

FCB  HSBC

ALLY  UP™

Asia

Todd Sears
with Jane Barry-Moran

OUTLEADERSHIP 

Our initial global findings from over 5,000 respondents in 11 countries both before and during the COVID-19 pandemic, lead us to understand that individual and corporate

Allyship must be a verb.

Allyship with action

→ Accomplices for inclusion.

This is clear as we bring the focus to Asia and the reality of Allyship to the LGBTQ+ community.

ally ^{VERB}
~~noun~~
al-ly
plural *allies* ^{along side}
~~: one that is associated with another as a helper~~ ^{collaborator, listener, active accomplice, and advocate}: a person or group that provides ~~assistance and support~~ ^{visible and consistent} in an ongoing effort, activity, or struggle ^{to}

To Our Leaders

I'm proud to share this LGBTQ+ Ally research, which is groundbreaking in both scope and objective.

AllyUP™ reveals the landscape of Allyship in the world today. Most importantly, it maps how organizations can build alliance and inclusion at every level of engagement: among coworkers; across the enterprise; and throughout the larger community. In this first-of-its kind piece, we've endeavored to share best practice for companies: valuing their talent, impacting the bottom line and getting Return on Equality™.

Through the 18 months of fielding this research and diving into the findings we came to understand what we call The Allyship Paradox™. Individuals want LGBTQ+ individuals to have rights and inclusion but their intent does not drive action or Allyship. We know that Allyship is what drives inclusion so this paradox must be addressed.

To address this paradox- Allyship must breed advocacy and create Accomplices for inclusion.

Historically, Allyship is a word that is used to understand the ways that non-marginalized communities stand up for and support the needs and voices of those that are at the margins. It has described a power dynamic rather than a relationship. This could not be more important and relevant today, particularly in Asia. We know, especially at multinational organizations, **the workplace can be the most safe and affirming community for an LGBTQ+ person. This makes Allyship that much more imperative.** Allyship is authentic when it is centered on education, action and amplifying the needs and voices of the community it is aimed to support.

We could not have done this important work without our Global AllyUP™ sponsor FCB, a company that has consistently demonstrated its commitment to upholding and safeguarding LGBTQ+ rights worldwide including letting these findings dictate their policies and the ways they approach inclusion—the very essence of Allyship. Over the last two years FCB has given untold hours, resources and expertise, beyond any sponsorship we could imagine. Nor could we do any of our work without Out Leadership's member companies (82 and counting!). To each of our member firms: Thank you for your dedication to equity every day and for supporting our vision for LGBTQ+ inclusion and business success.

AllyUP™ Asia is best accompanied by a call to action found in the foundational AllyUP™ piece. This body of research has informed education and a certification that we are presenting in collaboration with our member companies around the world. **AllyUP™ is designed to guide leaders in creating more space for education, advocacy, and activism.**

In alliance,



Todd Sears



Executive Summary

This is the third volume in a series representing the first ever global Allyship study.

- AllyUP™ US – Sponsored by EY - June 2020
- AllyUP™: Europe - September 2020
- AllyUP™: Australia – November 2020
- Coming in 2021: AllyUP™: Latin America/ South America & AllyUP™ Intersectional

Our global findings from over 5,000 respondents lead us to understand that intentional action is central to allyship. This is consistently illustrated in our global research: Allyship is key to the experience of inclusion and must be more active at the individual and corporate level.

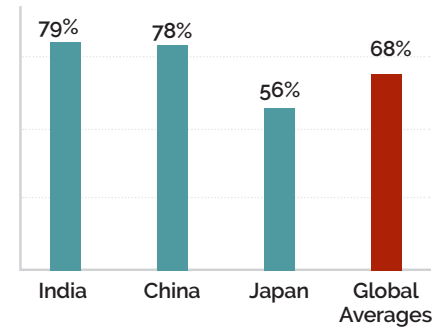
Globally there is an **Allyship Paradox**: Individuals want laws and corporate protections for LGBTQ+ individuals, but their inactive Allyship drives discrimination. AllyUP™: Asia, our third AllyUP™ volume, found this Allyship paradox impacting the reality of inclusion for LGBTQ+ people in Asia. From our findings in China, India and Japan, we identify 4 themes similar to those from our prior volumes:

1. The Allyship Paradox
2. Ally Must be a Verb
3. The Out Leadership Risk Reward Matrix
4. Companies Must Drive impact



ALLYUP™ Asia Key Findings

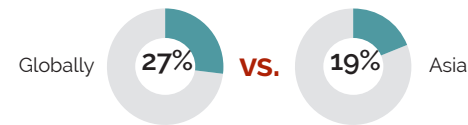
Employees in Asia who feel covering their behaviours affect their productivity:



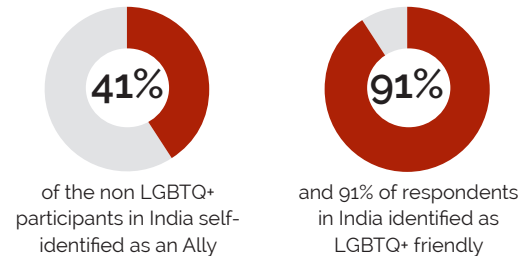
88%
of people in Asia are LGBTQ+ friendly

But only **38%**
of them self-ID as allies

How many are out to their coworkers or managers?



LGBTQ+ acceptance in the region is highest in India:



Globally- China had the Least individuals self identify as allies

23%
vs global avg of **53%**

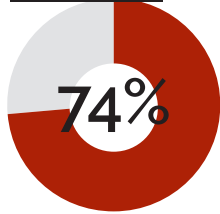
Japan had the least LGBTQ+ individuals who were out in the workplace at

6%

The Ally Paradox

In Asia, as globally, we have identified the Allyship paradox™: The number one reason people come out at work is the perception that coworkers will be affirming and supportive¹ but individuals, leaders and companies are not doing enough to show visible, consistent and action centered Allyship.

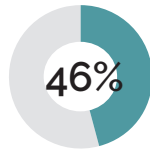
THE GOOD NEWS



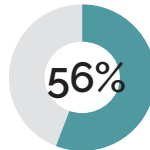
of the population in Asia believe companies and the law should protect LGBTQ+ people who are open about their identities at work.



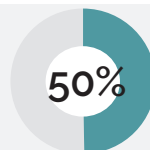
Top Talent is Stalled



of LGBTQ+ people observed or experienced LGBTQ+ workers being given less responsibility

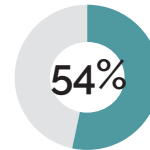


of LGBTQ+ people observed or experienced LGBTQ+ workers being talked over or interrupted.

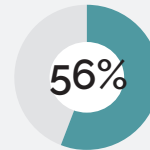


of LGBTQ+ people observed or experienced LGBTQ+ workers being passed over for a promotion.

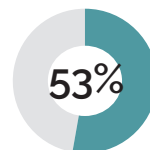
Not a Joking Matter



of LGBTQ+ people observed or experienced jokes about LGBTQ+ people.



of LGBTQ+ people observed or experienced negative conversations about LGBTQ+ people.



of LGBTQ+ people observed or experienced LGBTQ+ workers facing harsher criticism than non-LGBTQ+ coworkers.

“ A multinational such as HSBC can influence cultures by radiating out our values and our beliefs through the actions that we take ”

-Jack Guest, Global WPB Diversity & Inclusion | HSBC Pride Global Co-Chair

Of those out at work in Asia

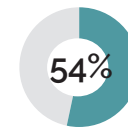


still hide their identity at least sometimes – Sapping productivity and retention.

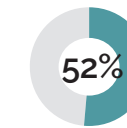
Discrimination is the reality



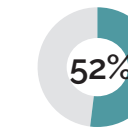
of LGBTQ+ people observed or experienced homophobic actions.



of LGBTQ+ people observed or experienced biphobic actions.



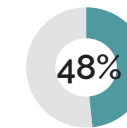
of LGBTQ+ people observed or experienced transphobic actions.



of LGBTQ+ people observed or experienced verbal harassment of LGBTQ+ people.

