

# IMPACT REPORT 2021-2022

Business Action for  
LGBT+ Inclusive Societies



Open  
For  
Business

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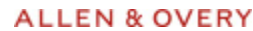
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# About Open For Business

Around the world, millions of people face discrimination because of their sexual orientation or gender identity. Open For Business exists to promote LGBT+ inclusion all over the world. Organized as a charity\*, Open For Business is a coalition of global companies taking action for more LGBT+ inclusive societies.

## Coalition Partners



## Business Action for LGBT+ Inclusive Societies

### Mission

We exist to improve the legal and social situations of LGBT+ people around the world by using the influence of the private sector.

### Research

Global

Local

### Strategy

Construct and promote the economic and business case for LGBT+ inclusion.

Catalyze a coherent voice on LGBT+ inclusion from the global business community.

Create local networks of senior business leaders to advance LGBT+ inclusion.

### Programs

Taking an action-oriented, programmatic approach to advancing LGBT+ inclusion, our work centres on three core programs that mirror our strategy.

#### Research Programs

We continuously work with coalition partners to develop new research to strengthen the evidence base.

#### Global Influencer Programs

We use our research to inject the economic case for LGBT+ inclusion on high-profile platforms and organizations.

#### Local Influencer Programs

Leveraging the momentum from these global conversations, we work in priority regions to build advocacy networks of senior executives.

### Outcomes

We focus on results that matter for LGBT+ equality in the local country context, aligned with local civil society organizations.

#### Decriminalization

Reversing the criminalization of consensual same-sex sexual acts.

#### Legal protection

Including protection from discrimination, from hate crime and from conversion therapy.

#### Trans rights

The rights of a person to use self-identification to be accepted as any gender identity of their choosing.

#### Marriage equality

Laws recognizing the marriage of two people of the same sex or gender.

#### Conversion therapy

Banning attempts to change an individual's sexual orientation or gender identity.

#### Economic inclusion

Even in countries with legal protections, millions lack equal access to economic opportunities.

# Letter from the Chair, Jon Miller



**Open For Business is about taking action – powered by data, with a focus on impact. So how are we doing?**

The stakes have never been higher for LGBT+ people around the world: our rights are at the heart of a global struggle between repressive conservatism and the values of openness and inclusion. The voice of the business community has never been more important.

Culturally conservative politicians have gained power and influence in many countries. They have little respect for the value of open, inclusive and diverse societies, and they've made life for LGBT+ people harder. It's clear that they have no hesitation in using the lives of LGBT+ people as a political tool.

The human rights of LGBT+ people have become a geopolitical 'wedge issue': there's growing evidence that Russia is funding anti-LGBT+ groups across Eastern Europe, with the clear aim of creating division and undermining democratic values. And it's working: Hungary's position in the EU, for example, looks increasingly precarious.

Trans people, in particular, are suffering the politicization of their basic human rights. Even in countries that have made real advances on many LGBT+ issues, the public discourse is gripped by a moral panic, fueled by the divisive scaremongering of conservative politicians and media. This toxic atmosphere is having a devastating impact on the lives of trans people.

Scaremongering is also driving 'don't say gay' legislation – even in the U.S., supposedly the beacon of democratic values. Casting the inclusion of LGBT+ people in opposition to the safety of children is a dangerous piece of doublethink, and yet this wave of laws – which has its provenance in Putin's Russia – looks likely to spread across states and countries.

All of this runs counter to the principles that underpin the success of business, and the advancement of economies. More than ever, business leaders need to speak up in defense of these principles – but doing so is a potential minefield. That's why Open For Business exists: to strengthen a collective business voice in countries where LGBT+ rights are under threat.

Our 2021-22 Impact Report sets out how Open For Business has been doing just this – in Africa, across Central and Eastern Europe, in the Caribbean, and now in South East Asia – mobilizing business action, driven by the evidence base, backed by solid data.

We dedicate this report this year to Ukraine, whose people have felt the terrible violence of strongman politics more than any. We send our solidarity and love to our collaborators who remain there and those forced to begin new lives abroad.

A handwritten signature in black ink, appearing to be 'JM' followed by a long horizontal stroke.

**Jon Miller**

Founder, Open For Business, and Partner, Brunswick Group

## Highlights of 2021-22

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# Central and Eastern Europe (CEE)

## Mobilizing the voice of business in defense of LGBT+

Launched in spring 2021, Open For Business's Central and Eastern Europe program has had a successful year of activity focusing on four key countries – Hungary, Poland, Romania and Ukraine – with research also being undertaken in Uzbekistan. Similar to our other regional programs, the key work components are research into the business and economic case for LGBT+ inclusion and an outreach/coalition building effort to engage local and regional businesses.



### The cost of LGBT+ Discrimination

**From 0.43% to 1.75% annual GDP**

### Release of the Open For Business CEE flagship report

In April 2021, Open For Business CEE released its report, "The Economic Case For LGBT+ Inclusion in Central & Eastern Europe: Hungary, Poland, Romania, and Ukraine" with a virtual European Union webinar at which EU Commissioner for Equality Helena Dalli was keynote

speaker. This was followed by separate in-language webinars in each of the focus countries: in all, nearly 300 business, CSO and other leaders attended these events.

