Attitudes towards lesbian, gay, bisexual and transgender (LGBT) people have changed with remarkable swiftness across much of the Western world. Gay marriage, a bellwether of progress towards equality, is increasingly being written into law. Businesses see competitive advantage in creating a reputation for inclusiveness. Yet global acceptance of LGBT people is not evenly distributed. Worldwide, the situation ranges from mild intolerance to hostile rejection and violence. In many businesses, the “glass closet” remains a formidable barrier to advancement or authenticity. Discussion about same-sex relationships is controversial in many countries, but in a globalised world, gay rights are now a significant issue.

Bringing about meaningful change requires a mix of strategies—litigation, legislation and diplomatic pressure combined with a long process of social and cultural adjustment. Companies in competitive, talent-driven sectors like banking and the law have developed sophisticated policies to ensure LGBT inclusion, while other businesses struggle quietly with the need to manage diverse workforces. Apple, arguably one of the world’s most innovative companies, believes the creativity associated with diversity helps drive its success. Can inclusive workplace policies give other companies the same advantage?

LGBT communities in much of the world are fighting for basic rights, but in liberal societies the challenge is to consolidate the gains already won—a necessarily more subtle and complex task.

- What is the outlook for LGBT rights in different parts of the world?
- Can legislation shift public opinion, or should policy follow social change?
- What are the economic, business, social and human costs of discrimination?
- Why should LGBT rights matter to business?
- Where is the next front in the battle for LGBT acceptance?

**Pride and Prejudice** is a global, 24-hour event spanning three cities, which will challenge policymakers and industry leaders to rethink the future of the global LGBT movement and its impact on business. Participants in Hong Kong, London and New York will take part in a series of globally oriented conversations, joined (where feasible) by live video link. Delegates in each of the three cities will also tackle the thorny questions pertinent to that region, with a common question in mind: what is the cost of LGBT discrimination?
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<thead>
<tr>
<th>Time</th>
<th>Hong Kong</th>
<th>London</th>
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<td>8.00am</td>
<td>Registration and networking breakfast</td>
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<td>9.00am</td>
<td>Keynote interview: The state of LGBT rights in Asia</td>
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<td>9.45am</td>
<td>Are gay rights compatible with Asian values?</td>
<td>Panel discussion: The dollars and cents of discrimination</td>
<td>Panel discussion: Inclusion at home and abroad</td>
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<td>11.00am</td>
<td>Panel discussion: the dollars and cents of discrimination</td>
<td>The roles of international governmental and financial institutions</td>
<td>Panel discussion: the dollars and cents of discrimination</td>
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<td>11.45am</td>
<td>On the sofa: Why it matters—Defining the business case</td>
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<td>On the sofa: The Divided States of America</td>
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<td>12.30pm</td>
<td>Spotlight interview: Learning from success and failure in gender inclusion</td>
<td>Spotlight interview: Boycotts and public outrage</td>
<td>Spotlight interview: Coming out of the C-suite</td>
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<td>2.00pm</td>
<td>On the sofa: The legal and political agenda in Asia</td>
<td>Keynote interview: The outlook for LGBT rights</td>
<td>On the sofa: Why it matters—defining the business case</td>
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<td>Panel discussion: Inclusion at home and abroad</td>
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<td>In conversation: Diversity and inclusion in blue-collar workforces</td>
<td>In conversation: The realities on the ground in...</td>
<td>In conversation: Mirror, mirror—Advertising and the expression of corporate values</td>
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<td>4.30pm</td>
<td>Panel discussion: Chasing the pink dollar</td>
<td>Panel discussion: Brain drain—The lost value of LGBT exiles</td>
<td>Panel discussion: Together and unequal—LGBT access to health care</td>
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<td>5.00pm</td>
<td>Keynote interview: The outlook for LGBT rights</td>
<td>Channels for change</td>
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<td>5.45pm</td>
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<td>6.05pm</td>
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This is a confidential draft programme for the conference mentioned in this document. All topics and speakers are indicative and subject to change.
New York agenda

