



IGLCC

International Business

**EQUALITY INDEX 2009**



# SECRETARY GENERAL'S MESSAGE



**Pascal Lépine**  
*Secretary General, IGLCC*

A stylized, handwritten signature in black ink, consisting of several fluid, connected strokes.

Starting at the moment when workers representing all types of diversity – including LGBT workers and business owners – began to speak up and become visible, the face of the business community began to change. Today, the LGBT business community is taking another step to affirm our place, to guarantee equality in the workplace and to ensure that progress continues.

Workplace equality for LGBT people is the foundation of the IGLCC's newest initiative: The International Business Equality Index. It was inspired by the profound change in corporations that has followed the introduction of the Corporate Equality Index in 2002 and the Workplace Equality Index in 2005. The International Business Equality Index is a tool that asks major international corporations to be accountable for fair and equal workplace policies and practices. The Index encompasses all aspects of business from discrimination-free employment in a safe environment to participation in supply chain distribution that includes LGBT vendors.

But this is not a tool created to benefit only the global LGBT community. It will benefit business as well. The Index allows corporations to assess their own progress in hiring and retaining qualified employees, finding diverse suppliers and tapping into the lucrative and often unexplored LGBT market segment.

The IGLCC recognizes that it takes leadership to even acknowledge the need for the Index. It takes another form of courage to honestly answer the survey, accept the outcome and work for improvement. This year, the International Business Equality Index was inaugurated by 15 multinational corporations representing 1.7 million employees worldwide. Each of these corporations has taken an heroic step, setting an example for others and contributing to change in the global business community.

This is truly an historic moment for all of us: a starting point that allows us to build on this accomplishment and every year to challenge global corporations to commit to a more equitable environment for LGBT employees and the LGBT business community.

The IGLCC board and staff share a vision: that every corporation will ultimately work to be the most LGBT-friendly business organization in the world. And beyond that, we at IGLCC are committed to help them achieve that goal.

We congratulate this year's participants and invite all international corporations to join us next year for the 2010 Index.

Our sincere thanks to all who made possible the first edition of the International Business Equality Index.



# INDEX COMMITTEE CHAIRMAN'S MESSAGE



**David Pollard**  
*Chairman of the Index Committee*

A handwritten signature in black ink that reads "David Pollard". The signature is written in a cursive, flowing style.

As we advance in the promotion of diversity in the business world, we must continuously ask ourselves if we are doing everything in our power to create real change.

Just as globalization has affected each of us personally, it has changed the way business is conducted. Ever-faster technological progress in combination with increasing diversity and persistent social discrepancies demand both scrutiny by fair-minded institutions and support from mechanisms that will help maintain progress.

The International Business Equality Index is such a tool. It will move corporations from local to international concerns. It is a catalyst for the advancements that we are seeking. It plays the role of equalizer by asking tough questions and illuminating real issues for a global community of LGBT employees and business owners. It is also a sign to international corporations that we are keeping an eye on their progress toward a fair and equal workplace and that we want to support their efforts. Cooperation is the name of the game, and the Index is the perfect tool to promote this.

I am very proud of the milestone that we have reached with this launch. I believe passionately in the Index and its potential to support change. I call upon all our business colleagues around the world to join us in promoting its adoption by major international corporations.

As the Chairman of the Index Committee, I would like to thank everyone involved in this initiative for their time and for their support.

The IGLCC has created an effective tool to promote equality for the international business community. We must make the most of it.



# INDEX COMMITTEE

The international committee in charge of this unique initiative to promote diversity in the business world includes gay, lesbian and transgender professionals that live and work in eight different European and North American countries.

Thanks to their participation and common understanding of the many realities of the LGBT community, all partners bring a global vision to the table making this a truly international and interdisciplinary Index.

## COMMITTEE CHAIR

David Pollard, Vice Chairman – Company Pride Platform Foundation (The Netherlands)

## COMMITTEE MEMBERS

Silvan Agius, Policies & Programs Officer – ILGA Europe (Belgium)

Stephen Barris, Communications Officer – ILGA World (Belgium)

Angelo Caltagirone, President – EGMA (Switzerland)

Lenna Cumberbatch, Gingerbeer – The Lesbian Guide (United Kingdom)

Irwin Drucker, Program Director, GLBT & International Programs – IBM (United States)

Marion Gross, Vice-President – EGMA (Switzerland)

Pascal Lépine, Secretary General – IGLCC (Canada)

César Maschmann, Director of Communications & Member Services – IGLCC (Canada)

Paul Overdijk, Director Strategy – TNT (The Netherlands)

Jean-Luc Vey, Business Manager – PrOut@Work (Germany)

Persia West, A place at the Table (United Kingdom)

Manfred Wondrak, President – AGPRO (Austria)

# INTRODUCTION

IGLCC was founded in 2007 because it was becoming increasingly clear that the LGBT business community transcended national borders and needed a unified, global forum.

As one of its first initiatives, IGLCC – with the support of its corporate partners – embarked on the development of an International Business Equality Index. The underlying intent of the Index was, and still is, to challenge leading global corporations to improve their diversity programmes specifically in relation to the inclusion of lesbian, gay, bisexual and transgender employees, suppliers and consumers.

An international committee including gay, lesbian and transgender professionals from eight different countries in Europe and North America was established to oversee the development of the Index and to ensure that major issues affecting the international LGBT community were included.

The Index allows businesses to measure and compare the effectiveness of their internal and external LGBT diversity activities across countries while comparing their progress relative to competitors. This information enables a strategic and consistent approach to improving diversity performance throughout the company.

As an additional service, IGLCC, in cooperation with its international network in fifteen countries, will assist participating businesses in analyzing the findings and putting in place strategies in response to the Index outcome.

Today, after two years of development, the Index published in this report is a sure sign that members of the LGBT business community both demand fair and equitable policies in the workplace, and also that major corporations are equally determined to work together with the community to achieve these goals.

# PARTICIPATING COMPANIES

The IGLCC is proud to congratulate the 2009 participating corporations for their unqualified leadership in creating and implementing global policies that value diversity and are inclusive of the LGBT community as employees, suppliers and consumers.

In adding LGBT equality to their corporate values, by supporting efforts to ensure that equality is present in the workplace, these participants have evidenced their commitment, corporate responsibility and global citizenship everywhere they are present.

The IGLCC and the International Business Equality Index committee salute them for their international leadership and courage.

Company	NUMBER OF EMPLOYEES	COUNTRY	NUMBER OF COUNTRIES	INDUSTRY	SALES (\$BIL)*
<b>AMR (AMERICAN AIRLINES &amp; AMERICAN EAGLE)</b>	89,346	USA	41	Transportation	22.94
<b>BT GROUP</b>	111,858	UK	43	Telecommunications Services	39.81
<b>CISCO SYSTEMS, INC.</b>	57,000	USA	89	Technology Hardware & Equipment	37.68
<b>IBM CORPORATION</b>	398,455	USA	227	Software & Services	98.79
<b>ING GROUP</b>	124,661	The Netherlands	41	Diversified Financials	197.93
<b>INTEL CORPORATION</b>	83,900	USA	43	Semiconductors	38.33
<b>KPMG</b>	135,000	Switzerland	133	Audit, Tax & Advisory Services	22.69
<b>KRAFT FOODS, INC.</b>	98,000	USA	73	Food & Drink	37.24
<b>MERCK &amp; CO. INC.</b>	55,200	USA	79	Drugs & Biotechnology	24.2
<b>NOVARTIS PHARMA AG</b>	96,717	Switzerland	91	Drugs & Biotechnology	40.22
<b>PHILIPS</b>	116,000	The Netherlands	57	Conglomerates	39.11
<b>SAP</b>	51,500	Germany	60	Software & Services	14.96
<b>THE DOW CHEMICAL COMPANY</b>	46,000	USA	58	Chemicals	53.51
<b>TNT</b>	160,000	The Netherlands	96	Transportation	15.89
<b>UBS AG</b>	77,783	Switzerland	41	Diversified Financials	116.98
	<b>1 701 420</b>				<b>800.28</b>

\* Values from Forbes.com - The Global 2000 - 04.02.08

# METHODOLOGY

For purposes of the International Business Equality Index, eligible corporations must have offices in at least three (3) countries and have a minimum of ten thousand employees. Eligible corporations were invited to register on the IGLCC website and complete an online survey.

