortunately for the LGBT community in the last 12 months one in five of the LGBT community have been subjected to some sort of hate crime.

Sander van't Noordende: Wow.

Inga Beale: And that is a slightly worrying statistic because since that vote there just seems to, it just seems to have given authority for people to I don't know show disdain for people who are not like them, and I think that is a slightly worrying trend. Although London is still slightly different than the rest of the country there is a sentiment there that doesn't feel quite as positive as it would have prior to the Brexit vote.

Sander van't Noordende: Right. So Triple A but a need to stick with the program so to speak. Kim, you just joined this week I heard? Open for business. What's your rationale behind that?

Kim Hammonds: For doing it? So, Deutsche Bank we have had a group called DB Pride for 20 years, and it's very active in ten different countries around the world. From our viewpoint it's, you know, this is an important topic that makes our business better. So, we'll continue advocating and having a presence and trying to make a difference on this topic, because again it's a view that diversity and inclusion makes a company better and supports our customers better. So, that's why it's important to us.

Sander van't Noordende: Thanks Kim. Stefanie you're a DC woman. DC got to triple A also?

Stephanie Linnartz: Yeah.



Sander van't Noordende: How do you feel about that?

Stephanie Linnartz: Yeah, that's exciting. We were, you know, it's wonderful that Washington DC was triple A, a global beacon in this fantastic work that was a done. Washington DC is the headquarters, right outside of Washington DC, of Marriott International which is now the largest hotel company in the world. We're in 127 different countries, 700,000 employees, so very globally diverse customer base and associate base. And so, being in DC is fantastic. I think some people were surprised to see DC on the list. I think it's more culturally diverse and open than some would realize. I'm born and raised there, so I've got a special place in my heart for DC. Marriott's actually building our global headquarters, a brand new global headquarters, in the DC area and, you know, a perfect place to find diverse talent and for a global company a great place for a corporate headquarters.

Sander van't Noordende: Right. So, proud of DC?

Stephanie Linnartz: Very proud of DC.

Sander van't Noordende: Go DC.

Stephanie Linnartz: Well some days. Some days I'm proud of DC, but in this regard, I'm proud of DC.

Sander van't Noordende: Ok, yeah. Zeid, I mean you travel around the world to triple A but also to E cities I imagine. I mean what was your read on the report?

Zeid Ra'ad Al Hussein: The report is excellent. I mean it is really fantastic. And I was born in a double D city, so not good. I live in a triple A city in New York, in Harlem as well, which is excellent. I work in Geneva, and there's no Geneva Jon here. But I can tell you that our office is a quadruple A in the middle of Geneva, at least that, because we are so passionate about this. When we have corporate leaders like yourself and the companies that are present here fighting for the rights of LGBT persons around the world, some of the most heavily discriminated communities in the world, hunted down in some countries, and in organized fashion in others. It is something uplifting and inspirational to see the corporate world taking a progressive step decisively in this direction, and I think it's just

wonderful that we're not just having these discussions outside the sort of congress center but in the congress center. And for the World Economic Forum to also begin to embrace this I think is really good, and we have to get the message also solidly into the minds of the world leaders who do still come from double D cities or triple D or E and closed communities. It's just unacceptable in this day and age to allow for this and to turn a blind eye to it as well. And so, we have to be fighting every day. It's also a matter of understanding this crucial point that we can't be complacent. Every time we do see progress, we do see a backlash, we do see homophobia still very present, and to root it out and undo it using a report that Jon so expertly put together I think is the mission now for us.

Sander van't Noordende: Thank you. Inga, I want to pick up on your point and we'll do a round of (inaudible) but I mean your stat of one in five and I mean you're clearly seeing a bit of backlash. What's the role of all of us in dealing with that backlash?

Inga Beale: Well for business leaders I think it's all about having the courage to challenge as you said. Now I can remember when I took over my role four years while I was out and people associated me with being bisexual, when it actually came to going on the sort of front page in terms of speaking openly about it, it took me one year into my role to have the courage to speak out about it. And now I do, but even now today it still takes courage every single time because I'm concerned about my, I don't know, any backlash that could be on not just me personally but also on the Lloyd's market that I represent all around the world, and Lloyd's does business in over 200 countries. So, every single time almost I get up and I talk about it, I have to have that courage to do it. And I would just encourage all business leaders and in fact it doesn't have to be a leader. It is almost incumbent upon all of us, but and if the more we do it and the more we feel connected to each other and the more we do it together, the bigger difference we can make. But it is constant. It really is an absolutely constant battle to get out there. And in the UK at the moment, the big topic has been all about trans,



transgender. And you wouldn't believe the comments on social media, even some of the established media outlets, publications that people have been thinking of as trusted, you know, globally minded sources of news, have been writing the most despicable things about transgender, the transgender community. So, it's a constant challenge but it takes courage. Now just ask everybody, wherever you are in the organization, have that courage.

