Ēgale

LGBTQI2S Workplace Inclusion

Literature Review

September 2020

Acknowledgements

Founded in 1986, Egale is Canada's national LGBTQI2S human rights organization. Egale works to improve the lives of LGBTQI2S people in Canada and to enhance the global response to LGBTQI2S issues by informing public policy, inspiring cultural change, and promoting human rights and inclusion through research, education, awareness and legal advocacy. Egale's vision is a Canada, and ultimately a world without homophobia, biphobia, transphobia, and all other forms of oppression so that every person can achieve their full potential, free from hatred and bias.

Our Mission

To improve the lives of LGBTQI2S people in Canada and to enhance the global response to LGBTQI2S issues. Egale will achieve this by informing public policy, inspiring cultural change, and promoting human rights and inclusion through research, education, awareness and legal advocacy.

Our Vision

A Canada, and ultimately a world, without homophobia, biphobia, transphobia, and all other forms of oppression so that every person can achieve their full potential, free from hatred and bias.

Contents

Introduction

This literature review provides insight into the current state of LGBTQI2S workplace inclusion in Canada and beyond. The current national and international contexts through which LGBTQI2S people navigate at work are examined, and an overview of the gaps in research specific to LGBTQI2S workplace inclusion in Canada is explored.

In our research, policy, and community engaged work, Egale has witnessed a culture of change in LGBTQI2S workplace inclusion. However LGBTQI2S people in Canada continue to face discrimination and exclusion in the workforce, and there exists particular harm for transgender and gender non-conforming people. Sexuality and gender oppression intersect with experiences of racism for Black, Indigenous, and people of colour within LGBTQI2S populations in Canada. Persistent issues for LGBTQI2S people in the workplace make visible the failure of organizations to protect LGBTQI2S employees and the failure of Canada's current workplace and human rights frameworks.

Egale has a history of supporting LGBTQI2S workplace inclusion in Canada. In 2019 alone, Egale increased our efforts across our Workplace Inclusion for Gender and Sexual Diversity training program, where we:

- Engaged with: 4 government or government-affiliated agencies, 7 private-sector companies, and 13 not-for-profit organizations committed to an inclusive and safer environment for their LGBTQI2S staff and guests.

- Delivered a total of 47 workshops in English, French and bilingually, training and inspiring over 2,000 participants working in arts and culture, banking and finance, customer service, community and social services, healthcare, humanitarian and development aid, IT, corrections, legal practice, secondary and higher education, sports, and more.

- Produced and circulated *Egale's National Action Plan for LGBTQI2S Rights*, which contains policy recommendations and action items to support the federal government and civil society's LGBTQI2S inclusion work, including the workplace.[1]

This report will provide an overview of the current landscape of LGBTQI2S workplace inclusion in Canada by identifying the central workplace concerns for Canadian LGBTQI2S people. This will be broken into three sections:

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1   Egale Canada (2019). *National Action Plan for LGBTQI2S Rights.* Toronto, ON. Available at: https://egale.ca/awareness/nationalactionplan/

1. **LGBTQI2S Workplace Inclusion: Canadian Contexts**, inclusive of gaps in research and literature on workplace inclusion in Canada.

2. **LGBTQI2S People and work:** Specific forms of violence, harassment, and discrimination that LGBTQI2S people experience in the realms of work, labour, and employment**.**

3. **LGBTQI2S Workplace Inclusion:** Outlining the current state of LGBTQI2S workplace inclusion policy, and promising practices for inclusion.

Throughout these specific areas of focus, we look toward the future, offering promising practices and immediate actions that can be implemented across sectors.

1.1 LGBTQI2S Workplace Inclusion: Canadian Contexts

On a global scale, Canada is considered a progressive champion in employment supports for LGBTQI2S people.[2] Marriage equality is positioned as the pinnacle achievement in the gay rights movement in Canada and internationally. With Canadians for Equal Marriage and Egale at the forefront, Canada passed the Civil Marriage Act in 2005, becoming the first country in the Americas to legalize same-sex marriages. However, LGBTQI2S people in Canada continue to experience discrimination in a number of spheres, including healthcare, poverty and housing, and access to employment among others. These conditions are not independent from each other, and for that reason, this research in LGBTQI2S workplace inclusion has implications across a variety of issues that LGBTQI2S people in Canada face today.