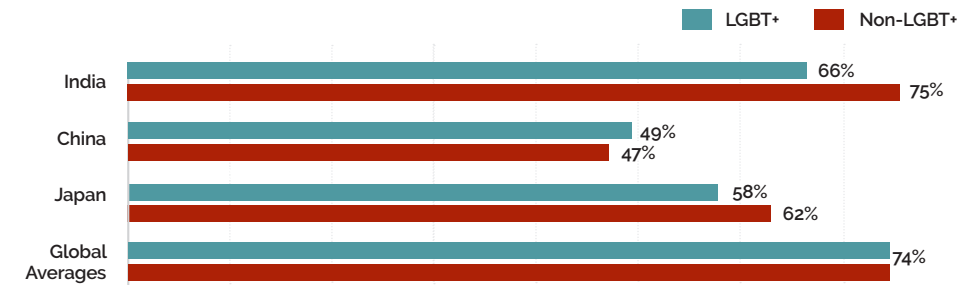


of LGBTQ+ people observed or experienced physical harassment of LGBTQ+ people.



of LGBTQ+ people observed or experienced sexual harassment of LGBTQ+ people.

Approximately half of all respondents in Asia, both LGBTQ+ and Non-LGBT+, do NOT think it is appropriate for LGBTQ+ workers to be out at work.



Exclusion is very present in the Asian workplace.

And it's a problem companies simply cannot afford.

The "Ally Marketplace" represents 37 Trillion dollars ⁽¹⁾ This call to action is one that rings true because of the need to value and meet the needs of our LGBTQ+ talent AND because it has an undeniable impact on business.

The research makes clear that "Ally" isn't yet the verb it needs to become in our companies and in the larger communities in Asia. To create the changes needed, we see action at three levels:

1. INDIVIDUALS must educate and engage coworkers and be willing to take the risks that active Allyship implies.
2. COMPANIES must "activate" both allies and LGBTQ+ individuals to create inclusivity within their walls, and to serve as an example of inclusivity beyond their walls.
3. BUSINESS LEADERS must commit to being seen and heard as LGBTQ+ advocates on a consistent, collaborative, and compounding basis in order to promote equitable practices in the larger community.

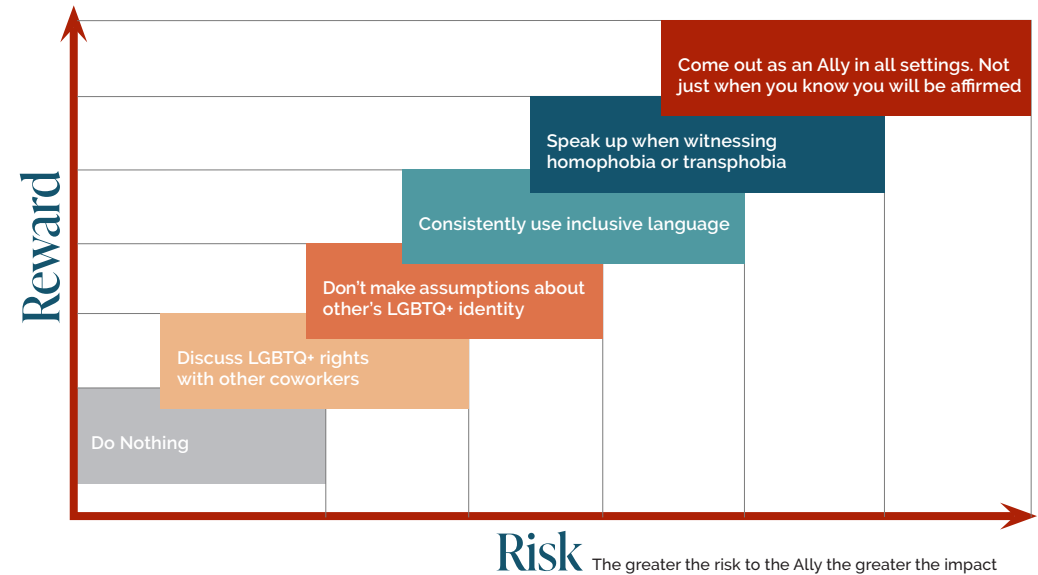
How to go about this important work? Drawing on this robust research as well as the growing body of work that Out Leadership has published, we've created the Out Leadership Ally Risk Reward Matrices.