The report found that LGBT+ discrimination cost these four economies between 0.23% to 1.75% of their annual GDP; it also showed that there is a direct correlation between economic growth and greater LGBT+ inclusiveness. As Regional Program Lead and current Open For Business Interim Executive Director George Perlov said, "Put simply, countries that are more accepting of LGBT+ people are more prosperous."



### Tackling discrimination against LGBTIQ people

is not only important in the pursuit of equality and fairness but it will also give companies that embrace it competitive edge in attractig and retaining talent.

Helena Dalli  
European Commissioner for Equality, speaking at the report launch



These findings made headlines and news broadcasts at the international, regional, and local level, reframing LGBT+ rights as an economic issue. Social media spread the word further, and the multi-language reports were viewed and downloaded by thousands of business, government, and civil society leaders in the region. Within days of the launch, research findings were being widely discussed: in Poland, for example, the report was cited by the US Embassy's Chargé d'Affaires in a major policy speech to his Polish government counterparts.

The research enabled a fast response in Hungary when the government rushed through a draconian law banning LGBT+ related content, on the pretext of protecting children.

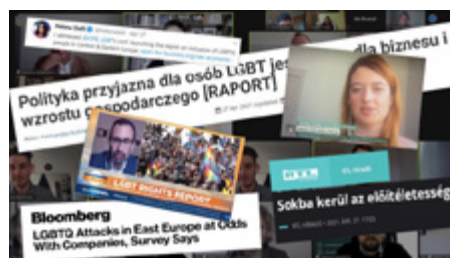
Working with our local partners We Are Open, we were able to coordinate a clear business briefing setting out business opposition to the law, based on the economic case. This was picked up by national and international media ("Businesses slam proposed ban on LGBT+ content in Hungary", ran the Reuters headline<sup>1</sup>). The government felt the need to issue a statement in response, but the measure was nonetheless passed into law. The battle was lost, but a clear signal had been sent that businesses would take a firm stand against discrimination.



### CEE Local Influencer Program

The CEE program continues to be guided by our local Program Advisory Board, comprised of representatives of LGBT+ NGOs and local corporations which meet regularly to discuss progress against the regional program plan.

In fall 2021 Open For Business hired local consultants in Hungary and Poland to lead the Local Influencer Program and capitalize on the strong engagement the report has received. With support from the UK Embassy in Poland, Open For Business launched a series of panel discussions in Poland beginning with the Economic Forum in Karpacz ("the Davos of Poland") in September. A second event was held in November in collaboration with the Warsaw "Rainbow Network" of LGBT+ Employee Resource Groups.



International and regional pick up of the CEE report launch was extensive



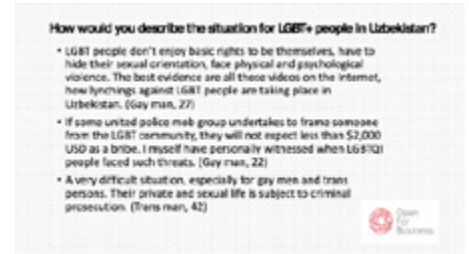
Open For Business Interim Executive Director George Perlov with colleagues from IBM, EBRD, Monterail (PL) and We Are Open (HU) at Poland's Economic Forum in Karpacz, the first-ever panel on LGBT+ issues at the conference

1. <https://www.reuters.com/article/hungary-lgbt-business-idUSL5N2NW79L>

### The Economic Case for LGBT+ Rights in Uzbekistan

In November, with the kind support of Open Society Foundations, Open For Business launched a report on the Economic Case for LGBT+ Inclusion in Uzbekistan with a view to inspiring business, political and government leaders to reduce discriminatory policies and embrace greater inclusion. The report found that despite Uzbekistan’s many recent positive policy changes that have attracted greater business interest, its dismal record on LGBT+ rights is keeping the country from attracting more talent, innovation and overall economic growth especially compared to other post-Soviet countries.

A mix of approximately 75 mostly business, NGO and diplomatic representatives attended our online launch event. In addition to a presentation of the key report findings, the event featured speakers from Human Rights Watch, ILGA-Europe, and Proud at Work, a Munich-based NGO that works with many German companies doing business in Uzbekistan. As attending such an event for members of the Uzbek LGBT+ community would be a security risk for them, the launch was interspersed with clips from anonymized interviews.



Some of the voices of the Uzbek LGBT+ community as presented at the report launch

Since the launch, the report has been downloaded from the Open For Business website just under 600 times, and in December 2021 we presented key findings of the work to the annual meeting of the Partnership for Global LGBTI Equality (PGLE), a World Economic Forum partnership organization.

Open For Business is working to deepen its local engagement in the CEE region and plans to continue to convene business leaders, economists, activists and government officials/elected leaders who understand that there are significant costs to societies that discriminate against LGBT+ people and economic advantages for greater LGBT+ inclusion.



In 2022 we wish to gather the Polish business community around the economic case for inclusion. We hope to raise awareness about the consequences our country and region suffer as a result of discrimination, while highlighting successes of the Polish LGBT+ community during a series of events bringing together our country’s businesses, NGOs and policymakers.

Lukas Antkiewicz  
Poland Program Lead



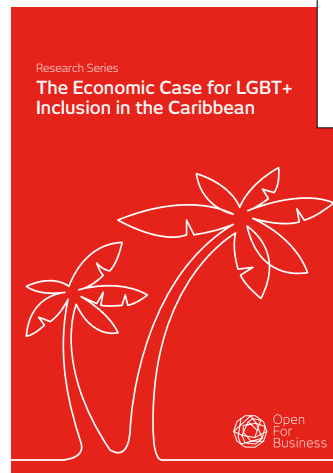
2022 is a year of renewed action for the business community in Hungary. With disappointing election results, the role of companies in creating a positive and inclusive environment that is conducive to doing business is more important than ever.