Canada's position as a progressive champion[3] in LGBTQI2S rights globally makes it easier to obscure the ongoing violence and discrimination that LGBTQI2S communities experience across industries and institutions in the country. Further to this, Canada's progressive image toward LGBTQI2S rights erases the ongoing effort of activists and community organizations across the country who continue to demand structural change. These efforts are aimed at enabling the cultural and societal shifts toward LGBTQI2S equality across the country.

2   Waite S., Ecker J., Ross L. (2019). A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE,* 14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.2
3   Waite S., Ecker J., Ross L. (2019). A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE,* 14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.2

The rights of gender and sexual minority people in Canada are enshrined in Section 3(1) and Idem 3.1 of the *Canadian Human Rights Act*, prohibiting discrimination based on "sex, sexual orientation, gender identity and expression."[4] [5] "Sexual orientation" was added in 1996, and "gender identity" was included in 2017 with the implementation of *Bill C-16*.[6] This bill further substantiated that if an offence was motivated by bias based on gender identity or expression, it is considered an aggravating circumstance in criminal sentencing.[7] [8] In addition to this, all provinces and territories similarly include gender identity and expression as prohibited grounds of discrimination across their human rights legislations.[9] Notably, sexual orientation, gender (or gender identity and expression), and sex characteristics are not named within the *Canadian Charter of Rights and Freedoms* (Section 15). In 1995, however, the Supreme Court of Canada established that sexual orientation constitutes an equivalent ground for protection within the Charter.[10]

In 2017, the federal government offered an apology for the decades of systematic rejection LGBTQI2S people faced in the Canadian Public Service, commonly understood as the *LGBT Purge.* For many decades starting in the 1950's, federal employees suspected to be in any way LGBTQI2S were subject to psychological tests and job loss.[11] While this public apology marks a significant cultural shift toward LGBTQI2S inclusion in the country, LGBTQI2S people are not represented as a designated Equity Seeking Group under the *Federal Employment Equity Act[12]* that governs employee relations in the Public Service Sector.

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4   Canadian Human Rights Act, 1985, R.S.C., 1985, c. H-6. Prohibited grounds of discrimination, 3 (1): "For all purposes of this Act, the prohibited grounds of discrimination are race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered."

5   Canadian Human Rights Act, 1985, R.S.C., 1985, c. H-6. Multiple grounds of discrimination, 3.: " For greater certainty, a discriminatory practice includes a practice based on one or more prohibited grounds of discrimination or on the effect of a combination of prohibited grounds."

6   House Government Bill C-16: An Act to amend the Canadian Human Rights Act and the Criminal Code

7   In the Canadian justice system, the consideration of aggravating circumstances may lead to more severe criminal sentencing.

8   House Government Bill C-16: An Act to amend the Canadian Human Rights Act and the Criminal Code

9   Prohibition of discrimination based on "gender identity":The Northwest Territories, Human Rights Act, S.N.W.T. 2002, c.18; The Saskatchewan Human Rights Code, SS 1979, c. S-24.1. , Repealed by Chapter S-24.2 of the Statutes of Saskatchewan, 2018 (effective October 1, 2018);

Manitoba, The Human Rights Code, C.C.S.M., c. H175.; Prohibition of discrimination based on "gender identity" and "gender expression": British Columbia, Human Rights Code, RSBC 1996, c. 210.; Alberta Human Rights Act, Revised Statutes of Alberta 2000, Chapter A-25.5.; Ontario, Human Rights Code, R.S.O. 1990, c. H.19; Quebec, Charter of human rights and freedoms, CQLR, c. C-12.; Prince Edward Island, RSPEI 1988, c. H-12.;Nova Scotia, Human Rights Act, RSNS 1989, c. 214.; New Brunswick, Human Rights Act, 2011-c.171.; Newfoundland and Labrador, Human Rights Act, SNL 2010, c. H-13.1.;

10   Canadian Heritage. (2018, September 10). Government of Canada: Rights of LGBTI persons. Retrieved from https://www.canada.ca/en/canadian-heritage/services/rights-lgbti-persons.html

11   LGBT Purge Class Action. (2019). About the Purge: Who, what, when, where, why. Retrieved from https://lgbtpurge.com/about-lgbt-purge/