Impactful Allyship takes risk. The more risk the Ally takes the more reward, or impact, to the LGBTQ+ individual.

What Individuals Can Do



The OUT Leadership Risk-Reward Matrix
In response to discrimination against a coworker...



Individuals MUST

AllyUP™ for each other.

History shows us that subsets of the LGBTQ+ community suffer oppression within the community (i.e. bi-phobia, transphobia). Indeed, while Allyship seeks to advance inclusion of all people from marginalized communities, we know racism and exclusion to be as virulent within the LGBTQ+ community as outside it. So, while AllyUP™ focuses on mobilizing the allied power of straight and cisgender individuals within corporate entities, it is vital to acknowledge and inspire the work that still needs to be done within the LGBTQ+ community.

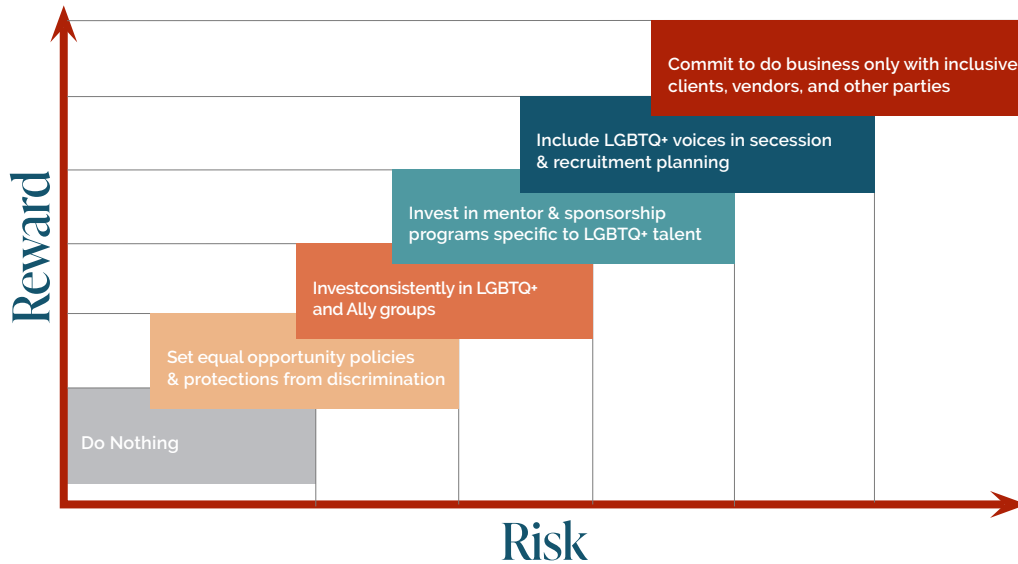
Look within before insisting that others change.

The straight and cis-gender community must likewise examine their own implicit biases. If you have looked twice when you've seen two men walking down the street holding hands... or have laughed at a joke at the expense of the LGBTQ+ population... or have used heterosexual pronouns before learning the gender identity of someone's partner... then you—like all of us—have some internal programming to overcome. Reflection on and acknowledgement of implicit bias is the first step on the journey to impactful Allyship.

What Companies Can Do



The OUT Leadership Risk-Reward Matrix
To activate Allyship across the enterprise...



The greater the risk to the company the greater the impact on individuals and organizational culture

Companies MUST

Equip employees with the education and resources they need to embrace risk.

Allies aren't born; they are built.

We should not expect anyone to know how to intervene when a coworker is being harassed or demeaned, nor how to speak out on that person's behalf. There is a distinct difference, after all, between an Ally and an Accomplice, whose actions, as defined in the context of white privilege, are meant "to directly challenge institutionalized racism, colonization, and White supremacy by

blocking or impeding racist people, policies, and structures." Ally programs must not merely inform, but also train individuals to be action-centered and risk-embracing.