Sander van't Noordende: Kim, any, any—

Kim Hammonds: I would just say, for me, the learning and this whole topic of diversity and inclusion and so, obviously, I represent women. That's, so I'm the leader of the women's group at Deutsche Bank. My peer is the leader of the LGBT. I am representing, obviously, today. I think it is important that all the business leaders and especially the business leaders that are here, at the World Economic Forum, actually, when we see things that are happening that just aren't right, that we don't like. So, for us, and we were going to expand our technology staff and one of the gifts that I have is overseeing technology, is we were going to expand the staff and carry North Carolina. And we had planned to hire another 500 people and carry North Carolina. And I remember reading about the, you know, the situation with the law that was being passed in Cary about bathroom rights and all of this and just reading this and saying, you know, this just isn't right. So, we are not going to expand and carry North Carolina. And do we as a firm, have the courage to stand up and say no. And so, I talked to the CEO. I happened to be in a car riding with him one day, the day that this was happening and I just say, you know, this just isn't right. Like, we need to take a stand on this but we also need to be sensitive to we do business in many countries around the world that also, you know, have circumstances and issues around this topic but we need to just take a position. So, we decided, as a company, to just take a position. We've done that kind of multiple times and, and I think it is important to, you know, when you see these things, as business leaders, to just have the courage to say, you know what, this just isn't right because you know, unless we all stand up

and start doing that, this will continue. This topic will continue to be pervasive. So, I think every single day when we see these things, we need to you know, follow the, I call it the gut of doing what's right.

Sander van't Noordende: Yeah, I am going to throw a little complexity here in the mix. Not specifically for anyone of you. But in Accenture we have those, first of all, I am absolutely agreeing with you. But now let's imagine your best and biggest customer was in North Carolina and because that is not to put you on the spot but because I am going to ask, you feel free to chip in because that's sort of where the tension comes in. Also, in Accenture, so we have those discussions, how do you go about those?

Stephanie Linnartz: I mean, I'd echo, first of all, what you said that diversity and inclusion is good for business. It is good for Marriott business and we believe in it to, you know, welcome people around the world. But, it is easy to have values and core values on a piece of paper but it really counts when they get tested, right. Your ethics and your values and I think the situation in North Carolina was an example where our company got tested. We've got a lot of hotels there, we've got a lot of business, but our CEO also spoke out very loudly against that discriminatory legislation that was bad for our business, bad for our associates and you know, bad for travel. Bad for mobility of people and so I think it takes courage and the businesses really need to step up and speak out and our CEO did the same thing with the legislation in Indiana which he called madness, which I think was a good way to describe it. You know, it was very, you know, and not just speaking out once but doing it multiple times over in his blogs and op-eds and etc. and it takes courage and it may hurt your business in some regards or in some areas but I think it is the right long-term, not only moral thing to do but the long-term business decision as well.

Sander van't Noordende: Since you've been working on the standards of conduct and I think this is a theme that sort of you can read throughout the standards, any—



Zeid Ra'ad Al Hussein: When, when listening to the panel, I was thinking about the UN because we are not a company. We are a global international organization but my office is the office that is most outspoken about this and there are other parts of the UN who are really quite silent. They should be speaking out. They should really be speaking out forcefully, I mean especially when we look at adolescents and children who go through the stages of identity formation and in many countries it is a perilous experience because of the consequences you're likely to feel and yet the rest of the UN seems to be so quiet about it and for us we said ok, we are prepared to go toe to toe with many of these countries that are abusive, openly abusive but you know, you should yourselves, not just worry about whether it is that you're going to have your budget squared away or whether there is going to be a damnation in terms of the support, the financial support because ultimately it is all about principles and standing up for something and if you start and allow for discrimination, even on the, at the level of one individual, it becomes a slippery slope after that. So, it is something, it is, it is, it does require courage. Some people have it and some human rights defenders, defend the LGBT agenda, have enormous courage, the rest of us, you can build it up. You can actually become courageous even if you're not by just acting it in the beginning and then you suddenly fall into it. But it is something that we need to keep sort of actively stirring up. One of the points also if you allow me, Sander, I was in Guatemala City a couple of months ago. And I was meeting civil society and normally what happens is each component of the rights movement speaks on behalf of its own constituencies. So, the persons of disabilities are represented by NGO that's most prominent in that field and the same for the indigenous persons, same for LGBT and so forth. What was so fascinating, what I really enjoyed is that each community spoke on behalf of the other. So, the representative of indigenous communities spoke on behalf of the LGBT. The person who is representing women's right issues spoke on behalf of persons with disabilities. And the more we can think like that, we have our constituencies to defend