12   Employment Equity Act (S.C. 1995, c. 44) retrieved from https://laws-lois.justice.gc.ca/eng/acts/E-5.401/index.html

According to Statistics Canada, close to 3% of Canadians aged 18-59 identify as LGB,[13] though independent, non-government studies argue that this number may be much higher, with some noting that up to 13% of the population in Canada is LGBTQI2S.[14] At the time of writing, Statistics Canada has not collected population level information concerning transgender people in Canada, but they are currently in consultation with communities across the country to address data collection for the 2021 Census.[15] Recent US data suggests that transgender people make up approximately 0.6% of the population.[16] The TransPULSE Ontario project (2010), one of Canada's largest comprehensive studies of transgender community issues in the country to date, yielded similar findings.[17] LGBTQI2S people make up a significant portion of the working population, yet these peoples' safety and needs continue to be unmet in workplace environments.

1.2 LGBTQI2S Workplace Inclusion Research

LGBTQI2S people continue to face barriers to workplace inclusion and safety. This examination of literature offers several specific gaps in LGBTQI2S workplace inclusion research.

1. **Sampling issues create gaps in research concerning identity. Across LGBTQI2S workplace inclusion literature, there is a marked issue with sample bias and convenience sampling**.

Researchers note that sampling methods tend to reach populations with much more education and higher earnings than national averages.[18] This results in: an over-representation of cisgender gay men,[19] the over-representation of white participants, participants living in urban areas, and participants who are "out" in their communities.[20] Additionally, there is a distinct lack of research on the experience of Black workers, Indigenous workers, and workers of colour

13   Statistics Canada (2015) Same-sex couples and sexual orientation... by the numbers. Web. Retrieved from: statcan.gc.ca/eng/dai/smr08/2015/smr08_203_2015#a3 *Note: statistics reference LGB identities exclusively.*

14   Jasmine Roy Foundation #LGBTrealities survey 2017 fact sheet. Montreal. Retrieved from https://www.newswire.ca/news-releases/according-to-lgbt-realities-the-first-pancanadian-survey-on-lgbt-communities-conducted-by-crop-for-the-benefit-of-the-fondation-jasmin-roy-13-of-the-canadian-population-belongs-to-the-lgbt-community-639432223.html

15   Statistics Canada. (2017). 2016 Census of Population: Age and Sex Release. Web. Retrieved from: https://www12.statcan.gc.ca/census-recensement/2016/ref/98-501/98-501-x2016002-eng.cfm

16   Williams Institute (2016) How Many Adults Identify as Transgender in the United States?. UCLA School of Law. Web. Retrieved from: https://williamsinstitute.law.ucla.edu/publications/trans-adults-united-states/ n.p.

17   Scheim AI, Bauer GR. Sex and Gender Diversity Among Transgender Persons in Ontario, Canada: Results From a Respondent-Driven Sampling Survey. *The Journal of Sex Research 2015*; 52(1): 1-14.

18   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193-210. doi:10.1002/hrm.21873 p.201

19   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133-148. P.146

20   Reddy-Best, K. L. (2018). LGBTQ Women, Appearance Negotiations, and Workplace Dress Codes. *Journal of Homosexuality, 65*(5), 615-639. P.637

in LGBTQI2S workplace inclusion literature.[21] This is especially notable when concerning Two Spirit communities, where as of 2019, there is a

> **"complete absence of research on Two Spirit individuals' labour market outcomes and experiences".**[22]

Future research must be intentional about sampling across under-researched axes of identity and experience, and be particularly flexible to the unique challenges and needs of Black and Indigenous LGBTQI2S communities and other LGBTQI2S communities of colour in workplace inclusion research.[23]

2. There are large gaps in research understanding the overall experiences of LGBTQI2S workers in precarious, blue-collar, or service industries who may face additional class-based inequalities, which may further erase the experiences of rural workers, racially diverse workers, or workers who possess average to below average education or earnings.[24] [25] [26]

Fosbrook (2020) notes that,

> **"many trans people, especially trans people of colour, are not working in traditional workplace environments,"**

citing a *National Center for Transgender Equality* (US) study that found that only 35% of the 27,000 survey respondents occupied one, full-time job.[27] Due to the lack of research across these sectors, there are key insights missing regarding the labour and workplace contexts and workplace needs of precarious workers. The dearth of literature concerning LGBTQI2S workplace experiences in blue-collar, precarious, part-time, and service work has severe implications for our greater understanding of LGBTQI2S workplace inclusion needs.