For evaluation purposes, the seventeen questions were divided into four sections and weighted according to relative importance:

**1 - Diversity & Inclusion** (20% - 4 questions)

**2 - Sexual Orientation and Gender Identity Policies and Practices** (60% - 8 questions)

**3 - Supplier Diversity** (5% - 2 questions)

**4 - Marketing and Community Involvement** (15% - 3 questions)

The final index score for each corporation is the total of the weighted percentages achieved in each section, with a maximum achievable Index score of 100.

Evaluation criteria are applied equally to all participating corporations regardless of independent factors such as size of company, industry, home location, etc.

All data was reviewed and processed internally by IGLCC staff. Total confidentiality of data was maintained and no data was released to any person or organization other than IGLCC staff.

Based on the recommendations of the committee, only the names and ranking of the top three corporations are being released. However, this report highlights the major findings and trends based on the responses of all fifteen participating corporations.

**RESULTS 2009**





# SUMMARY OF FINDINGS

## GENERAL OBSERVATIONS

The first half of the report deals with Internal Issues, defined as those dealing with Diversity and Inclusion and Sexual Orientation and Gender Identity Policies and Practices. The remaining sections of the report cover External Issues, such as Supplier Diversity, Marketing and Community involvement.

Generally, the results indicate that participating corporations are aware that their international LGBT diversity policies and programmes can be improved. This acknowledgement is, in and of itself, a courageous and important step in the right direction.

The findings are limited by the overall sample size, but we can draw important and valid conclusions and develop a portrait of how participating global companies are performing in terms of LGBT diversity and inclusion.

There is a clear inconsistency between the policies of the majority of participating companies, and the implementation of these policies in practice. Although international policies seem to be in place for the vast majority of the participating corporations, when it comes to actual in-country practices, a considerable amount of development remains to be done.

In general, internal LGBT diversity activities are being addressed more actively and effectively than external, customer-facing initiatives.

There seems to be no clear pattern to explain why top scoring corporations (above average) scored as high as they did. We conclude that the lack of a consistent profile of results among various levels of results suggests that there is no general consensus as to the priority of focus among the various LGBT issues.

## FINDINGS FROM INTERNAL ISSUES

As previously mentioned, the results of the internal section of the survey are the most positive. These results indicate that companies have expended a lot of effort and focus on developing diversity and inclusion programmes.

93% of respondents report having a Diversity and Inclusion programme in almost all the countries where they have a presence and, perhaps more noteworthy, fully 67% have programmes in all countries in which they operate. This is a reassuring indication that multi-national corporations clearly understand the necessity of global Diversity & Inclusion programmes.

Of specific interest to LGBT, over 80% of respondent companies explicitly cover LGBT issues in their Diversity and Inclusion programmes in almost all the countries where they operate.

While high, it is somewhat concerning to note that as many as 13% of respondent companies that report having Diversity and Inclusion programmes in place do not explicitly include LGBT issues in these programmes.

# SUMMARY OF FINDINGS

It is particularly impressive to note the degree to which participating companies recognize the importance of prohibiting discrimination based on sexual orientation. 73% of respondent firms had written policies explicitly barring discrimination based on sexual orientation in 100% of the countries where they were present. This question had the highest number of corporations scoring 100% (11 total), and it indicates how universally important this issue has become.

Slightly lower, but nevertheless a strong sign of progress, 87% of respondents claim to have policies that deal explicitly with gender identity in over 90% of the countries where they operate.

Additionally, it is encouraging to note that 80% of corporations explicitly include same-sex partners in international employee relocation policies in over 90% of the countries where they operate.

On the other hand, and somewhat discouraging, we note that only slightly more than one in four companies have diversity and inclusion managers specifically for LGBT issues in all of the countries where they were present. It is equally remarkable that almost half did not have such managers in any of the countries where they operated.

In keeping with the pattern of inconsistency, while generally the highest scores were achieved by respondents for internal LGBT programmes, so also are the lowest scores seen in the Internal Section of the study: Nine out of ten respondents claim to have openly gay or lesbian members of the senior management team in fewer than 7% of the countries where they were present.

Although diversity training has been conducted in corporations for some time, it is just beginning to be fully incorporated at the international level. When referring to mandatory diversity awareness training that specifically deals with sexual orientation, 67% of respondents provide such training in less than 6% of the countries where they are present. When gender identity is integrated in the issue, surprisingly the numbers are higher, with 40% of respondents providing diversity awareness training dealing specific with gender identity in all the countries where they operate. This finding is especially interesting in light of the data showing precisely the opposite for antidiscrimination policies.

The provision of partner benefits to LGBT employees is another issue that needs to be addressed. While respondent corporations offer benefits to same-sex partners in an average of 58% of the countries where they operate, only a dismal 27% offer these benefits across the board in all countries.

Overall, about half of the responding corporations claim to have a designated contact person in charge of LGBT harassment, and about the same number claim to have LGBT employee resource groups in almost all the countries where they operate. This finding has a darker flip side: when looked at individually, we noticed a disconcerting disparity in the way different companies approached these issues. It appears these positions will either be found in almost all or in none of the countries where there are corporate operations. In other words, the survey suggests that companies view these employee safeguards and representation mechanisms as an all or none-at-all proposition.

# SUMMARY OF FINDINGS

## FINDINGS FROM EXTERNAL ISSUES

Moving to the second half of the survey, focusing on external issues, the trend suggests more of a descending curve.

Supplier Diversity is an excellent example of how corporations are integrating this relatively new concept into their international practices. When looking at Supplier Diversity separately from LGBT components, the numbers speak for themselves: two thirds of respondent corporations have Supplier Diversity programmes in fewer than 8% of the countries where they are present. As expected, even fewer have such programmes that explicitly include LGBT-owned businesses: 80% of companies included LGBT-owned enterprises in their Supplier Diversity programmes in less than 5% of the countries where they operated.

Although we acknowledge that Supplier Diversity is a new concept in many countries, the difference of nearly 14% between the two suggests a concerning resistance to the explicit inclusion of LGBT businesses as suppliers at the international level.

Furthermore, the fact that respondent companies are not publicly demonstrating their commitment to LGBT diversity is very clearly established by the fact that 93% of respondents included positive subjects/messages in their mainstream media advertising, but this is in less than 10% of the countries where they operated. It is also surprising that companies choose to make this commitment known to the LGBT community itself by advertising in LGBT-targeted media in only the same

proportion than they do in the mainstream media – in other words, just about not at all.

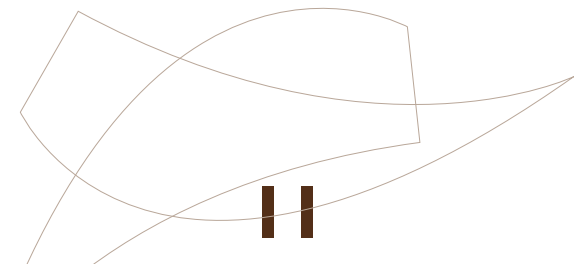
The second lowest score in the survey reflects the lack of financial or in-kind support to the LGBT community. Almost all of the respondents (93%) provided philanthropic support to LGBT events and organizations, but in fewer than 8% of the countries where they were present.

## IN CONCLUSION

Overall, the results of the first International Business Equality Index paint an optimistic picture of an environment that is becoming more inclusive.

- Internally, participating companies have the policies and procedures needed to become totally diverse and inclusive. Now they need to focus on implementing these policies consistently in all their operating geographies
- Externally, most companies have a long way to go to bring their diversity and LGBT inclusiveness policies to life in the supply chains and consumer market places in which they operate.

At IGLCC, we are heartened and encouraged by the fact that some progressive corporations, as exemplified by the top three best scoring participants, are blazing fresh trails in this direction and demonstrating to other companies the possibilities inherent in promoting equality.