Confirmed speakers:
Ralph Becker, Mayor, Salt Lake City
Randy Berry, Special envoy for the Human Rights of LGBT Persons, United States Department of State
Trevor Burgess, Chief executive, C1 Bank
James R. Fitterling, Vice- chairman and chief operating officer, The Dow Chemical Company
Chad Griffin, President, Human Rights Campaign
Robert Hanson, Chief executive, John Hardy
Margaret Hoover, President, American Unity Fund
Victoria Kolakowski, President, International Association of LGBT Judges
Claudia Lopez, Senator, Colombia
Jonathan Mildenhall, Chief marketing officer, Airbnb
George Scangos, Chief executive, Biogen
Arne Sorenson, Chief executive, Marriott International
Hudson Taylor, Founder and chief executive, Athlete Ally
Kenji Yoshino, Chief justice Earl Warren professor of constitutional law, New York University

8.00am  Registration and networking breakfast
8.45am  Welcome and opening remarks
8.50am  Keynote interview: The state of LGBT rights

Streamed live to London

9.15 am  Panel discussion: Inclusion at home and abroad—Conducting ethical business in a hyperconnected world

Multinational companies often straddle a moral and cultural divide. Their global policies require LGBT-inclusive work practices, but they also operate in markets where being gay is taboo or even outlawed. How can these businesses stay true to their values while managing the concerns of local employees and stakeholders in countries that do not share them? What practical solutions have leading businesses used to bridge the diversity gap between their head office and local markets? How can businesses grapple with internal reluctance to ensure a level playing field for LGBT people? How can companies discreetly advance gay rights when open support may harm their commercial prospects in some countries?

This session will share the insights of business leaders who have developed best practices in managing across cultures for LGBT inclusiveness.

Interview with Arne Sorenson, Chief executive, Marriott International

Followed by a panel:
Kenji Yoshino, Chief justice Earl Warren professor of constitutional law, New York University
This discussion will take place first in Hong Kong, then as a live, video-linked discussion between London and New York.

10.30am Networking break

11.00am Panel discussion: The dollars and cents of discrimination

Discrimination is difficult to quantify, yet it appears to have a real financial cost. A recent World Bank study claimed that institutionalised homophobia costs India between 0.1% and 1.7% of its GDP. * Liberal economists argue that discrimination against LGBT people will diminish as markets open: rich countries with free markets will be the strongest supporters of gay rights, but widespread acceptance of LGBT people will remain elusive where the state directs the economy.

The opening up of the Chinese property market may have made it possible for wealthy gay people to live independently of their families, but how widespread are such benefits? Can new markets targeting the “pink dollar” flourish in the Middle East while conservative values hold sway over policy? As European growth stalls, will the move to greater inclusiveness lose momentum? And is the push for same-sex marriage in the United States a by-product of that country’s economic recovery?

This discussion will take place at each of the Hong Kong, London and New York events.


11.45am On the sofa: The Divided States of America

The United States is often lauded as a liberal pioneer in accepting the LGBT community into wider society. In many respects, this reputation is well deserved: policy and attitudes have moved at breakneck pace. Homosexual acts were illegal just a short time ago; now, many states have enshrined marriage equality in law. Yet acceptance of the LGBT community is still patchy. How can LGBT rights be advanced in those parts of the country and community where they have not yet made headway? What is the outlook for LGBT inclusion over the next 10 years? Can the United States serve as a regional leader in spreading progressive policies, especially in Latin America?

Ralph Becker, Mayor, Salt Lake City
Hudson Taylor, Founder and chief executive, Athlete Ally
Margaret Hoover, President, American Unity Fund

12.30pm Spotlight interview: Coming out of the C-suite

Only one Fortune 500 company, Apple, currently has an openly gay chief executive. A sharp change in public opinion has seen LGBT people now widely accepted by the community, so why do those in the corner office remain in the closet? Should LGBT CEOs
be expected to make a point of coming out when their peers have traditionally shied away from publicly discussing their personal lives? As millennials climb the corporate ladder, is it only a matter of time before LGBT people in the C-suite are more open about their sexuality?