Ambró Stoics  
Hungary Program Lead

# The Caribbean

**Ground-breaking research featuring the largest LGBT+ data sample in the Caribbean**

Our report, *The Economic Case for LGBT+ Inclusion in the Caribbean*, was launched in June 2021 with support from Virgin Atlantic. The report highlights our survey research, interviews and data analysis, focused on 12 English-speaking Caribbean countries: Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, and Trinidad and Tobago.

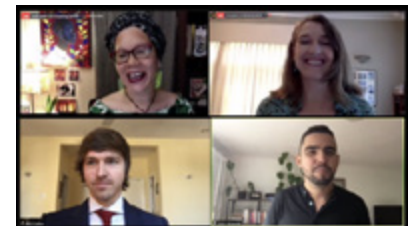


**The cost of LGBT+ Discrimination up to 5.3% of annual GDP**

The report featured data from the largest ever survey of Caribbean LGBT+ people (those currently living in the region plus diaspora), as well as prospective Caribbean tourists, and interviews with business leaders and employees of Caribbean-based companies.

The report found that LGBT+ discrimination costs up to \$4.2 billion a year – as much as 5.7% of annual

GDP – in these countries. Certain sectors are particularly hard-hit: for example, LGBT+ discrimination significantly impacts the tourism industry in the Caribbean with LGBT+ tourists and allies staying away as a result of discriminatory policies. It also leads to a brain drain of talent from the region, with people leaving for more open societies and never returning. Conversely, countries opting for more inclusive policies see their economies grow as a direct result of being more welcoming.



Representatives from CAISO, British High Commission and Open For Business at the Caribbean Report Launch

Sir Richard Branson of Virgin speaking out on the launch of our Caribbean report

A high-profile report launch event included keynotes from Her Excellency Harriet Cross, British High Commissioner for Trinidad and Tobago and Sir Richard Branson, Founder of Virgin Group, along with a distinguished local and international discussion panel. The event attracted about 100 viewers including businesses, activists, funders and government officials locally as well as from the US and Europe. In

terms of global media penetration, the launch was featured in Thomson Reuters and Al Jazeera, with a social media campaign running throughout the summer continuing to build interest. The launch also triggered requests for presentations from influential multilateral stakeholders including the Organization of American States, the International Development Bank, and Parliamentarians for Global Action.



### Study: Anti-LGBTQ laws cost Caribbean up to \$4.2BN a year

A new report by Open for Business found that Caribbean nations are losing billions of dollars in missing tourism, productivity and competitiveness each year to laws that discriminate against LGBTQ people.



Media pick-up of the report launch included coverage on Al-Jazeera and local outlets



In 2022, we hope to facilitate and unlock the potential of a network of business leaders across the Caribbean who truly understand the impact they can have on shaping a more LGBT+ inclusive Caribbean

Donnya "Zi" Piggott,  
Caribbean Program Lead

# East Africa

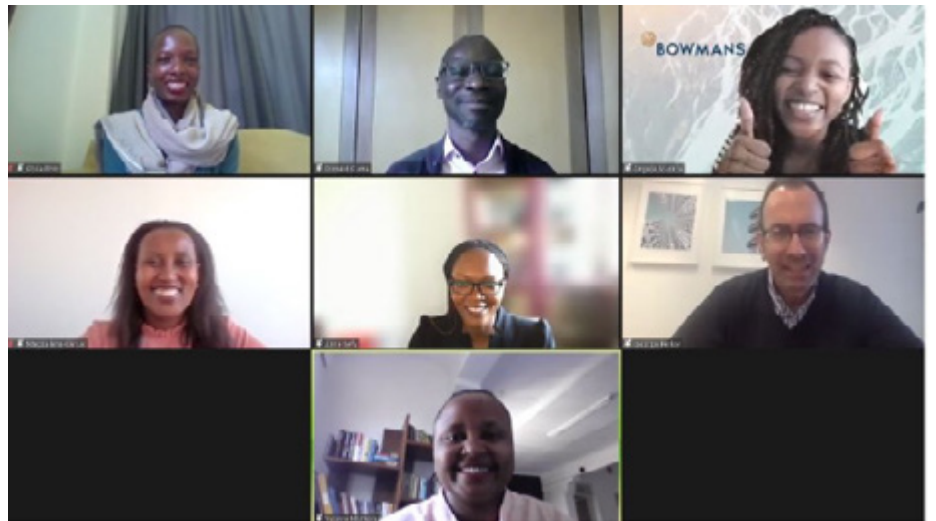
## Strengthening engagement across the private sector

Our program in Kenya continues to attract more private sector stakeholders, bringing the message of LGBT+ inclusion as an imperative to greater economic success for businesses, civil society organizations and policymakers. Our Program Advisory Board continues to provide us with guidance and counsel on the business, societal and legislative issues facing the country.

### Businesses commit to Inclusion

Open For Business developed the "Nairobi Declaration" for businesses to show their commitment to greater diversity and inclusion. To date, over thirty businesses large and small, operational in Kenya, and from a host of sectors and industries have become signatories to the Declaration.