# TOP 3

<b>BT GROUP</b>	<b>78%</b>
<b>Headquartered in London, England</b>	
Present in 43 countries	
111,858 employees worldwide	
24.1 Billion Euros in annual revenue in 2008	

<b>IBM</b>	<b>76.3%</b>
<b>Headquartered in Armonk, NY - USA</b>	
Present in 227 countries	
398,455 employees worldwide	
73.5 Billion Euros in annual revenue in 2008	

<b>THE DOW CHEMICAL COMPANY</b>	<b>70.6%</b>
<b>Headquartered in Midland, MI - USA</b>	
Present in 58 countries	
46,000 employees worldwide	
41.1 Billion Euros in annual revenue in 2008	

# TOP 3

It is an honour to name **BT Group, IBM and The Dow Chemical Company** as the top three corporations in international equality, as determined by the 2009 International Business Equality Index.

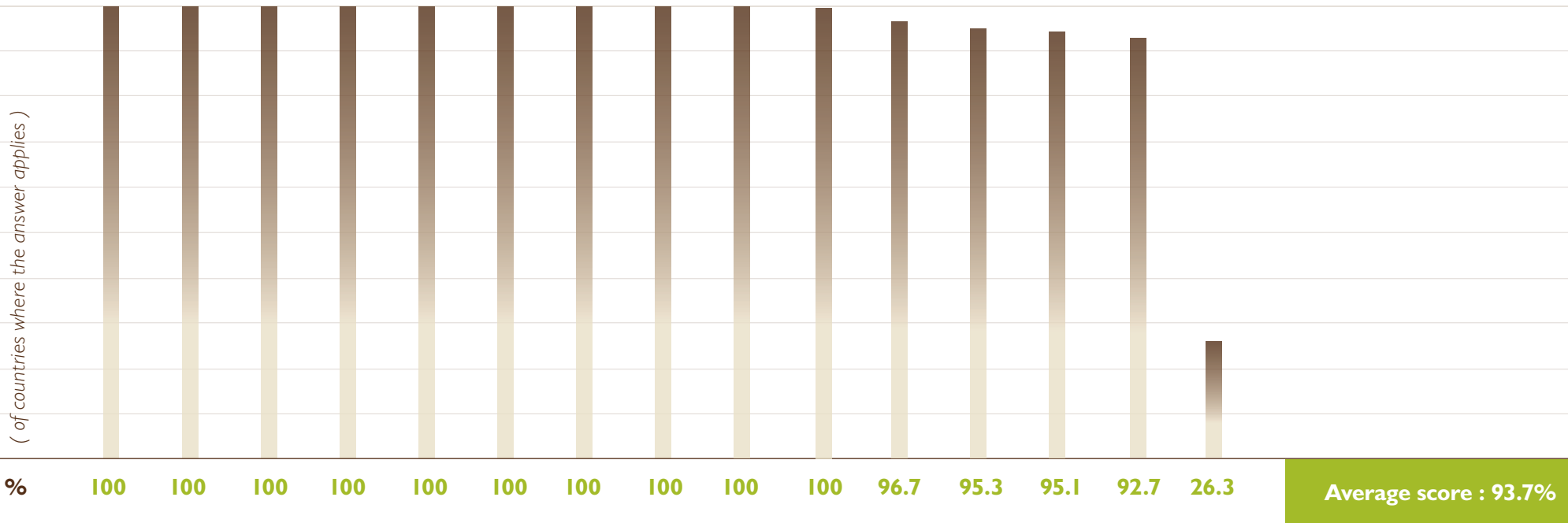
The investments in progress that have been made by these three leading corporations are admirable and essential. Unfortunately, we still live in a world in which there are many countries where LGBT employees are harassed at work; LGBT employees cannot provide health benefits to their same-sex partners; gay and lesbian employees cannot be accompanied by their partners when they are relocated for work reasons; transgender employees still face violent discrimination because of who they are; and a simple family photo on a worker's desk can lead to severe consequences. Policies and practices that cover these situations do not represent demands for different and special treatment. They simply level the competitive field, providing equal opportunity for advancement, protection and benefits in the workplace, and equal consideration in all competitive procurement situations.

For their recognition of these issues and their action to create positive change, BT Group, IBM and The Dow Chemical Company have earned the respect and admiration of the global LGBT community. We offer our warmest congratulations.

BT Group's outstanding commitment, policies and investment in LGBT diversity merits them the title of "the most LGBT friendly corporation in the world". BT Group offers LGBT business people – employees, suppliers and customers – hope for the best opportunity possible.

# Question 1

*In 2008, did your corporation have a diversity & inclusion program?*

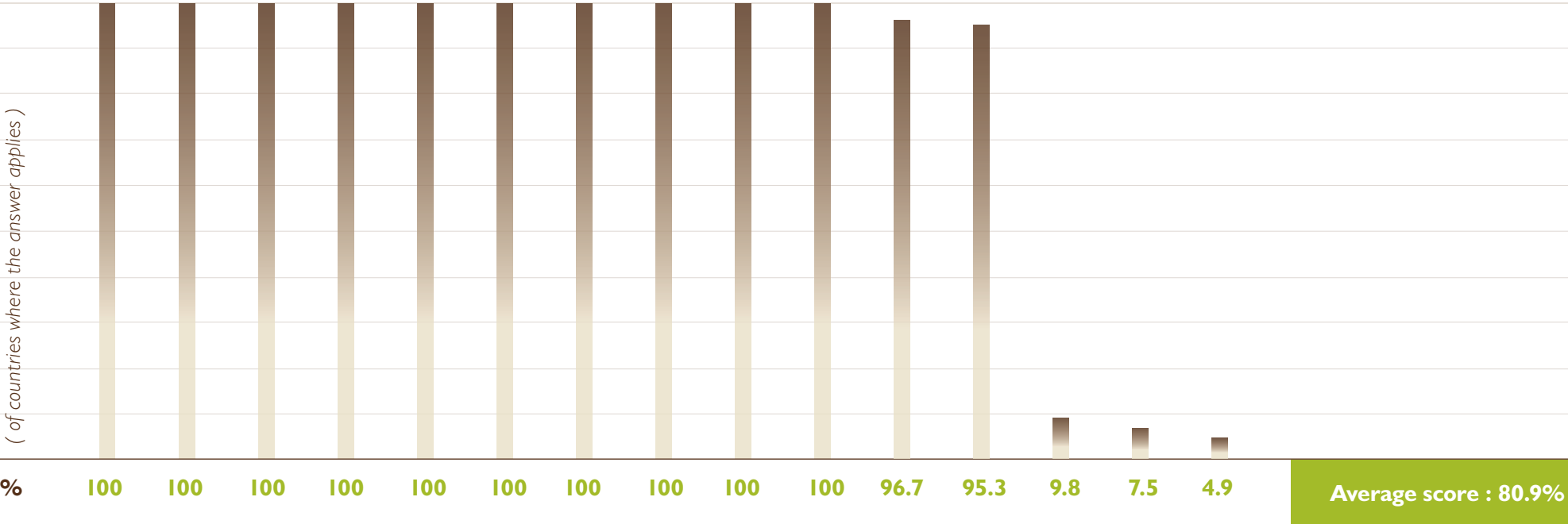


## Summary

- 93.3% of respondents already had a Diversity & Inclusion program in place in almost all the countries where they had operations.
- 66.7% of respondents had a Diversity & Inclusion program in 100% of the countries where they had operations.
- This question had the highest average score in the whole survey.

# Question 2

In 2008, did your diversity & inclusion program cover LGBT issues explicitly?