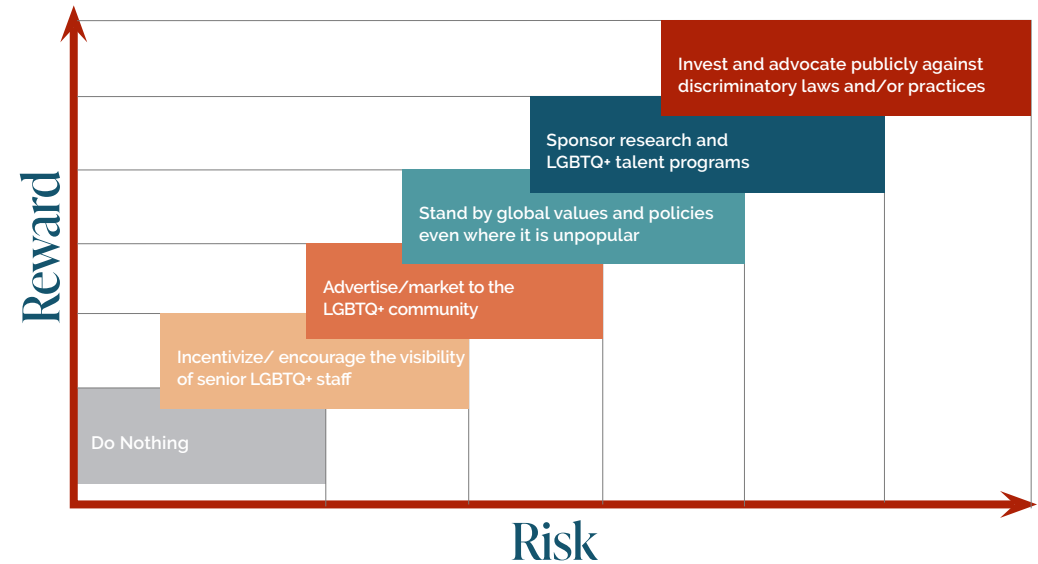
Encourage and incentivize management to model active Allyship.

Being proactive, rather than reactive, entails risk. Leaders mitigate that risk when they show their followers they will not stand by silently when a colleague is the target of discrimination.

What Leaders Can Do



The OUT Leadership Risk-Reward Matrix
To promote LGBTQ+ equality in the larger community...



The greater the risk to the Ally the greater the impact

Business Leaders MUST

Take every opportunity to be heard, as well as seen, as a proactive Ally and advocate.

Leaders must speak up not just at an enterprise-wide event but in the community; must not only protest discriminatory practices at the state level, but also join together with other business leaders to leverage concerted economic clout. Leaders who take these actions telegraph to the workforce, the community, and the legislature that equality concerns us all.

So why don't more CEOs model such actions?

They perceive too much risk, and too little reward. In our collaborative research with the Center for Talent

Innovation, a research non-profit based in New York, we found that the number-one action that leaders believed would show their Allyship was to attend their Pride network's cocktail hour. In contrast, our own research affirms, what LGBTQ+ individuals identify as the most powerful intervention is for leaders to show up and speak out on behalf of LGBTQ+ equality —not just within the company but in settings outside it as well. That's the essence of Allying Up: consistent, collaborative action that compounds over time.

Doing the right thing for people does the best thing for the bottom line.

Community Business

Out Leadership would like to highlight our partner Community Business. We have had the pleasure of supporting and working with this organization in the region for years and, together, witness the power of Allyship.



LGBT+ Allyship, why it matters



CEO Peter Sarget

Community Business is a not for profit organisation with a mission to lead, inspire and support businesses to have a positive impact on people and communities. At Community Business, we believe in harnessing the power of business to drive social change and rarely is that more appropriate than when we speak about the importance of Allyship at work.