but we should also defend the rights of other constituencies and there should be no discrimination on any grounds whatsoever. And that's what we have to keep fighting for.

Inga Beale: And that principle, we've started in Lloyd's actually in the insurance market in the UK because we had all the employee resource groups focusing on their own individual areas and they have all started to come together and they've seen the power in that but it is very, very powerful when you get different groups speaking on behalf of others. And of course, it is that, it is because we all come from, you know, our view point, it is not until you start having discussions with people who have a different experience. That's the only way we are going to have an inclusive society, isn't it? We've got to understand other people's positions and that's been a wonderful, wonderful happening.

Kim Hammonds: I would just say, again, you know, another learning for me is that if you look at studies for decades, companies, cities, countries that are more diverse and inclusive are higher performing. And, at all levels. So, you know, everyone from the entry level intern all the way up to the board of directors in a corporation, you're going to have better business performance. So, being sensitive to creating that diverse, inclusive work environment in the corporate world, you're going to have better company performance. So, that's why this is important other than what I said before which is just the right thing to do.

Inga Beale: And it is not just for the individuals who may associate or think of themselves as LGBT. When we started, our pride at Lloyd's group which was the LGBT community getting together, and we had the launch and I can remember a guy coming up to me. He'd been working in Lloyd's for over 30 years and he said, oh Inga, this is the best day of my life here at Lloyd's. And I assumed he was going to say, I've been able to come out as being gay today. And then he said my son is gay and for the first time, I feel like I can talk about my son at work. So, it is the impact you can have on everybody in the organization. Not just the



LGBT community. Other people open up and now suddenly he's got a weight off his shoulder, he can talk openly. He is going to be more productive. He is going to be more engaged at work.

Stephanie Linnartz: I mean, we need to allow our employees to bring their true self to work. I mean that's the important

Sander van't Noordende: What's the biggest thing holding us all back in this? Just to take a bit of the

Zeid Ra'ad Al Hussein: The reptilian brain maybe. The reptilian brain. I mean we, if we are the product of evolutionary biology and our genes have been modified by prejudice and bigotry over the successive centuries and this is from our forbearers, you know, we have to actively fight this fight within us. We all recognize it. That we come to quick conclusions about someone on the basis of appearance or on the basis of what they say and we just have to fight it everyday within ourselves and recognize that there is a demon there that has to be dismantled. Those who allow the prejudice to flow and the bigotry to flow and the racism to flow, are not trying to do that. They are not fighting the internal battle and so they allow the tweets to just be a vehicle for, a window into this and this is what separates sort of progressive minds, open minds, creative minds from those that are dull and reptilian and we need to move away from that as human beings of the 21st century.

Inga Beale: And this fear. I just remember myself, for years, I had a, I was in a same sex relationship and I was not out at work. I was not out for years and I look back at that time and I just think, what on earth was it? I mean I worked in a very open company and yet I didn't have the, I was fearful of somethings. Some repercussion and somehow, we've got to help people get over that.

Sander van't Noordende: Get over the little hump.

Inga Beale: Or the big hump.

Sander van't Noordende: Well, the hump that is little but gets bigger every day. I think that's, maybe back to the report. Is there an opportunity for business to engage with cities?