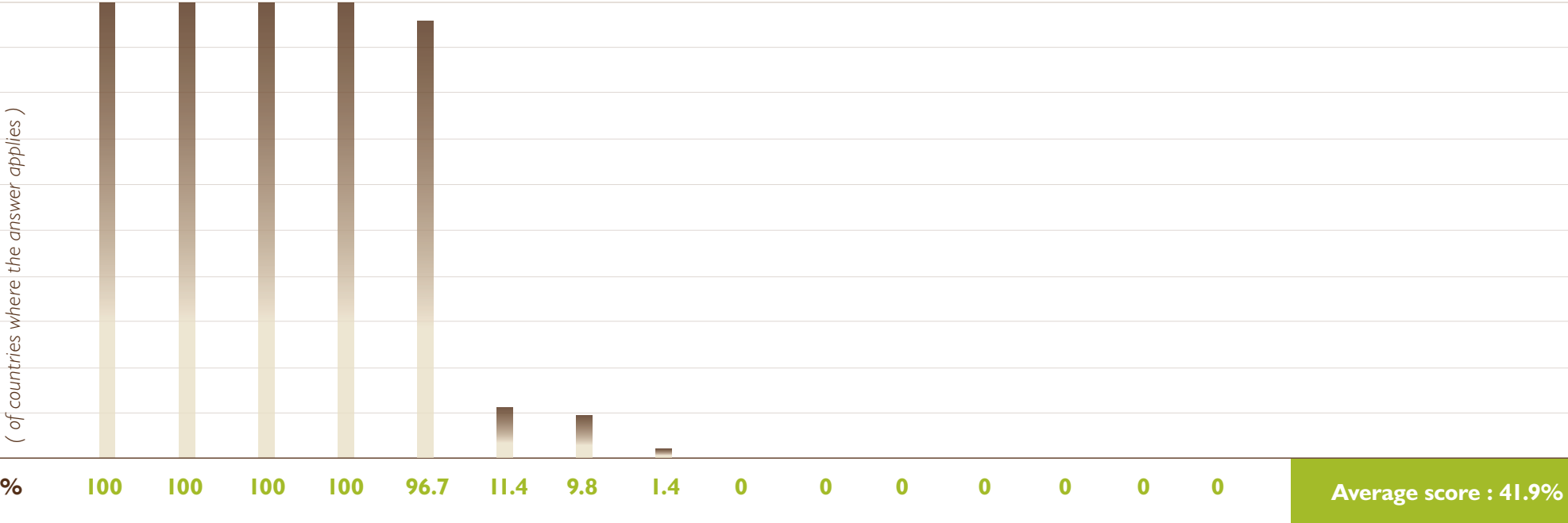


## Summary

- 80% of respondents had LGBT issues explicitly covered in their Diversity & Inclusion programs in over 95% of the countries where they had operations.
- All respondents that had a Diversity & Inclusion program in all countries where they had operations also had LGBT issues explicitly covered on such programs.

# Question 3

*In 2008, did your corporation have diversity & inclusion managers specifically for LGBT issues?*



## Summary

- Only 33.3% of respondents had Diversity & Inclusion managers specifically for LGBT issues in 100% of the countries where they had operations.
- 46.7% of respondents did not have Diversity & Inclusion managers specifically for LGBT issues in any country where they had operations.



# Question 4

*In 2008, were there any openly LGBT members in your corporation's senior management team?*

( of countries where the answer applies )



**Average score : 2.42%**

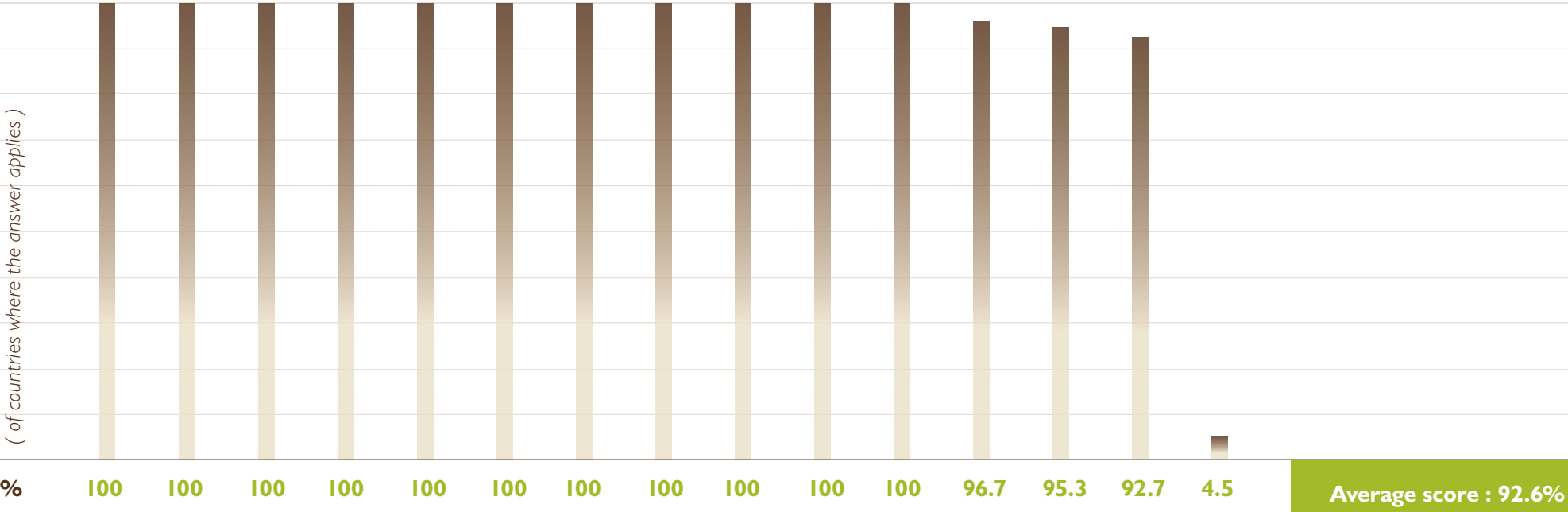
## Summary

- 26.7% of respondents did not have an openly LGBT member in their senior management team in any of the countries where they had operations.
- All respondents had an openly LGBT member in their senior management team in less than 7.3% of the countries where they had operations.
- This question had the lowest average score in the whole survey.



# Question 5

*In 2008, did your corporation have a written policy barring discrimination based on, and using words referring to “sexual orientation”?*

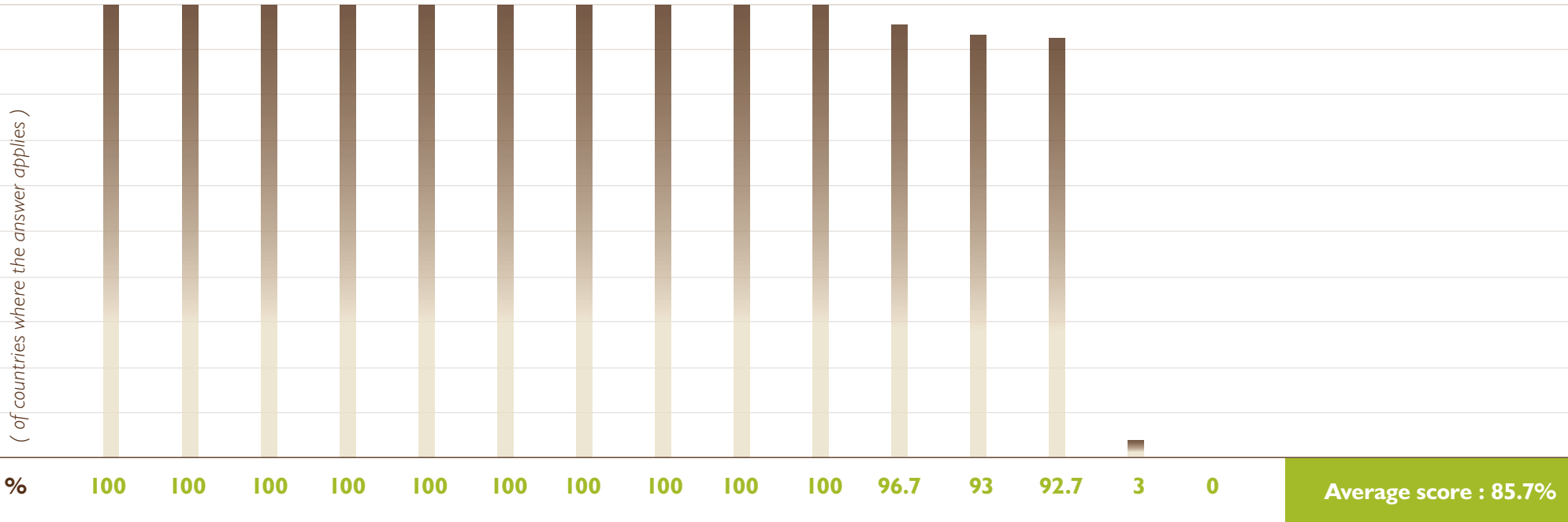


## Summary

- This is the only question where that many corporations scored 100%.
- This question had the second highest average score.