The Declaration follows the government of Kenya's commitment to ensuring work places are free of discrimination based on sexual orientation or gender identity. At a pre-launch online event in January 2022, a Kenyan corporate lawyer briefed businesses on what companies can legally do to support greater LGBT+ inclusion, which was followed by a business roundtable discussion. This work is necessary to clarify the legal misunderstanding that some companies still have over advancing LGBT+ rights in Kenya. A formal launch of the Declaration will follow later in the year.



The pre-launch event for OPEN FOR BUSINESS's Nairobi Declaration featured a presentation by Bowmans and a panel discussion with representatives from Globeleq, Levanter, Oxygene and Microsoft



### United Nations Development Program (UNDP) Feasibility Study

Following the success of our landmark Kenya report on the economic case for LGBT+ inclusion, UNDP commissioned Open For Business to conduct feasibility research to create similar reports in four additional sub-Saharan African countries – Ghana, Namibia, Nigeria, and Zimbabwe. As we have learned in Kenya, having a research-based economic report is the critical first step to developing a comprehensive local engagement program. This study is the first step in this direction.

### Spreading the Message

We continue to hold unilateral and multilateral meetings with businesses, CSOs, the diplomatic missions and others in Kenya and across Africa on the economic case for LGBT+ inclusion. In Kenya we have held training sessions

for both local and global companies including Diageo, Globeleq and groups of SMEs from different sectors.

We have deepened ties in the government sector with the British High Commission and with the Kenya National Commission on Human Rights. We have also expanded relationships with the African Diversity and Inclusion Center and continue to speak at various national and global institutions including universities, UNDP and private sector players, among others.

### Media Appearances

We have secured appearances on leading Kenyan radio shows including an interview on Spice FM and on the influential Jeff Koinange show from Citizen Radio. These opportunities allow Open For Business to have frank discussions about LGBT+ inclusion that reach mass audiences across the country.



Yvonne Muthoni, Kenya Country Director being interviewed on SPICE FM



While this is an election year in Kenya, we still expect to see more commitment to LGBT+ inclusion from the private sector in Kenya and continued commitment from the government to ensure workplaces are free from discrimination regardless of sexual orientation

Yvonne Muthoni  
Kenya Country Director

# Global Programs

## Open For Business named as a World Economic Forum "Lighthouse Project"

In September 2021, Open For Business was named by the World Economic Forum (WEF) as a "lighthouse example," illustrating how business is partnering with communities and civil society to accelerate action on equity and social justice. The report recognized organizations "taking principled action supporting stakeholder capitalism and inclusion of workers, communities and civil society" and making the case that "it is vital for companies to create a more inclusive and sustainable future following global crises and rampant social injustices." Open For Business was singled out

for its work in influencing public policy and helping companies speak out as corporate citizens.



## Pride 2021: Celebrating with Phyll Opoku-Gyimah of Kaleidoscope Trust and UK Black Pride

As part of a celebration of LGBT+ Pride Month in June 2021, Open For Business' Board Chair Jon Miller hosted an online event featuring Phyll Opoku-Gyimah, widely known as Lady Phyll, human rights activist, founder of UK Black Pride and Executive Director of Kaleidoscope Trust, a UK-based charity working to uphold the human rights of LGBT+ people across the Commonwealth. Jon began by asking Lady Phyll whether there was still, in this day and age, a need for Pride events? Lady Phyll was in no doubt. "We are not living in some ideal world, where we all have the rights that we deserve," she said. "So Pride is much more than just a celebration – it is a reaffirmation of fundamental human rights."

When it comes to LGBT+ rights worldwide, Lady Phyll believes that there has been both progress and regression in recent years. She points to successes in countries such as Trinidad and Tobago, Botswana, Gabon, and India. "But [while] we've got rights in certain places - equal marriage, for example - that's not the be-all and end-all. We're also seeing 44 Ugandans arrested, or

the 22 LGBT+ people in Ghana being detained unlawfully, injustices in Nigeria [and] in Hungary..."

In such a changing global context, the work of organizations fighting for LGBT+ rights worldwide – Open For Business, the Kaleidoscope Trust, and others – is more important than ever. And businesses, she says, which set working and even cultural standards, are crucial to protect progress.



Open For Business Board Chair Jon Miller in conversation with Lady Phyll

### Coalition Partner Connect Sessions: Strengthening the Coalition Through Learning and Best Practice Sharing

Sensing the need for more engagement between our Coalition Partners during the ongoing pandemic, in 2021 Open For Business launched the Coalition Partner Connect Program. These monthly Zoom meetings allow representatives from Coalition Partner companies to connect and have informal conversations with their peers on a host of issues and topics.

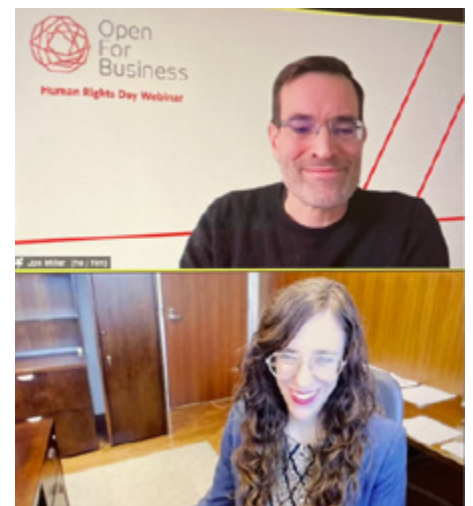
Mostly Coalition-led with occasional guest speakers, programs in 2021 focused on LGBT+ inclusion in advertising, LGBT+ self-identification within companies, and trans issues. Partners enjoyed the environment and opportunity to speak freely and openly on best practices and also where their programs or activities may have fallen short. Presenters in 2021 included representatives from Coalition Partners Deloitte, IBM, L'Oréal, Mastercard and Unilever.