Trevor Burgess, Chief executive, C1 Bank
Robert Hanson, Chief executive, John Hardy

12.50pm  Networking lunch

2.00pm  On the sofa: Why it matters—Defining the business case

Business leaders are increasingly enthusiastic about diversity. In a 2010 Economist Intelligence Unit survey, 68% of respondents said a diverse workforce improves financial performance. But with little hard evidence that inclusion directly improves a company’s bottom line, what is the business case for supporting LGBT diversity? CFOs will be familiar with the report cards shareholders give them about gender diversity: how long until the definition of diversity broadens to include LGBT people too? To what extent do multinational businesses, which are subject to legislation and consumer pressure, see discrimination as expensive or uncompetitive? Does a lack of diversity hinder a company’s ability to expand?

We ask successful and commercially minded CFOs if LGBT inclusion is a compelling business issue or a secondary concern. How does diversity affect their bottom line?

This discussion will take place at each of the Hong Kong, London and New York events.

2.45pm  Panel discussion: Achieving inclusion

Even the most progressive and proactive companies have difficulties recruiting specifically from the LGBT community. Indeed, how can quotas be set for sexual orientation when it is not physically apparent like some other diversity markers, such as gender or race, and LGBT people may have to self-identify as such in the midst of a hostile environment? Corporate policy has never been so LGBT-inclusive, so why is implementation sluggish? What can businesses do to ensure progressive policies laid down in the head office take effect on the front line? How do diversity initiatives differ across industries? What does inclusivity mean for the growing numbers of freelancers and self-employed?

3.30pm  Networking break

4.00pm  In conversation: Mirror, mirror—Advertising and the expression of corporate values

Advertising, as part of an organisation’s public face, can reflect a deeply entrenched corporate ethos. If a company stands for inclusion and equal opportunity but its
marketing only mirrors heteronormative values, is it living up to its commitment to effect change? If advertisements feature non-traditional families, will they attract new customers, deter loyal ones, or do both at the same time? How can advertising tastefully incorporate LGBT couples and families without indulging in tokenism? Can corporations change the definition of “normal”, and is it their responsibility to do so?

**Jonathan Mildenhall**, Chief marketing officer, Airbnb

**4.30pm**  
**Panel discussion: Together and unequal — LGBT access to health care**

The American health-care system is complicated and difficult to navigate at best. The LGBT community often finds the system additionally burdensome because of their sexual orientation. With health insurance largely tied to a person’s employer—or to their spouse’s employer—how many are left uninsured because of discriminatory hiring practices or unequal marriage laws? What difficulties do LGBT people face once in the health-care system? What obstacles must transgender people overcome to access appropriate health care? How can health-care practitioners be better equipped to deal with LGBT people’s needs?

**George Scangos**, Chief executive, Biogen

**5.00pm**  
**Channels for change: The next front for LGBT equality**

The fight for marriage equality is largely taking place in the courtroom, but where will the next battle for LGBT rights be waged? What is the future of the LGBT agenda in the next 10 to 15 years? How can the current patchwork of inequalities be remedied? How can the private sector, non-profits and governments do more to co-operate? How can corporations spearhead the campaign for change? What lessons can be learned from other social movements? This forward-looking discussion will flag areas of concern—and highlight reasons for optimism.

**Chad Griffin**, President, Human Rights Campaign

**5.45pm**  
**The way up: Where to go from here—Takeaways and closing remarks**

Where does the discussion go next? In this closing session, we consider the major takeaways from the Hong Kong, London and New York City events. What does this dialogue mean and what can be done to carry it forward?

**6.05pm**  
**Networking reception**
Contact Us

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