# Question 6

In 2008, did your corporation have a written policy barring discrimination based on, and using words referring to “gender identity”?

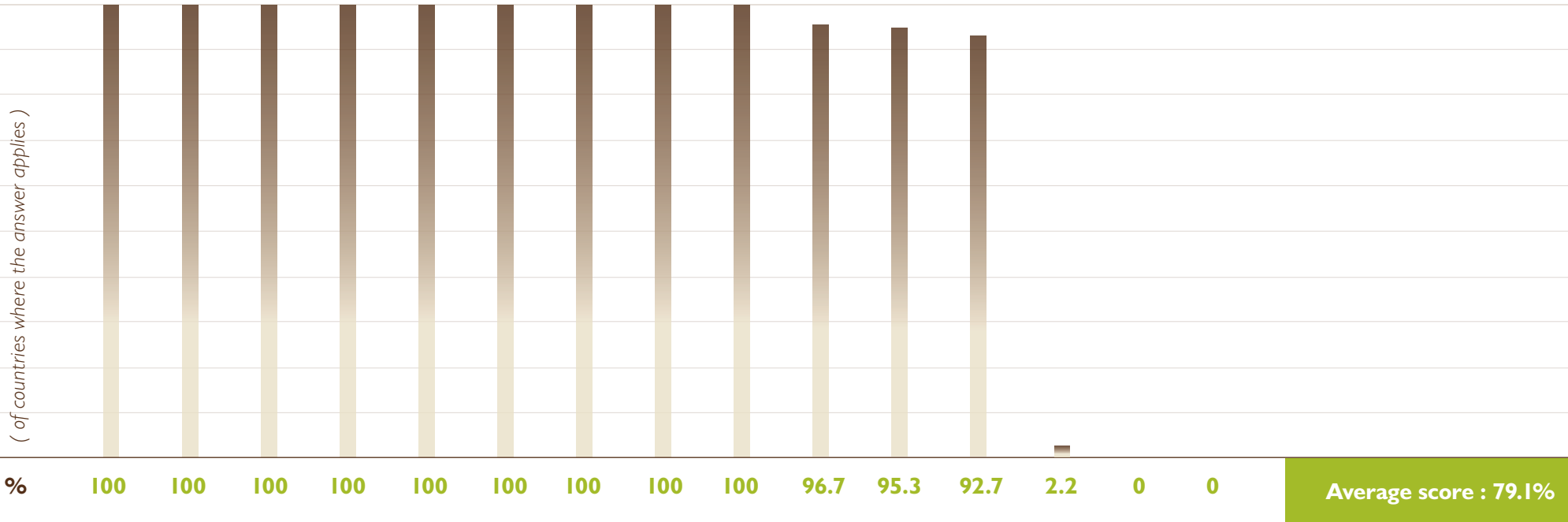


## Summary

- 66.7% of respondents had a written policy barring discrimination based on and specifically referring to “gender identity” in 100% of the countries where they had operations.
- 86.7% of respondents had such policy in over 90% of the countries where they had operations.
- Only 1 corporation did not have such written policy in any country where it was present.

# Question 7

*In 2008, did your international relocation policies include LGBT employees and their same-sex spouses?*

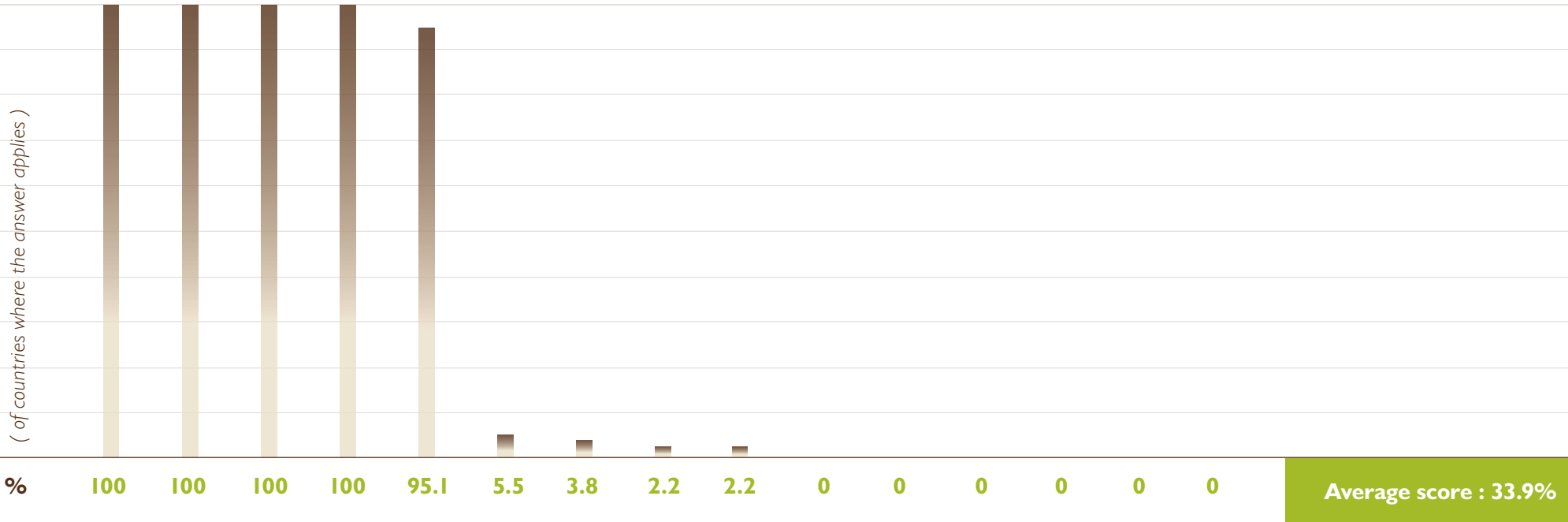


## Summary

- 60% of respondents had international relocation policies including LGBT employees and their same-sex spouses in 100% of the countries where they had operations.
- 80% of respondents had international relocation policies including LGBT employees and their same-sex spouses in over 90% of the countries where they had operations.
- 13.3% of respondents did not have international relocation policies including LGBT employees and their same-sex spouses in any of the countries where they had operations.

# Question 8

*In 2008, did your corporation provide mandatory diversity awareness training that specifically deals with “sexual orientation”?*

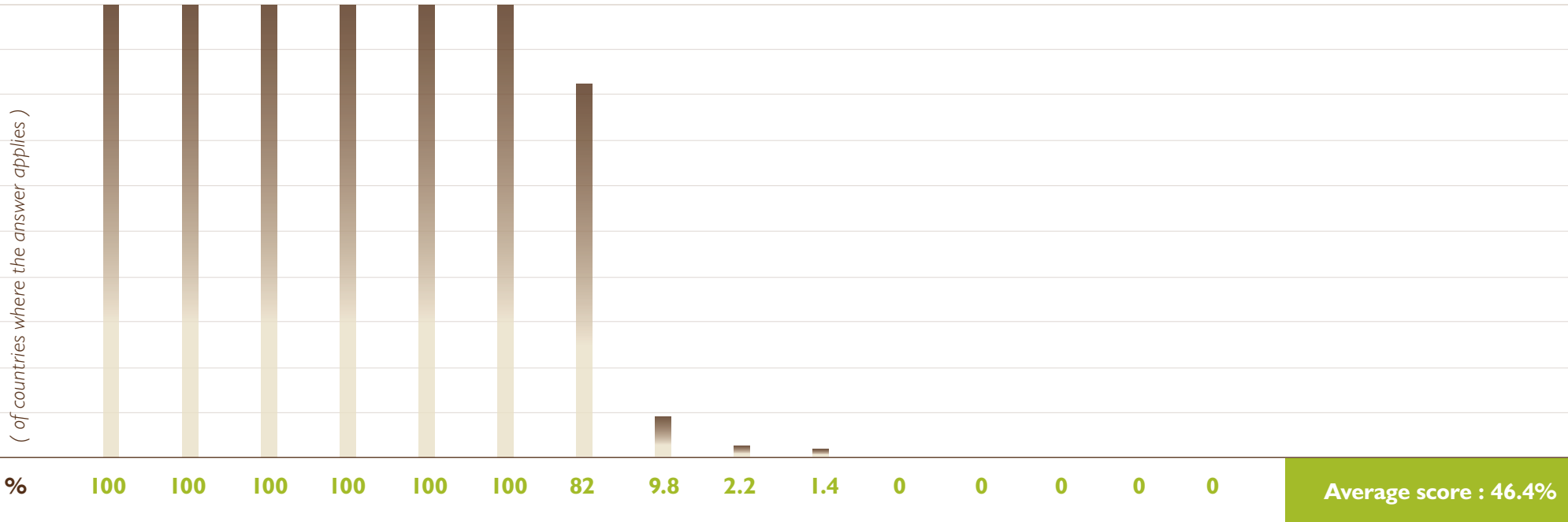


## Summary

- 26.7% of respondents provided mandatory diversity awareness training specifically dealing with “sexual orientation” in 100% of the countries where they had operations.
- 66.7% of respondents provided such training in less than 6% of the countries where they had operations.
- 40% of respondents did not provide mandatory diversity awareness training specifically dealing with “sexual orientation” in any of the countries where they had operations.