When speaking with businesses we look to see to what extent are they giving their employees the tools they need to be an effective Ally and to grow along the Ally journey. We believe companies should be building a culture where their employees understand the importance of Allyship, have visible ways of showing their solidarity with the community and learn to have difficult conversations about inclusion, both in the workplace and in their everyday life. We encourage employees to see Allyship as a journey with stages. Allyship is an active and occasionally challenging lifelong commitment. It is not a statement you make once and forget about. Additionally, we know that a strong Allyship story is vital to an organisation, as it provides a safe space for people who do not want to or are not ready to come out.



Look to Singapore

Organizations have the power to create opportunities for allies to take the action needed to AllyUP™.

The corporation this "OutNexer" works for gives out company branded t-shirts each year for Pink Dot even though they can no longer directly sponsor the event because of the 2016 law. He shared that he was working the desk giving the shirts away and was moved by the scale and diversity of people who came to get shirts and shared plans to attend the event the following day. A group of muslim women were first in line. He shared that he felt so impacted by their visible and active Allyship it changed his perception of the company's commitment as a whole.

Risk Compounds Reward

When a business leader in Taiwan attends Taiwan Pride, it is, of course, meaningful to individuals in that setting. But, given the more favorable business climate in Taiwan, it does not take significant risk. In contrast, a leader in Singapore who attends Pink Dot is taking a much larger risk, given the more unfavorable business climate in Singapore. Yet by doing so, they send a powerful signal to the LGBTQ+ employees of the company.



Japan: Marriage Equality

Country Focus

by Fabrice Houdart

MARRIAGE EQUALITY IN JAPAN is one of the LGBT+ equality salient issues of 2021 for several reasons. First, Japan continues to lag behind other G7 countries as the only country in the group without any legal recognition of gay and lesbian relationships. In addition, its neighbor Taiwan became the first place in Asia to recognize same-sex marriage in May last year. Secondly, Japan's laws are at odd with public attitudes: 78% of people under 60 in the country approve same-sex marriage. Thirdly, the 2020 Paralympic and Olympic Games, now reported to summer 2021, have created a window of opportunity to discuss inclusion in Japanese society.

The private sector is playing a key role as an ally of the local community in contributing to the debate. Their position is particularly important in a country where community organizations are rare and

often coy to challenge the status-quo. Japanese companies increasingly think in terms of "social license to operate". Companies there have had to reassess their social role in Japan because the Millennials and even more "Gen Z" are increasingly paying close attention to where they spend their money, where they invest and where they work for. In addition, the lack of civil union recognition in the country has forced several major companies in Japan to offer equal benefits to employees' same-sex partners such as tax benefits or health insurance in order to remain attractive employers and fight an LGBTQ+ brain-drain.

In September 2018, the American Chamber of Commerce in Japan issued a statement called the Viewpoint on Marriage Equality, which recommended that the government recognize same-sex



“ In Japan, we have witnessed that businesses are taking an active part in (and often lead) the equality debate. LLAN collaborated with the American and other Chambers of Commerce in Japan to launch in 2018 the Viewpoint on Marriage Equality. The Viewpoint makes a strong business case for marriage and recommends the Government of Japan to extend equal marriage rights to lesbian and gay couples. We have then sought individuals endorsements from companies. As of October 2020, 108 companies, including such major Japanese companies as Panasonic, Softbank, Lixil, Marui and a number of top law firms, endorsed the Viewpoint. It is worth noting that making such recommendation is extremely unique because Japanese companies typically deter from getting involved in political and social areas. However, it is clear that many felt the necessity and took on leadership to add their voice to a growing chorus of major corporates, banks and law firms who believe that equality is good for employees, business and Japan generally. ”

Alexander Dmitrenko
— Co-Founder LLAN

marriage. Other are sending subtle signals to the Government. As an example, Mizuho Financial Group, an Out-Leadership member company, is among a growing number of companies offering digital partnership certificates to same-sex couples as part of the Famiee Project. Similarly, in September 2020 Japan Airlines announced it would swap its customary "ladies and gentlemen" announcement for gender-neutral greetings, following other global airlines.

