

Macquarie Group – LGBT – Tip sheet

A tool for SME's participating in the Heart of the City Programme.

Why does diversity and inclusion matter in the workplace?

At Macquarie, we harness the strength the diversity of our people through inclusion. Inclusion means creating a workplace environment where people feel they can be themselves, regardless of their gender, age, ethnicity or cultural affiliation, sexual orientation, beliefs or educational background. People perform better when they can be themselves, so we see creating a culture of inclusion as a commercial priority.

Why do we think it is important to support LGBT colleagues?

First and foremost, it is against the law to discriminate against an individual on the basis of their sexual orientation. However, beyond compliance with the law we see the following business benefits:

- Staff are able to bring their 'whole self' to work
- Attraction, engagement and retention of staff is improved
- Reputational value to our brand (commercially and as an employer)
- Collaboration and networking for staff

Macquarie's approach:

1. People policies and training support:

- We have a number of policies in place to support LGBT staff at work (e.g. equal access to benefits and family related leave). Tips on policy writing are provided below.
- A number of training programmes including:
 - Orientation – a focus on Diversity and Inclusion throughout all orientation programmes
 - Appropriate Workplace Behaviour – including specific education around protected characteristics
 - Conscious Decision Making – designed to combat unconscious bias in our everyday decisions
 - Diversity related content in all management and leadership training programmes
 - Allies training (delivered by Stonewall) to help non LGBT staff understand challenges, language and support

2. Staff engagement:

- A Diversity Action Group at Senior Management level designed to govern and manage all Diversity related activity for staff
- Pride - An LGBT employee network group, led by staff for the benefit of staff. Committee to lead focus and approach
- Allies – A specific group of staff who are LGBT supporters or 'allies'. They help by raising awareness and attending events. Allies are offered 'reverse mentoring' from LGBT staff to help explain challenges experienced.

3. Awareness raising:

- Internal communications to staff around specific dates to raise awareness such as International Day against Homophobia and Transphobia (IDAHOT) and Pride Month
- Digital screens, posters and flyers throughout the workplace to promote Pride at Macquarie

Putting responsible behaviour at the heart of business

- A specific Pride poster in Macquarie reception (visible from outside the office) each year to coincide with Pride month. This signals our commitment to LGBT awareness and equality. In 2017, the tagline of the poster was; “ We’re proud when our people are”
- Events: awareness, training and fundraising for LGBT related activity specifically designed to engage staff and raise awareness.

Aside from staff related activity, we also work with the following external organisations, who provide training and support to the Pride network:

- Organisations providing strong guidance and advise on the range of LGBT characteristics: Diversity Role models, Gay Women’s Network, Transformation, London Bi-sexual Network, Opening Doors, Outstanding, Stonewall, Positive East, Positively UK, Interbank
- The ‘postcode network’ – an informal alliance of like-minded, similarly-resourced City-based institutions designed to create critical mass, achieve economies of scale and facilitate sharing of best practice and resources

Top Tips for writing inclusive staff policies:

- Ensure you review all existing policies and incorporate inclusive language (e.g. gender neutral pronouns)
- Specify all protected characteristics that the policy applies to, for example e.g. gender, marital or civil partnership status, sexual orientation, religion or belief, age, race, ethnicity, nationality, gender identity (including gender reassignment), pregnancy and maternity, and disability.
- Personalise policies according to your business culture (and ‘tone of voice’)



Extracts from one of Macquarie Group UK key staff policies:

Local Appropriate Workplace Behaviour (AWB)

Consistent with its Principles, Macquarie aims to have a workplace which values equal opportunity; is free from discrimination, harassment and victimisation; and does not tolerate other workplace behaviour it regards as being inappropriate.

The UK's Appropriate Workplace Behaviour (AWB) policy is intended to support staff in making decisions and taking actions that are consistent with Macquarie's aims, and to help us comply with the laws that apply to its business.

Discrimination

Direct discrimination may occur when a staff member is treated less favourably than another because of a protected characteristic. Protected characteristics refer to: gender, marital or civil partnership status, sexual orientation, religion or belief, age, race, ethnicity, nationality, gender identity (including gender reassignment), pregnancy and maternity, and disability. Indirect discrimination may occur when a requirement which at first glance seems to be fair, in fact operates to the detriment of a particular group of staff who share a protected characteristic.

Discrimination includes actions based on a staff member's perceived characteristics or because a staff member is associated with someone with a protected characteristic.

Any staff member who is found to have discriminated, harassed or victimised another person or has otherwise behaved inappropriately will be subject to disciplinary steps, which may include, but are not limited to, an apology, counselling, warning, transfer or dismissal.

Thank you to Rachel Engel and the Pride at Macquarie UK steering group for sharing this with our members. Please do not share this document without prior permission from Heart of the City.