Stephanie Linnartz: Absolutely. And I think the key for businesses is to partner with, with cities,

with NGOs, with other organizations that bridge, you know, with all sorts of different communities including the LGBT community and that makes a big, that will make a big difference. I mean, you know, as an example, we've been very worked with the International Gay and Lesbian Travel Association which works globally and is one of the oldest travel associations out there, is just one example. But I think that's where businesses can work together again, across these various organizations to move things forward. But back to your question about something that's challenging, I think for Marriott to be very candid, it is always a balancing act when you operate in so many different countries. We have hotels in countries where it is against the law to be LGBT and how do you make sure that you stay true to your core values and operate a business in a country like that, that stands really in many ways against everything that your company stands for. And I think it has been, we've kind of had to navigate that very carefully with making sure that our hotels are kind of like the embassy theory, right, like inside the four walls of our hotels, how we treat people is very, our associates, our guests, is very true to our core values while we are operating in countries that are, have laws on the books that are counter to our core values. I think that is really hard for, I mean I know it is hard for our company to navigate.

Sander van't Noordende: Yeah, I am just thinking of the check-in experience that I have every now and then.

Stephanie Linnartz: Well, that's a good example. We've had to train people, right? Part of it is we do a lot of marketing to the LGBT community that's very inclusive, right and #lovetravels and we'll show the LGBT community in a fantastic and real and authentic way. Well, then, what happens at the property, right, you have to pull that through to training on the property so that when same sex couple comes through the front desk and has a king size bed the front desk person doesn't say, do you really want that? Make sure that they, you know, no kidding, they are able to say to all customers, we have you in a king size bed, does that meet your needs, to anybody who is checking in so,



but we do a lot of training, a lot of hourly employees of 700,000 employees, 96 percent of them are at a hotel so you're going to do a lot of training at the property level on cultural competency and to be inclusive and that's really challenging too when you've got so many people to train. But it is critically important to really bring it home at the experience level at the hotel.

Inga Beale: I think for in terms of cities, Walt Sedicon who is the current mayor of London is doing is reaching out to business leaders to he has got an advisory board of business leader and he is really pushing the inclusion agenda. And you can really make a difference in a city with a mayor, whoever is governing a city when they connect with business and we almost give them, or him the support he needs to be able to go and challenge the norms. I mean, he is from a different ethnic background so he talks a lot about that. He is now supporting women. He has actually, he has given me the inspiration about panel participation. He said, I am no longer going to sit on a panel unless there is a 50/50 gender split and so I said, right I am going to do that. So, but things like that, he is getting that courage to move the city forward because he's got all of the, he is connecting with the business leaders and he has chosen specific business leaders who are the new, the new face of business. Friendly, open, inclusive rather than maybe the old traditional ones.

Kim Hammonds: Yeah, I would just say the LGBT community makes up I think it is 3.7 billion market share or you know, market capability and so, it's, it's a, it's a business imperative as much as it is and I think I have said that a couple of times, and cities creating an environment in cities where people can thrive and be productive is extremely important and so again, whether it is New York City, it is Cary, it is Jacksonville, it is Australia, you know, we've been very actively involved in advocating at kind of the right moment because we think that's important to do that. But the other, as I was doing some fact gathering before today, the other thing that was shocking is that 38 percent of countries are, you know, it is criminal if you are LGBT and I was surprised that it was so high, you know, as I was looking at some of the facts. And so, there is just a ton of work to do.

Sander van't Noordende: No, I think, Zeid, I will let you comment on it because—

Zeid Ra'ad Al Hussein: No, this is, I mean it is a very good point and it raises another issue and that is yes, about that number of countries have criminalized this behavior and of course they can use prosecutorial discretion whether to press cases or not so you can have a benign environment or you could have a very hostile environment. I think what's important for companies to do is to sort of set a threshold because if you have an employee who is arrested and prosecuted, does the company defend that employee? Now, the company may say, look, we have no liability, they knew that these are the rules of the country and so fourth but the morale of the rest of the employees must just plummet because they realize the company doesn't stand up for its employees. And so, the leadership of the company must take a position at some point. You don't want to be the frog in the pot that just begins to see one employee, two, three and then what stage are you going to speak and when it becomes a senior sales executive who is traveling in the region and so on principle, these are hard decisions but they have to be taken and when they are taken in the right way, the sense of liberation that you've stood up for your employees no matter what the cost ultimately is, it has to provide some sort of sense of stimulation because it will have an effect on the country. I can tell you having represented a country that is not, you know, sort of open for business, so to speak, when it comes to acceptance of LGBT persons, when you see companies sort of put pressure on the government, it has an effect. It has an effect. And companies need to realize that.