Marriage equality is not only the only salient issues when it comes to Human rights of LGBTQ+ people in Japan. The country must reform its legal recognition procedure for transgender people which today warrants a psychiatric evaluation and sterilization contrary to global human rights standards. In addition, attitudes towards LGBT people in various surveys show a low level of awareness of the life experience of LGBT people.

There again, the private sector can and should use its influence to sustain Japan's emergence as a global leader on LGBT rights and support the nascent LGBTQ+ civil society revendications.

The country must reform its legal recognition procedure for transgender people which today warrants a psychiatric evaluation and sterilization contrary to global human rights standards.



MIZUHO



Leading the way in corporate Allyship

Mizuho Financial Group Inc. became Japan's first bank to treat mortgage loans customers' equal gender partners as a spouse 3 years ago. This, and many other LGBTQ+ initiatives resulted in a top rating of gold on a known Japanese PRIDE index for 3 consecutive already.

They also hosted an exclusive seminar engaging corporate Allyship to evolve products making them accessible for equal gender couples.

Even as Japan seems to have a positive stance for equal marriage, the process to make real reforms takes time. This situation sometimes cascades into practical issues for equal gender partners. For example as credibility checks often require a marriage certificate to recognize a partnership. Getting a mortgage, combined life insurance or simply a joint bank account can be a challenging without having such legal documents.

Last December, Sebastian Witkamp, Executive Director HR, Mizuho Financial Group, hosted a LGBTQ+ business lunch in Tokyo. Together representatives of several prime financial institutions in Japan, fintech organizations, and the ambassador of Netherlands in Tokyo, we talked about opportunities to serve the LGBTQ+ community in Japan. It created awareness and sparked the thinking to evolve our products with concrete results as one of the attending companies directly changed their life insurances, making it accessible for equal gender couples.

Mizuho continues to lead as a corporate Ally through intentional business decisions that are good for the bottom line, good for the LGBTQ+ community and serve as visible Allyship to the greater community.

Are You Ready to

ALLY UP TM ?

1. Act
2. Take Risk
3. Tell your Ally story
4. Become Out Leadership AllyUPTM certified

Ally Must be a Verb!