# Question 9

*In 2008, did your corporation provide diversity awareness training that specifically deals with “gender identity”?*

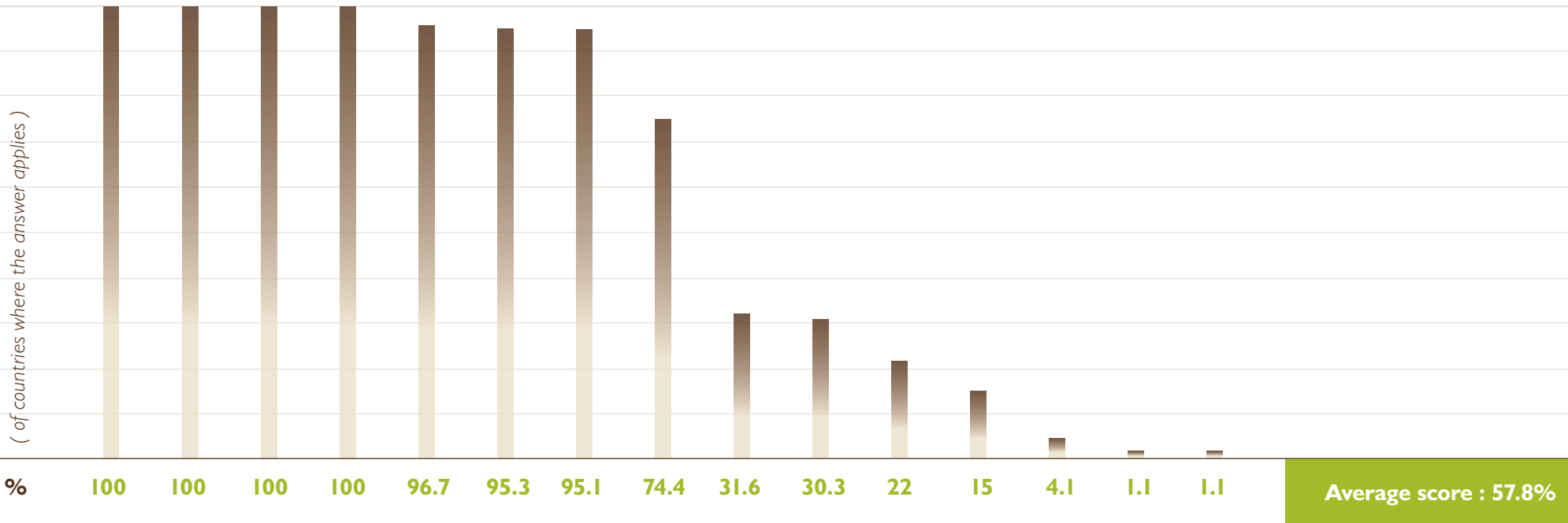


## Summary

- 40% of respondents provided diversity awareness training dealing specifically with “gender identity” in 100% of the countries where they had operations.
- 33.3% of respondents did not provide diversity awareness training dealing specifically with “gender identity” in any of the countries where they had operations.
- More respondents provided diversity awareness training dealing specifically with “gender identity” in 100% of the countries where they had operations than with “sexual orientation”.
- Respondents provided diversity awareness training dealing specifically with “gender identity” in 12.5% more countries than they did with “sexual orientation”.

# Question 10

*In 2008, did your corporation's partner benefits also apply to your LGBT employees?*

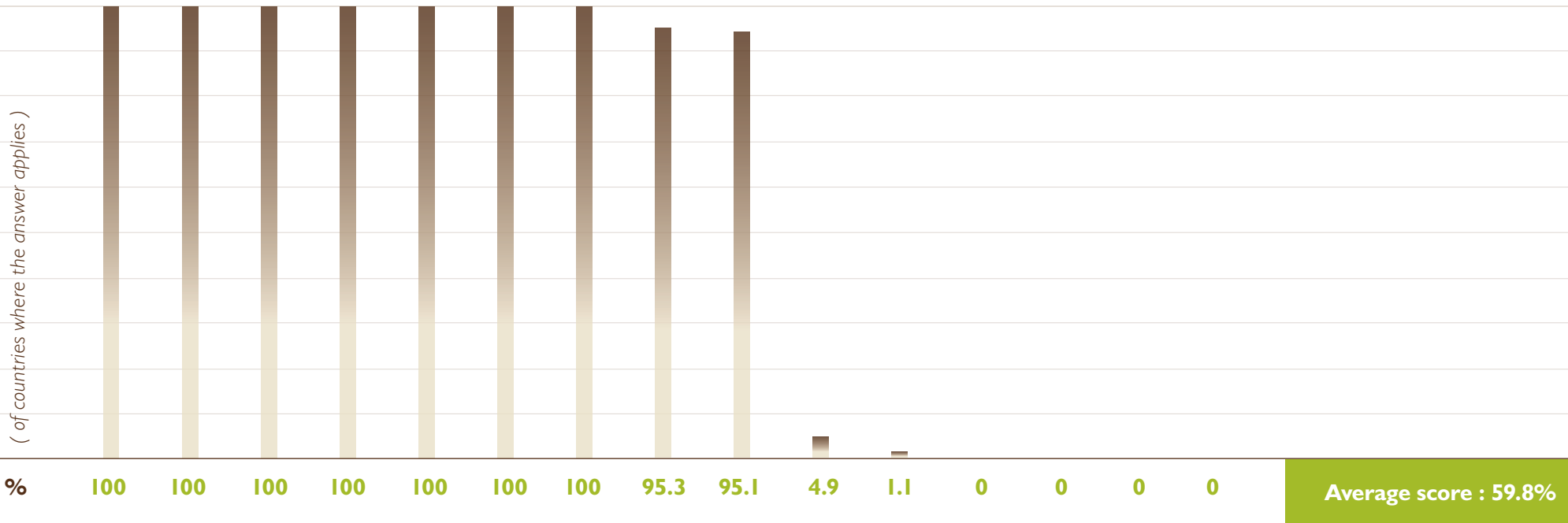


## Summary

- 26.7% of respondents offered partner benefits that also applied to their LGBT employees in 100% of the countries where they had operations.
- 46.7% of respondents offered partner benefits that also applied to their LGBT employees in less than 32% of the countries where they had operations.