Sander van't Noordende: Yeah, so for anyone who runs into Mody this week, 377 of the table.

Zeid Ra'ad Al Hussein: It is a target rich environment.

Sander van't Noordende: Absolutely true. Anthony, I think we are going to open it up for some questions from the audience. I see your hand there in the back.

Justin Blake: Hi Justin Blake from (inaudible). I just want to pick up on the point that you finished with and maybe Jon, this is a question for you. This, the ability for multinationals to put pressure on governments where they are operating and they are persecuting LGBT, they have restrictions against LGBT, Jon, I'm curious when you did the research and looked at all the different metrics for the cities, are there insights when you look at the bottom of the ratings or even in the middle of the ratings that could kind of add to this dialogue that we've been having over the years here at Davos over what can multinationals be doing about this issue?

Jon Miller: Can I take that? I think that the simple answer to that, because there are many non-simple answers to that question is in the local business community. So, many of the conversations that we've been having in the couple years since we've launched the business, have been with leaders in countries, like countries like you're mentioning. And we often find a surprising level of understanding of the economic arguments and support for inclusion throw a little complexity here in the mix. Not specifically for anyone of you. But in Accenture we have those, first of all, I am absolutely agreeing with you. But now let's imagine your best and biggest customer was in North Carolina and because that is not to put you on the spot but because I am going to ask, you feel free to chip in because that's sort of where the tension comes in. Also, in Accenture, so we have those discussions, how do you go about those?

Stephanie Linnartz: I mean, I'd echo, first of all, what you said that diversity and inclusion is good for business. It is good for Marriott business and we believe in it to, you know, welcome people around the world. But, it is easy to have values and core values on a piece of paper but it really counts when they get tested, right. Your ethics and your values and I think the situation in North Carolina was an example where our company got tested. We've got a lot of hotels there, we've got a lot of business, but our CEO also spoke out very loudly against that discriminatory legislation that was bad for our business, bad for our associates and you know, bad for travel. Bad for mobility of people and so I think it takes courage and the businesses really need to step up and speak out and our CEO did the same thing with the legislation in Indiana which he

called madness, which I think was a good way to describe it. You know, it was very, you know, and not just speaking out once but doing it multiple times over in his blogs and op-eds and etc. and it takes courage and it may hurt your business in some regards or in some areas but I think it is the right long-term, not only moral thing to do but the long-term business decision as well.

Sander van't Noordende: Since you've been working on the standards of conduct and I think this is a theme that sort of you can read throughout the standards, any

Zeid Ra'ad Al Hussein: When, when listening to the panel, I was thinking about the UN because we are not a company. We are a global international organization but my office is the office that is most outspoken about this and there are other parts of the UN who are really quite silent. They should be speaking out. They should really be speaking out forcefully, I mean especially when we look at adolescents and children who go through the stages of identity formation and in many countries it is a perilous experience because of the consequences you're amongst very senior leaders in the local business community. They might not currently have quite the level of motivation or feel empowered to stop having those conversations and making that case to policy makers but for us it is the single biggest source of optimism is that support is latent but quite clear amongst senior leaders in countries like this and so, maybe a thing we could all do is be connected with those leaders in those countries.

Sander van't Noordende: Any other questions from the audience?

Jerry Catoty: Great report. Jerry Catoty from (inaudible). The data shines a light on so many things. I was really struck at the (inaudible) of triple A's (inaudible) one exception in Singapore. I am wondering, what do you see as the role of the business community in maybe changing something that's an exception like that where you've got a city that's otherwise creative, inclusive, I've been to Singapore many times and never felt threatened



there but still has laws in the books and so has the environment that is superficially challenging and yet, so I am hesitant to reward a place like that, but what can we do to say hey look, we recognize what you're good at, but there is still a black mark that you've got to solve. What's the role of the business community in helping the best even get better?