### Human Rights Day 2021: in conversation with U.S. Special Envoy Jessica Stern

In December 2021 Open For Business hosted an online Human Rights Day celebration. Board Chair Jon Miller spoke with Jessica Stern, the U.S. Special Envoy to Advance the Human Rights of Lesbian, Gay, Bisexual, Transgender, Queer and Intersex Persons, to discuss the current state of global LGBT+ rights and how business can best support and protect LGBT+ communities worldwide.

Special Envoy Stern, who most recently served as Executive Director of OutRight Action International, sees a growing backlash against LGBT+ inclusion around the world even as recognition of the human rights of LGBT+ people has in many places accelerated. She describes a direct link between LGBT+ rights and stable democracies. "The fault line... is not gay versus straight, or transgender versus cisgender," she said. Rather, "it's about inclusive, stable democracies that address the needs of all people." Such democracies create the environments for business to flourish: business, therefore, has a huge interest in promoting and protecting LGBT+ rights.

Stern proposed three steps for businesses to take that will help protect LGBT+ people both in and outside of their business. First, they can make it clear that their decision to invest in a country will be based on countries' respect for the rule of law and protection of human rights. Second, businesses can emphasize that equality for LGBT+ persons means promoting equality not only for LGBT+ people, but for everyone. Third, businesses can create work environments that welcome and protect LGBT+ people. "This is where organizations such as Open For Business, come in," Stern said. "Seeing [companies] dedicating to taking action on LGBT+ rights through Open For Business is heartening, and the organization is a great place for businesses looking for ways to get involved to start."



Open For Business Board Chair Jon Miller in conversation with U.S. Special Envoy Jessica Stern



**Civil Society Business Toolkit: new guide for how civil society can better engage with businesses**

Open For Business was thrilled to partner with Workplace Pride and The Other Foundation on a new Civil Society Business Toolkit, a primer for LGBT+ organizations on how to better engage with the private sector. Open For Business conducted the underlying research that informed the primer, which included one-on-one in-depth interviews and a survey with LGBT+ organizations around the world. The research addressed the topics of CSO mindset towards the business community, how CSOs can make a business case, developing and sustaining partnerships and how to best communicate, among others. This data was then used to inform the specific recommendations in the toolkit. It was launched at World Pride in Copenhagen in July, 2021.



# Looking forward to 2022

**2022 will see the launch of the third edition of the Open For Business Cities Ratings. The ratings provide a unique view of which cities are making progress and which are backsliding. And they show clearly that LGBT+ inclusion makes cities more competitive, more entrepreneurial, and better places to do business.**

The impact that Open For Business makes is possible only because of the strength of the coalition. When such high profile, highly respected businesses join together to take action for LGBT+ equality, a powerful force for change is created.

And the stronger our coalition, the more impact we can make. This doesn't just mean making the coalition bigger but deepening the work we can do together. That's why we're welcoming a new senior member of staff, Andy Melia, to the newly created position of Strategic Partnerships Director. Andy will work closely with our partners to unlock the full potential of the coalition.

Over the next year, we will be pushing forward with our ongoing work in East Africa, Central & Eastern Europe, and The Caribbean. Already, we have ground-breaking data on the economic case in these regions, and we'll be working with our teams on the ground to turn this into advocacy that makes an impact.

Open For Business is also rolling out a programme across Southeast Asia over the coming year. Starting with commissioning fresh research on the economic case for LGBT+ inclusion in Thailand, we will expand the programme into Indonesia, Malaysia, the Philippines, Singapore and Vietnam.

Over the past year, we've enjoyed the support and partnership of many organisations – from activist groups on the frontlines, to organisations like the World Economic Forum, the UK's Foreign, Commonwealth and Development Office (FCDO), and the European Commission. We are excited to begin a new partnership with the International Chambers of Commerce (ICC). In the year ahead, we look forward to deepening these relationships, and exploring new collaborations that can help us make a bigger impact.

## Strengthening the Coalition

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# Welcoming New Partners

**We welcomed five world-class companies as Coalition Partners in 2021.**

**ABB** is a leading global technology company that energizes the transformation of society and industry to achieve a more productive, sustainable future.

**DLA Piper** is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

**JPMorgan Chase** is one of the oldest and largest financial institutions based in the United States.

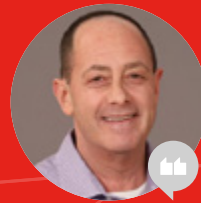
**The LEGO Group** is a privately held company based in Billund, Denmark that is a global force for learning through play.

**Wabtec** is a leading global provider of equipment, systems, digital solutions and value-added services for the freight and transit rail sectors.



We are a world leader in rail technology. And at Webtec we believe in diversity, equality and inclusion. When all our colleagues are comfortable and accepted, it benefits our entire organisation. Joining open for BusinessCoalition will further demonstrate our commitment to drive positive changes in our society around the world.