# Question 11

*In 2008, did your corporation have a designated contact person in charge of LGBT harassment?*



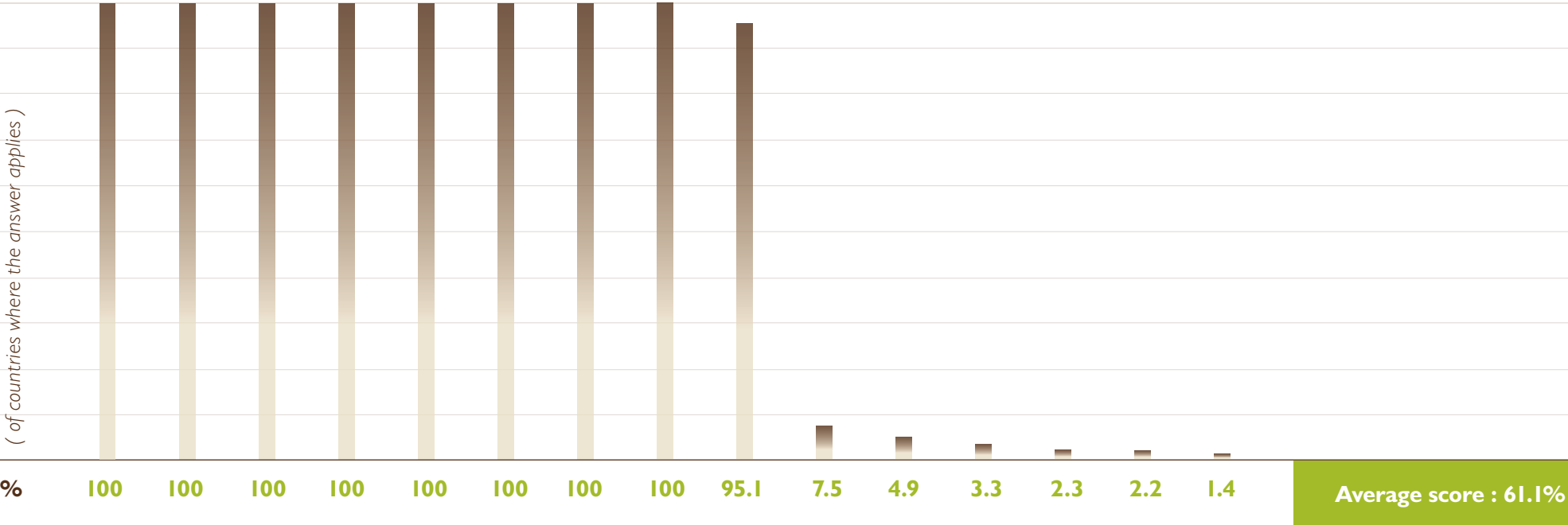
## Summary

- 46.7% of respondents had a designated contact person in charge of LGBT harassment in 100% of the countries where they had operations.
- 26.7% respondents did not have a designated contact person in charge of LGBT harassment in any of the countries where they had operations.



# Question 12

*In 2008, did your corporation have a recognized LGBT resource employee group for your staff?*



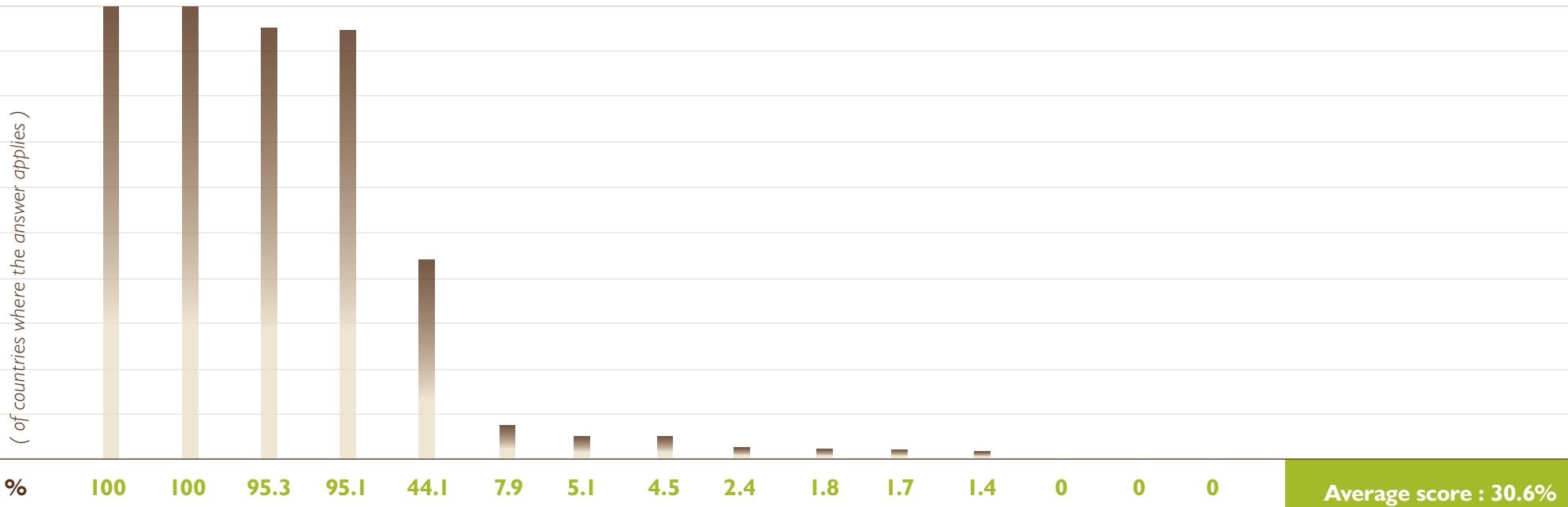
## Summary

- 53.3% of respondents had a recognized LGBT resource employee group for their staff in 100% of the countries where they had operations.
- 40% of respondents had a recognized LGBT employee resource group for their staff in less than 8% of the countries where they had operations.



# Question 13

In 2008, did your corporation have a supplier diversity program?

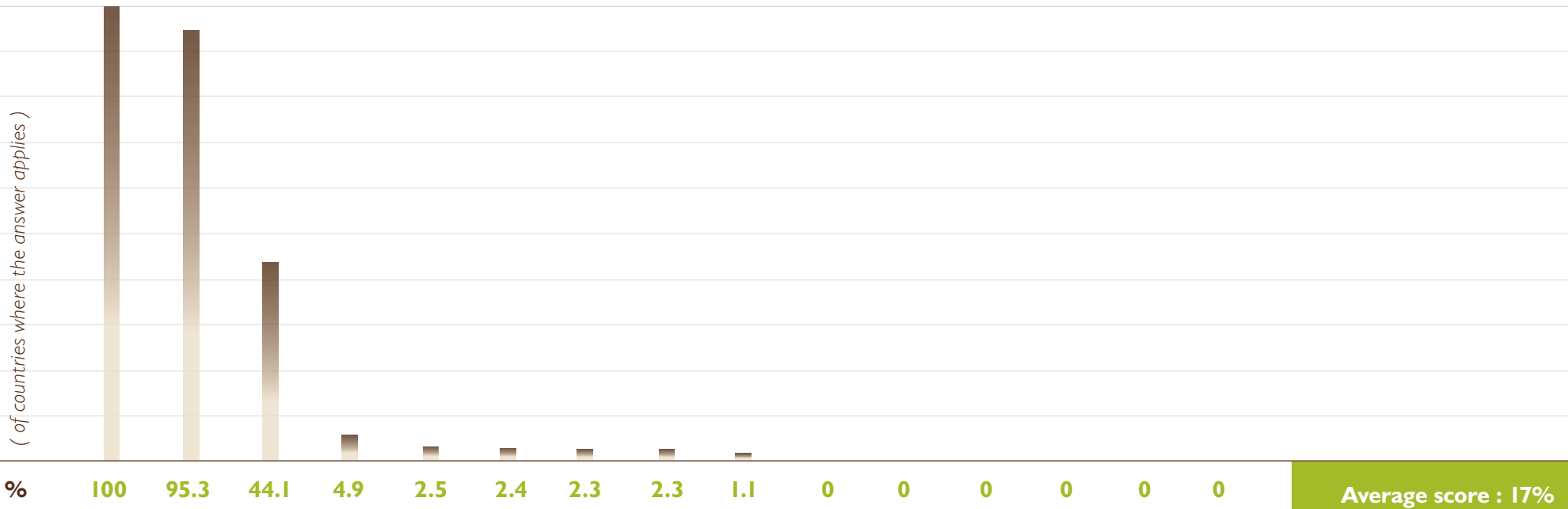


## Summary

- 13.3% of respondents had a supplier diversity program in 100% of the countries where they had operations.
- 66.7% of respondents had a supplier diversity program in less than 8% of the countries where they had operations.
- 20% of respondents did not have a supplier diversity program in any of the countries where they had operations.