Inga Beale: Well, we've got, three years ago, we had a first dive in festival we call it. And it is basically a celebration of diversity and inclusion and the first time we ran it in London, I was actually really worried because I was taking the Lloyd's building and the Lloyd's market is a very traditional market and I was putting colored banners and posters all over the building and I was really worried about the negative impact. However, it was so well, it went down so well that the next year, we went global. And then last year we went even more global. We had 92 events all happening in the same week across 17 different countries. All about different types of diversity, inclusion and Singapore, a group in Singapore said, we are going to have an LGBT event. I said, oh, are you? They said yes, we can do it and they did it and there were no negative repercussions and it was done in a nonconfrontational way. It was done in a celebration and that's how we've tried to have the dialogue put up in different countries and we have events in Brazil and South Africa. We really went global but it was done about celebrating rather than confronting. And I think maybe that's one way of doing it. Not to reward them but try and do it in a celebratory way say look how great it can be rather than confrontational and that's how we've done it. Maybe it is a bit cowardess but that's how we've approached it certainly in Singapore.

Zeid Ra'ad Al Hussein: Well, there are many techniques one can employ to try. I think, I like the celebratory route. I think that's excellent. We can also look at cases where, you know, people, nationals of a country are discriminated in other communities and then point out to them just as they find it egregious that their own nationals, their own expatriate community and country X, Y and Z are the object of harassment and discrimination, well, then they should understand that applies to their LGBT community within country and we try and use any means available to lean on them and convince them but where the celebratory kind of route yields

dividends then I think it should be pursued and I find it's very intriguing and something we need to support.

David Pressman: My name is David Pressman and until recently, I served as the United States ambassador to the United Nations for political affairs. One of the things that struck me and I'd be interested in your reaction, is that in terms of engaging multinationals, and this relates to the previous question, to actually engage politically with foreign leaders with respect to policies or laws that are pending in their jurisdiction, we made enormous progress with respect to internal facing reforms. Employee facing reforms but when you actually have a situation whether it is in Nigeria, Kenya, and you call a government or whoever calls your office and says hey can you pick up the phone and call the president, call the speaker, call whoever it is and say this is bad for business, I think we are still at a point where the overwhelming response from the business community is the way we contribute is by promoting rule of law and transparency through our commerce. We don't engage in the politics. And the North Carolina example is an interesting one because in the United States, it is an exception. In the United States, we obviously have a relatively empowered LGBT political constituency but in those jurisdictions where that doesn't exist, I would be interested in your perspective in how we do better in getting corporations to engage at political levels to seek reform.

Kim Hammonds: From my vantage point, it is extremely important. So, what's the method to actually do that? Do you do that through the politicians, do the countries that are not in the 38 percent list that I mentioned become, create advisory groups of politically to companies that support this effort that have been very vocal? You know, many companies around the world including in Asia, have been extremely vocal about supporting diversity and inclusion. And I think actually, someone in your seat could actually take a what's the initiative that you could take in this sphere of influence that you have to make a difference on the topic and I think it is our

responsibility as executives of these companies to you know, reach out to the political person that we may or may not know and communicate our stand on these topics. But I think it kind of goes both ways as well. Which is the political environment as well as the corporations have to work together to address this topic.

Inga Beale: And I think from a business leaders' perspective, we don't want to become overly political. So, for us, there would be the it's got to have a positive impact on the bottom line so it has got to be increasing your profits and then I think you've got a really valid case to go and lobby governments around the issue. And I know there are lots of stats out there and research that is being done to show that the more inclusive you are, the better it is for business. And that's how we would possibly use it but just to go in in a political angle is really challenging, I think for business.

Sander van't Noordende: One last question from Beth. I'm sorry, we will take Beth first and then we'll take you as the last.

Beth: Thanks Sander. I want to go back, Inga, to the London situation because I worry that it is a front runner to something we may be seeing which the one in five, you've got an overly supportive mayor, you've got great business leaders, yet you've got a media that's gotten more and more aggressive, you know, and Stephanie both mentioned, you know, courage is necessary but it is also, you have to evaluate the risk to do business. Just perspective on the London situation of why is that happening?

Inga Beale: So, the stats are for the UK as a whole. And therefore, not necessarily London. I would say London is a little bit different but it still is also happening in London. But it is across the entire UK the sentiment and I don't know, it is almost as though we, because of this feeling that people haven't been included in the past, all types of people, the somehow, and I don't know whether it was really the Brexit vote or whether it is all the other things that are going on with the rise in populism, but the Brexit vote triggered a whole host of hate activities. Now, it, and it goes beyond the LGBT community. I have a guy who, in the first

week following the Brexit vote, he and his wife, they are from another country in Europe, they've been living in the UK for years. For the first time, they were walking their dog along the river and they get verbally abused and told to get back to their country. The first time ever they've experienced it. So, it triggered a whole host, somehow it let these demons out of people. So, it goes way beyond the LGBT community but those statistics for the LGBT community are horrific and we also know that about 25 percent of the homeless people, which is a growing issue in the UK as well, are from the LGBT community.