Lilian Leroux  
Webtec, Transit President



Together we can promote equity and better serve the LGBT+ community when they need it the most.

Brad Baumel  
JP Morgan Chase, Global head of LGBT+ affairs



We can not delegate the responsibility for inclusion as leaders.

Luca Condosta  
ABB Global Diversity & Inclusion Ambassador



We must first be the change as an organization so we can do the important work to include everyone in our products and experiences and ultimately so we can speak out in support of a more welcoming and inclusive world for everyone. Open For Business is an important partner to us on this journey as lasting change can only be achieved together."

Cecilia Weckstrom  
Head of Diversity & Inclusion, The LEGO Group



Joining forces with other businesses, sharing resources and expertise to promote LGBTQ+ inclusive societies. This is a bold step in the right direction and I look forward to seeing what we can achieve .

Bruno Giuffrè  
DLA Piper, Partner, Elected board member

People

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# Core Team



**George Perlov**  
**Interim Executive Director**

George previously led the Central & Eastern Europe Program and was lead researcher on that regional report. George has over 20 years of experience in qualitative and quantitative research projects, with a particular focus on social causes. He led the research and evaluation program at the Ad Council, the largest producer of public education campaigns in the US. As a consultant, he has worked with numerous businesses, foundations and NGOs, including The Heinz Endowments and The New York Times, on large-scale research projects utilizing surveys, stakeholder research, and other research methods.



**Andy Melia**  
**Strategic Partnerships Director**

Andy is the Strategic Partnerships Director, working with our coalition of businesses and civil society partners to identify how we can most effectively drive change. Andy has over 15 years' experience across the public, private and charity sectors, working predominantly to support businesses to understand their role in building thriving communities. He previously led Heart of the City, a charity dedicated to supporting small businesses to do well by doing good, and Business in the Community's work on community investment and place. Andy has extensive experience across the charity sector, helping to establish and chairing Brighter Together, an intergenerational project bringing together people in care homes and pre-school children, and as a volunteer manager and trustee in the Scout Association in South London.



**Olajumoke Taiwo**  
**Finance and Operations Manager**

Olajumoke has been involved in the Finance landscape for over 10 years, starting her career in the banking industry before expanding her remit into the education and healthcare sectors. Olajumoke joined Open For Business in September 2020. As Finance and Operations Manager, she oversees and maintains responsibility for all areas of finance and administration. Olajumoke is a strong advocate of building relationships and leveraging the talents and resources of individuals to drive business growth.



**Yvonne Muthoni**  
**Kenya Country Director**

Proud African and queer feminist, Yvonne is the Kenyan Country Director of Open For Business. In her role, she spearheads research on LGBT+ policies at the Kenyan workplace and works with different national and global stakeholders on diversity and inclusion best practices. Yvonne works towards fortifying the respect for human dignity for the LGBT+ community. Yvonne co-led the first LGBT+ workplace inclusion conference in Kenya and with 12 years' experience in this field she helps build, nurture and sustain relationships with different stakeholders relevant to the movement. Furthermore, she is an advocate for the mental health and wellbeing of the LGBT+ community and has co-authored on the Mental Health Assessment Toolkit by Professionals in Pride Kenya where she serves as a board member.



**Donnya (Zi) Piggott**  
**Campaign Lead – Caribbean**

Donnya “Zi” Piggott is a tech entrepreneur, designer and human rights advocate from Barbados. In 2012, she co-founded B-GLAD, a support organization for LGBT persons in Barbados. In 2015, she was awarded a Queen Elizabeth’s Young Leaders Award for her activism in changing the lives of young people. Zi is also the 2021 David Martin Small Business Fellowship winner of the International LGBTQ Travel Association.



**Ambró Stoics**  
**Campaign Lead – Hungary**

Ambró is the Campaign Lead for Hungary, focused on fostering corporate LGBT+ rights advocacy in the country. As a project manager, he has worked with a number of businesses and NGOs, including Vodafone, SPAR and We Are Open. He has a background in digital marketing solutions with over a decade of experience in harnessing the power of digital media in order to efficiently and safely communicate with consumers.



**Lukasz Antkiewicz**  
**Campaign Lead - Poland**

Lukasz is the Campaign Lead for Poland, striving to support the local LGBT + community. His 15 years of professional experience was gathered as a PR manager, while working with business, media and policymakers. He used to work as a journalist in Polish national media, as well as an advisor to political and business leaders. Lukasz has also done work for non-governmental organizations.

# Fellows



**Ceren Altincekic**  
Research Fellow

Ceren currently works as a data scientist at Brightloom in New York City. She collaborates with project management and data science leadership to create meaningful relationships between people and the brands they love.



**Mayur Gupta**  
Coalition Development Fellow

Mayur is the founder of Career Accelerator, an award-winning education organization helping 14-30 year-old young people from diverse backgrounds prepare for careers in the modern economy through employer support led by top businesses. Mayur is a frequent guest speaker talking about education, diversity and inclusion and technology, and has spoken at events in collaboration with The Economist, Pearson, Stonewall, UK Black Pride, Spirax Sarco, the Labour Party and Teach First. Mayur has contributed towards two books – DiversityEd and 26 Friends: Lessons to Learn Before It's Too Late. Mayur is an active member of Out in Tech, the Conduit Club and Stonewall.