# Question 14

*In 2008, did your corporation include LGBT owned and controlled enterprises in your supplier diversity program?*

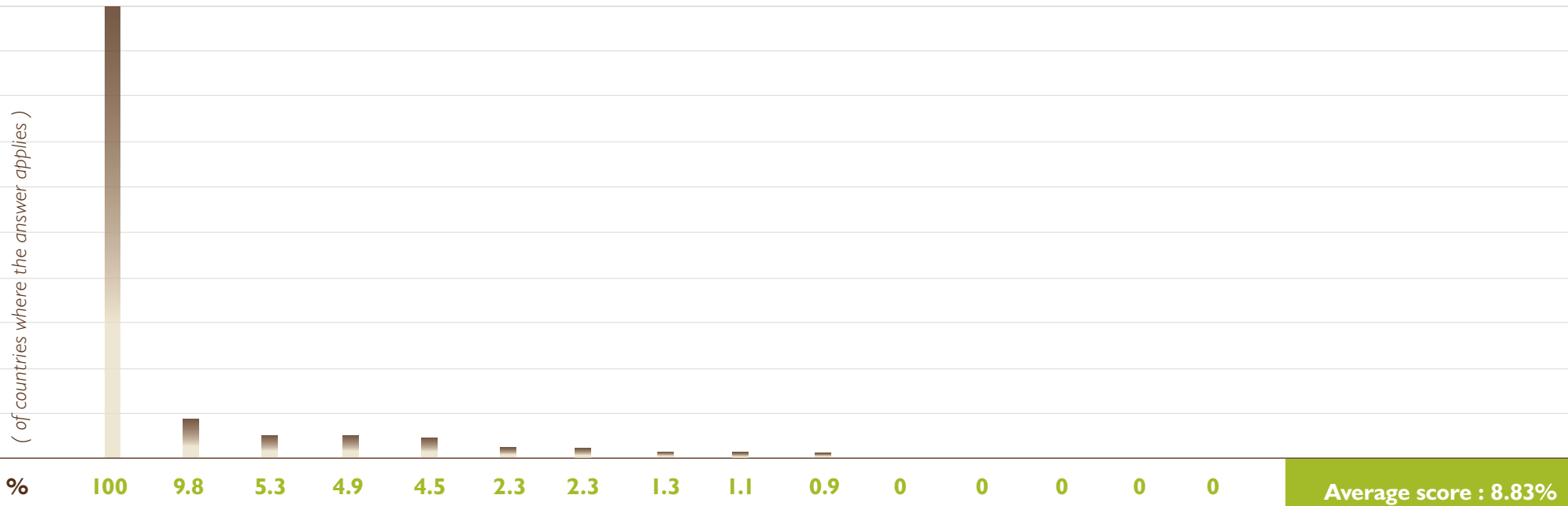


## Summary

- 1 corporation included LGBT owned enterprises in their supplier diversity program in 100% of the countries where it was present.
- 80% of respondents included LGBT owned enterprises in their supplier diversity program in less than 5% of the countries where they had operations.
- 40% of respondents did not include LGBT owned enterprises in their supplier diversity programs in any of the countries where they had operations.
- 20% of respondents had a supplier diversity program that did not include LGBT owned enterprises.

# Question 15

*In 2008, did your corporation used positive advertisements in LGBT media?*

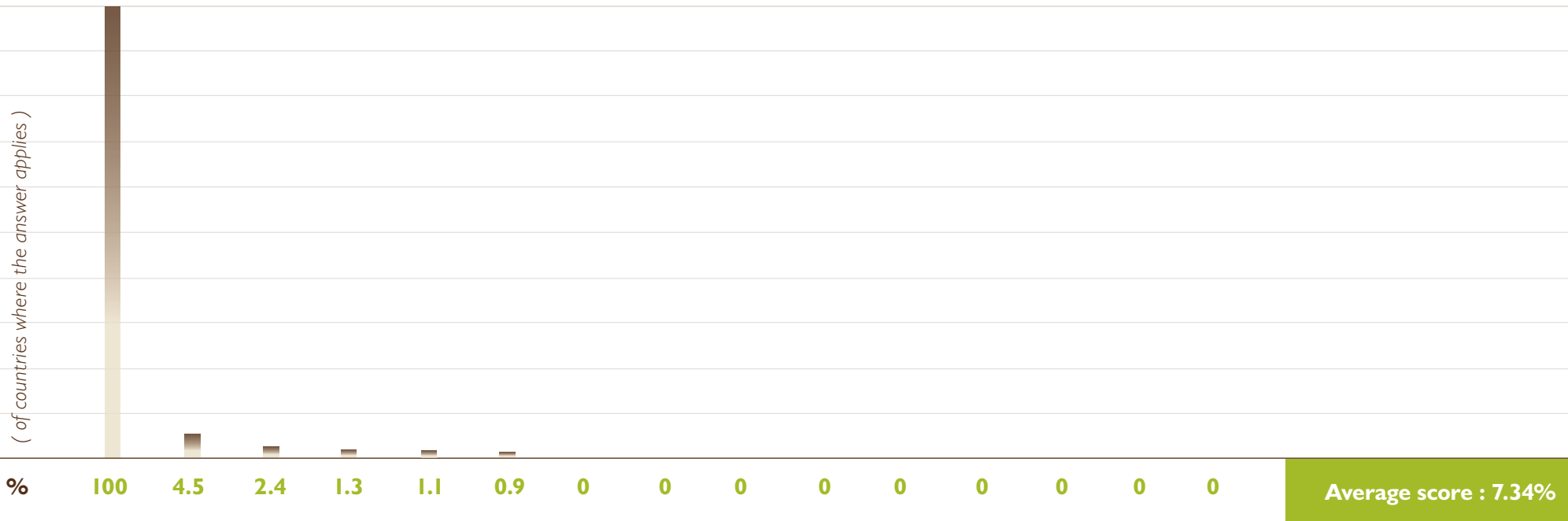


## Summary

- 13.3% of respondents used positive advertisements in LGBT media in 100% of the countries where they had operations.
- 93.3% of respondents used positive advertisements in LGBT media in less than 10% of the countries where they had operations.
- 33.3% of respondents did not use positive advertisements in LGBT media in any of the countries where they had operations.

# Question 16

*In 2008, did your corporation include positive LGBT subjects/messages in your mainstream media advertising?*



## Summary

- 13.3% of respondents included positive LGBT subjects/messages in their mainstream media advertising in 100% of the countries where they had operations.
- 93.3% of respondents include such subjects/messages in less than 10% of the countries where they had operations.
- 60% of respondents did not include such subjects/messages in any of the countries where they had operations.
- 26.7% of respondents included positive LGBT subjects/messages in their mainstream media advertisements but not used positive advertisements in LGBT media.

# Question 17

*In 2008, did your corporation offered any financial or in kind support to an LGBT organization or event outside of your company?*

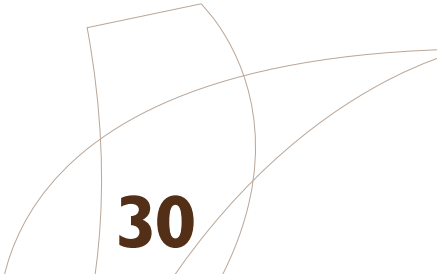
( of countries where the answer applies )



**Average score : 3.9%**

## Summary

- 93.3% of respondents offered financial or in-kind support to an LGBT organization or event outside their company in less than 8% of the countries where they had operations.
- This question had the second lowest average score of the whole survey.



# RESULTS BY SECTION

SECTION	MAXIMUM	AVERAGE SCORE	TOP SCORE
<b>DIVERSITY &amp; INCLUSION</b> <i>(Questions 1 - 4)</i>	20%	10.9%	15.2%
<b>SEXUAL ORIENTATION &amp; GENDER IDENTITY POLICIES AND PRACTICES</b> <i>(Questions 5 - 12)</i>	60%	38.8%	60%
<b>SUPPLIER DIVERSITY</b> <i>(Questions 13 &amp; 14)</i>	5%	1.2%	4.8%
<b>MARKETING &amp; COMMUNITY INVOLVEMENT</b> <i>(Questions 15 - 17)</i>	15%	1%	10.1%
<b>TOTAL</b>	<b>100%</b>	<b>51.9%</b>	