Sander van't Noordende: One last question.

Narcia Beluciano: My name is Narcia Beluciano and I am Director of Corporate Responsibility for Relics Group. One of our business units is (inaudible) exhibitions and I would say that we are signatory to Open for Business, is going to be having the first travel show, which is called products variances running in June of this year. So, there's work that we can do within our you know, for what we do for our bread and then there are the, the LGBT working groups and there's the special one-off activities. There's the training that we can do for our employees but what else should we be doing day in and day out to create a culture of inclusion? Are we missing something that we should be focusing on?

Sander van't Noordende: I think that's the perfect question to just made a round of. What's the one thing we could be doing more? It is a perfect question to end. Inga. Sorry, or Zeid.

Zeid Ra'ad Al Hussein: Shall I start?

Sander van't Noordende: Go ahead.

Zeid Ra'ad Al Hussein: Well, I was discussing this with Dan Bross yesterday. It seems that most companies, if maybe not you could say all companies, need to do human rights impact assessments throughout their complete, you know, all their supply chains, up and down their company. And then once you've mapped out your exposure, the gaps, the blind spots that you see where you

need to do work, then heavy investment by the leadership of the company, as we see Sander, outstanding leader in this field. You begin to change the character and the image and the reputation if the reputation was suffering and damaged in the past. And so, to do a complete human rights impact assessment, I think it is something that needs to be done by most companies.

Inga Beale: Now, just look for something we could do and the inspiration came from what happened in the UK in 2016 which was an investigation into the lack of women in financial services in senior roles and the government commissioned this. There was a charter

produced and launched by the Bank of England so, serious stuff and they asked financial services firms to sign up for this charter and importantly, signing up to this charter meant setting targets for women at the top and publicly declaring as targets and then monitoring and reporting against them and impacting executive pay if they don't hit them. So, if we've now got this United Nations code of conduct we're calling it, standards of business, standards of conduct for the LGBT community, that is an idea that you can actually get businesses to sign up, start to have targets, publicly report against them and effect executive pay.

Zeid Ra'ad Al Hussein: And Cisco yesterday joined the 47 companies that have already signed up so we are moving slowly upward.

Stephanie Linnartz: Just to build on that, you know, leading by example is key and I think having measurable targets that you're held accountable for is, is an important part of it. You know, at Marriott, we are making sure too, that we think about this holistically targets, not just around associates and training, but around consumers and around our hotel ownership because we manage and franchise on behalf of others on our supply chain and our vendors. Are we being inclusive there and including in the LGBT community. But we have a subcommittee of our board that has, we have a scorecard every quarter, my boss, our CEO and me each have a component of it. We have to report out to our board on how are we doing against various segments including the LGBT segment. How are we doing against various stakeholder groups and it

is part of our compensation and it is a big focus area so this idea of what gets measured gets done and has focus, there is a real degree of truth to that.

Kim Hammonds: I just, I totally echo what everyone has said so far. You know, one of the things that I am really proud of about Deutsche Bank is we've had a perfect score for 15 years on the human rights equality index and we're just behind one other bank, global bank, which I won't name. But I think that it's education, training, we have what's called an allies, are you an ally of DB pride, are you an ally in support of DB go, which is the women's initiative group. I think it is education, training, measuring but also what I said before which is taking a stand for making

your business better and this topic of diversity and inclusion not being discriminatory, creating a good work environment for your employees, creating a company where your customers actually trust you and want to work with you and you have the right kind of ethical ethos is important and this is an important topic. I'd like to see the diversity and inclusion topic get more pronounced actually in the congress center. And we were talking about that earlier. This is a topic that makes companies better and it will make the world better.

Sander van't Noordende: No, I think that would be absolutely the right thing to do. I mean because from this panel, it is clear, thanks to Open for Business, there is a very clear case for LGBT inclusiveness in cities and in business. I mean, there is a dialogue to be had between business and cities and in that dialogue, businesses and you all said it very well, need to stand by their values. Speak up. Have the courage to speak up and not be the frog in the pot.

Zeid Ra'ad Al Hussein: Not be the frog in the pot.

Sander van't Noordende: Thank you very much, panel.