**Zamzam Osman**  
Program Development Fellow

Zamzam is an Account Director in Brunswick's Business & Society team, helping companies demonstrate leadership across a range of social and environmental issues. Zamzam has 6+ years' experience, previously working in Corporate Responsibility teams at the Financial Conduct Authority, and RELX Group, where she implemented and ran internal and external CR projects as well as project managing Diversity & Inclusion and Community Engagement programs. Zamzam's work to date has covered a broad portfolio of business-critical global challenges including D&I, climate change, and human rights.



**Jack Stewart**  
Program Development Fellow

Jack is a fellow in Brunswick's Business & Society team, helping companies demonstrate leadership across a range of social and environmental issues. Jack joined Brunswick as part of the On Purpose program, which helps professionals transition careers to a role where they can harness the power of business for good. He recently completed a placement at NatWest Social & Community Capital, working on financial products for charities, social enterprises, and community groups.

Previously Jack spent 20 years as a journalist at the BBC, WIRED, and American Public Media, covering science and the environment.





**Zach Yates**  
**Digital Communications Fellow**

Zach supports on all things digital communications at Open For Business, including strategy, campaigns and distribution. He is an Account Director on Brunswick Group's Digital Team, based out of the New York Office. In this role, Zach advises clients on the development, implementation and execution of social media and digital communications strategies across a variety of sectors and business critical issues. Prior to Brunswick, Zach managed the social media portfolios of several interest-based magazine brands.

Open For Business welcomes new Fellows from companies to support the organization in a variety of ways, for long- or short-term periods. For more information, go to <https://open-for-business.org/fellowships>

# Trustees



**Jon Miller**  
**Partner, Brunswick Group; Chair of the Board**

Jon Miller is a partner at Brunswick Group, working with companies to promote the positive contribution they can make in the world, and helping them connect with broader society. Jon founded Open For Business in 2015 with our 14 founding coalition partners. Jon has worked all over the world with global corporates in many sectors, from the US to Asia and Africa. He was a strategist at creative agencies including Ogilvy and Mother, and has created campaigns for many NGOs, such as Amnesty, Greenpeace and WWF.



**Lori Dobeus**  
**Principal, Advancing Inclusion; Vice-Chair**

Lori Dobeus is a global inclusion & diversity professional with a broad professional background and change management experience. She is currently the Principal of Advancing Inclusion, a boutique consulting firm helping companies advance their inclusion and diversity strategies. Prior to this role, she was the global co-lead for inclusion and diversity at McKinsey & Company.



**Julian Curtis**  
**Head of Statutory Reporting, Santander UK; Treasurer**

Julian Curtis has held various senior positions in finance in complex, highly-regulated organizations – in London, New York, and Sydney. He currently serves as Head of Statutory Reporting at Santander UK. Prior to this, he was a Director at PricewaterhouseCoopers in New York and Vice-Consul, Economic Development for the British Government in New York. Julian qualified as a chartered accountant with KPMG.



**Ken Chan**  
**Vice President of Administration, Brock University**

Ken has diverse and broad leadership experiences in the public, private and non-profit sectors. Prior to becoming the Vice President of Administration at Brock University, Ken's prior roles include: Assistant Deputy Minister with the Ontario Government, Public Affairs Director at Vertex Pharmaceuticals, Vice President of Advocacy, Research and Healthcare at Cystic Fibrosis Canada, Assistant Director with the UK Department for Business, and Senior Advisor in the Mayor's Office at London City Hall. In addition to Open For Business, Ken currently serves on the boards of ALS Canada, Alterna Savings and Alterna Bank, and holds the ICD.D designation from the Institute of Corporate Directors. He is also working towards an Executive Ph.D. at ESCP Business School.



**Netanya Clixby**  
**Managing Associate – Derivatives & Structured Finance, Sidley Austin LLP**

Netanya is a financial services lawyer, specializing in derivatives and structured finance. Netanya sits on the Law Society’s LGBT+ Lawyers’ Division Committee, where she focuses on bi and trans inclusion in the legal profession. The Committee represents LGBT+ lawyers and allies, publishing best practice guides and organizing industry events. Netanya also writes articles on diversity and inclusion for the Law Society and the Law Society Gazette. Netanya is co-chair and co-founder of the London Bisexual Network, the first professional network for bisexual people and allies working in London.



**Robert Glick**  
**VP, International Government Affairs & Corporate Communications, American Express**

Robert Glick, OBE, has held various senior positions in corporate communications and public health – in New York, Paris, New Delhi and London. He currently serves as Vice President of International Government Affairs & Corporate Communications at American Express.



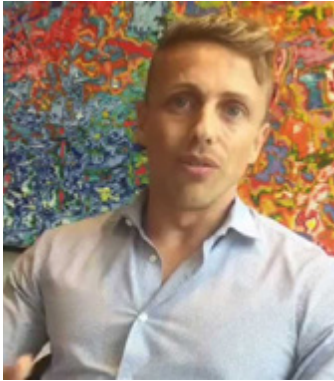
**Liz Grant**  
**Director, Fantail Business Development**

Liz Grant, OBE, is an Inclusion Consultant. She works with a wide variety of companies and organizations across the private, public and not-for-profit sectors. From banks to law firms to academia and government regulators, she works with clients to build inclusive leadership teams and implement best practices in Diversity & Inclusion.