There's never been a better time to

ALLY UP TM

Out Leadership Members

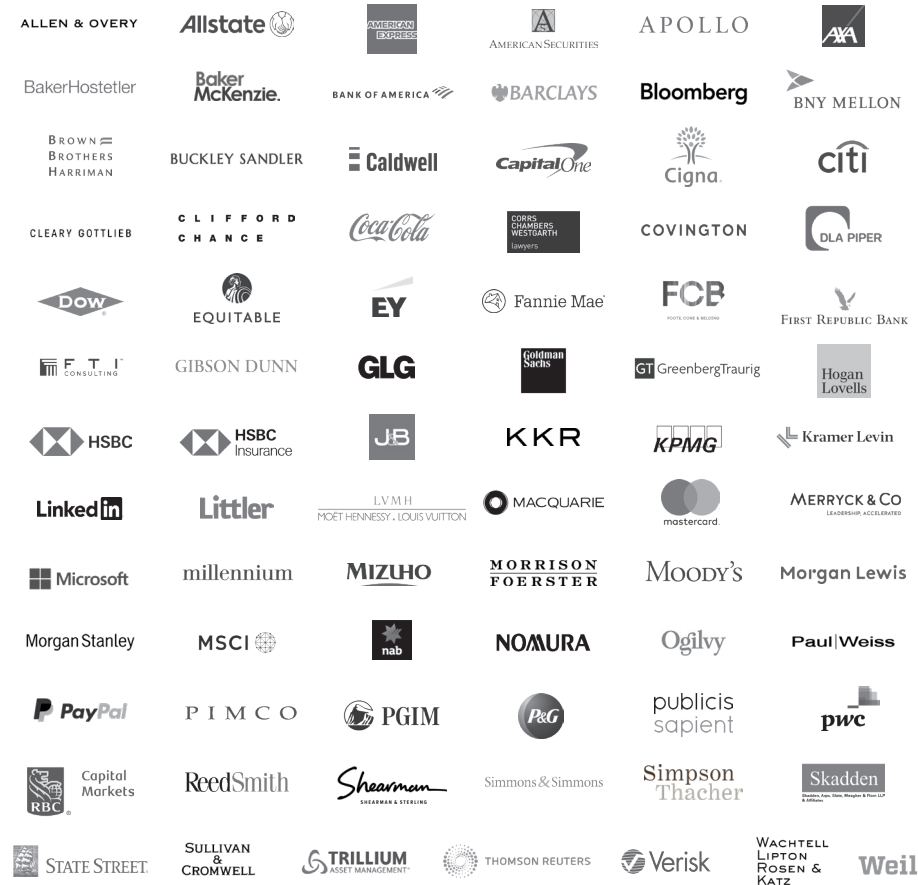
OUT LEADERSHIP GLOBAL SPONSORS



US SPONSORS



OUT LEADERSHIP MEMBER FIRMS



Special Thanks

OUTLEADERSHIP

Todd Sears	Founder & CEO
Marco Martinot	CFO
Jane Barry-Moran	Manager of Programs & Partnerships
Fabrice Houdart	Managing Director of Global Advocacy
KJB	Data Analytics
Chris Fredrick	Managing Director, Global Events
Luigi Lewin	Managing Director, Sales
Stephen Smith	Head of Marketing
Kenya Simon	Manager of Member Relations
Kelly Ver Haeghe	Events Coordinator
Michael Tighe	Associate, Executive Projects

2020 Global Advisory Board

Beth Brooke-Marciniak	Global Vice Chair, Public Policy (retired) EY
Gigi Chao	Executive Vice Chairman Cheuk Nang (Holdings) Ltd.
Brian L. Duffy	Chief Executive Officer Greenberg Traurig, LLP
Jim Fitterling	Chief Executive Officer The Dow Chemical Company
Ken Mehlman	Global Head of Public Affairs KKR
Noel Quinn	Group Chief Executive Office HSBC Holdings, Plc
Lee Schreter	Chairperson of the BOA Littler Mendelson
Lou Aversano	Chief Executive Officer Ogilvy & Mather USA
Richard Jeanneret	Americas Vice Chair East Region Managing Partner EY
Dr. Allan Zeman	Chairman Lan Kwai Fong Group
Kathleen Sebelius	Chief Executive Officer Sebelius Resources LLC

FCB

Brandon Cooke	Global Chief Communications Officer
Melanie Mitchem	SVP, Director of Global Communications and PR
Margot Byrne	Global Corporate Communications Senior Associate
Vita Harris	EVP, Chief Strategy Officer
Danni Bayn	Strategic Analytics Director
Eline Goethals	Strategy Director
Andrea Allison	Strategic Analytics Supervisor
Lipsa Mishra	Strategy Analyst

FCB Creative

Avital Pinchevsky	SVP, Executive Creative Director
Bruno Mazzotti	VP, Creative Director
Derah Gordon	VP, Creative Director
Derrick Yousefi	Copywriter
Victoria Rosselli	Art Director
Renato Lima Oliveira	Associate Art Director
Thomas Jack Fleming	Designer
Melissa Moreland	Director, Project Management

Emeritus Board Members

Lloyd Blankfein	Former chairman of Goldman Sachs
Peter Grauer	Chairman of the Board Bloomberg, LP

Signing & support for the AllyUP™: US piece
Support from the sponsoring company EY

Design, writing and editing for AllyUP™ US - Carol Winer and Melinda Marshall.

Booklet Creative Direction • Design
by Caroline Glogoviecki
CareCreative.ca

OUTLEADERSHIP 
ALLY  UP™



Certified



Corporation



National LGBT
Chamber of Commerce

Top 10% of B-corps for the last 8 years

Disclaimer Out Leadership has made all efforts to ensure that the information contained within this report is accurate and up to date as of November 2020. This work is provided for educational and informational purposes only, and should not be construed as legal advice.

The information is not guaranteed to be correct, complete or current. If you would like to suggest an edit to this ongoing project, please contact info@outleadership.com