**Dinah McLeod**  
**Consultant and Trustee**

Dinah is a social and environmental sustainability professional with over 20 years of policy, business and international development experience. Most recently, she served as CEO of the GCCA, a trade association for the cement industry, where she led efforts to achieve sector-wide commitment to net-zero carbon emissions. Dinah’s previous roles include senior appointments with the Business and Sustainable Development Commission, the Overseas Development Institute, The B Team, Novartis, BT, the UK Prime Minister’s Strategy Unit and the World Bank.



**Nicolas Patrick**  
**Partner, DLA Piper**

Nicolas is a partner at DLA Piper, a global law firm, where he leads the Responsible Business team. He advises governments, businesses and NGOs in relation to human rights and ESG risks. Nicolas has 20 years' experience helping businesses to engage in public discourse and effect social change.



**Liam Rezende**  
**Assistant Director -- Brand, Marketing & Communications, EY**

Liam is Assistant Director for Brand, Marketing & Communications at EY and based in the team dedicated to Global Talent, Diversity and Inclusiveness. Prior to joining EY, Liam was Senior Marketing Communications Manager for EMEA at Hyatt where he also worked as an Open For Business Fellow, focused on our research in the Caribbean. Originally from Trinidad and Tobago but based in London, Liam has over ten years' experience in the hospitality and tourism industry and is a champion of LGBT+ inclusivity.



**Antonio Zappulla**  
**CEO, Thomson Reuters Foundation**

Antonio Zappulla is CEO of the Thomson Reuters Foundation, the corporate foundation of the global news and information services company. Through news, media development, free legal assistance and convening initiatives, the Thomson Reuters Foundation combines its unique services to advance media freedom, raise awareness of human rights issues, and foster more inclusive economies. He is the founder of Openly, the world's first platform dedicated to fair, accurate, and impartial coverage of LGBT+ stories with global distribution through the Reuters wire. In 2018, he ranked first in the OUTstanding list of third sector LGBT+ executives published by the Financial Times. In 2017, he was named a European Young Leader by Friends of Europe and was awarded the Talented Young Italians Award by Italian Chamber of Commerce in 2016.

# A Tribute to Jonathan Cooper



Jonathan Cooper died suddenly in September 2021 whilst walking in Scotland with his husband Kevin. Jonathan was an inspiration and a life force for advancing LGBT+ rights globally.

Open For Business benefited greatly from Jonathan's guidance and enthusiasm over the years, even before we incorporated as a charity. He saw the economic case for LGBT+ inclusion as an important complement to the use of strategic litigation. Like many other organizations, we are stronger because of Jonathan's brilliant legal mind, his creativity, and his boundless spirit of activism.

Jonathan will always be part of the Open For Business family and the entire LGBT+ movement will miss him deeply.

# The Economic & Business Case: 27 Propositions

All the work of Open For Business is underpinned by a set of 27 propositions across three categories of performance that synthesize a broad and fragmented evidence base into a clear and comprehensive economic case for LGBT+ inclusion.

These propositions can be used to set out the evidence that will empower those making the case against LGBT+ discrimination, wherever it exists in the world.

We will continue to unpack these propositions in our future work and look forward to working in partnership with others on the journey towards global LGBT+ inclusion.

## A. ECONOMIC PERFORMANCE

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

### Proposition 1: Competitiveness

LGBT+ inclusive economies are more competitive.

### Proposition 2: Entrepreneurship

LGBT+ inclusion results in higher levels of entrepreneurship, creativity and innovation.

### Proposition 3: Corruption

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

### Proposition 4: Direct Investment

LGBT+ inclusion is associated with higher levels of direct investment.

### Proposition 5: Global Markets

LGBT+ discrimination may inhibit local companies from connecting to global markets.

### Proposition 6: Brain Drain

LGBT+ discrimination results in a "brain drain" – the emigration of talented and skilled individuals.

### Proposition 7: Public Health

LGBT+ discrimination leads to negative economic consequences as a result of poor health outcomes.

### Proposition 8: National Reputation

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

### Proposition 9: National Productivity

LGBT+ discrimination leads to lower levels of national productivity.

### Proposition 10: Urban Economic Development

LGBT+ inclusion signals a diverse and creative environment, which creates the right conditions for urban economic growth.

### Proposition 11: National Economic Development

LGBT+ inclusive economies have higher levels of growth in Gross Domestic Product.

## B. BUSINESS PERFORMANCE

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

### Proposition 12: Attracting Talent

Companies that are more diverse and inclusive are better able to compete for talented employees.

### Proposition 13: Retaining Talent

Companies that are more diverse and inclusive have higher rates of retention of talented employees.

### Proposition 14: Innovation

Companies that are more diverse and inclusive have higher levels of innovation and creativity.

### Proposition 15: Collaboration

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

### Proposition 16: Customer Orientation

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

### Proposition 17: LGBT+ Consumers

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

### Proposition 18: Brand Strength

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

### Proposition 19: Financial Performance

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

## C. INDIVIDUAL PERFORMANCE

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

### Proposition 20: Authenticity

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

### Proposition 21: Motivation

Individuals working in open, diverse, inclusive environments have higher levels of motivation.

### Proposition 22: Affinity

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

### Proposition 23: Satisfaction

Individuals working in open, diverse, inclusive environments have higher levels of job satisfaction.

### Proposition 24: Health

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

### Proposition 25: Speaking Up

Individuals working in open, diverse, inclusive environments are more likely to speak up with suggestions to improve performance.

### Proposition 26: The Extra Mile

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

### Proposition 27: Individual Productivity

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



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