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21   Resnick, C. A., & Galupo, M. P. (2018). Assessing Experiences With LGBT Microaggressions in the Workplace: Development and Validation of the Microaggression Experiences at Work Scale. *Journal of Homosexuality, 66*(10), 1380–1403. P.1399

22   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE* 14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.17

23   Resnick, C. A., & Galupo, M. P. (2018). Assessing Experiences With LGBT Microaggressions in the Workplace: Development and Validation of the Microaggression Experiences at Work Scale. *Journal of Homosexuality, 66*(10), 1380–1403. P.1399

24   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193–210. doi:10.1002/hrm.21873 p 201

25   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133–148. p146

26   Reddy-Best, K. L. (2018). LGBTQ Women, Appearance Negotiations, and Workplace Dress Codes. *Journal of Homosexuality, 65*(5), 615–639. p.637

27   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. p.6

3. Multiple studies suggest further research on allies and the positive impacts of ally engagement is needed.

The influence of non-LGBTQI2S workplace champions can support work attitudes toward inclusion across the workplace, engage in active bystander interventions and confrontations, and make changes more broadly.[28] [29]

4. Future research may benefit by mobilizing a dignity-focused framework that centers the agency of LGBTQI2S people. Such approaches will allow for explorations of LGBTQI2S self-advocacy, resistance, and self-protective capacities.[30]

A shift toward positive, active, and affirming approaches in LGBTQI2S research can be valuable as most of the measures used across studies center job satisfaction, anxiety, depression, and emotional exhaustion.[31] The benefits of dignity-centered approaches may not only support a larger range of insights into LGBTQI2S workplace experiences, but may also increase benefits to participants themselves by embedding the same values toward dignity and voice that previous research recommends across LGBTQI2S inclusion policies and practices.[32]

5. Fosbrook (2020) suggests that academic research on organizational practices toward trans inclusion continues to be limited, and would benefit from mobilizing fully inclusive practices.[33]

Current research is beginning to center the experiences of transgender individuals in the workplace, compared to earlier research which signalled a distinct lack of support and supportive research for trans workplace inclusion.[34] However, there continues to be gaps in understanding of the experiences of trans people in the workplace.[35]

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28   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193–210. doi:10.1002/hrm.21873 p.205

29   Gold, D. (2017). *Pride and Prejudice: Agents of Change* (Vol. 2, Rep.). The Economist Intelligence Unit. P.13

30   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133–148. P.145

31   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193–210. doi:10.1002/hrm.21873 p.201

32   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884.

33   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. p 7

34   McFadden in Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. P.859

35   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE*14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.13

6. **Across the literature accessed for this report, no studies mobilized community-based or participatory approaches to transgender or sexual minority research, and most of the research in LGBTQI2S workplace inclusion employs quantitative approaches.**[36]

At one Pride at Work webinar session, Fosbrook (2020) identified potential community-based research opportunities embedded in targeted hiring programs and pilot projects for transgender employees.[37] Working alongside community for the duration of a research project by employing community-based methods can help to ensure adequate representation across LGBTQI2S populations in the workplace.[38] [39]

7. **Research on the sex work industry is rare in workplace inclusion literature.**

LGBTQI2S people have been historically overrepresented in the sex work industry, and sex work may be used as an alternative to experiencing unsafe conditions in other workplace environments.[40] While research concerning the sex work industry is growing, sex work, along with other forms of precarious labour, are persistently absent across workplace inclusion research.

8. **Very little research in workplace employment addresses the specific needs of intersex people.**

Research often suggests it is speaking to all LGBTQI2S identities but may fail to adequately represent intersex experiences. This often results in a pool of research that appears inclusive but that cannot speak to the specific needs of intersex people.[41]

2.1 LGBTQI2S People and Work

Despite Canada's widespread reputation as a LGBTQI2S-forward nation and the growing mainstream public presence of queer and trans people in pop culture, media headlines, and protective legislation, there continues to be widespread inequity in access to work. Specifically, there is a lack of access

36   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193–210. doi:10.1002/hrm.21873 p.197

37   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada

38   Egale Canada (2020). Knowledge sharing day. Egale Canada. Ottawa, ON.

39   Gold, D. (2017). *Pride and Prejudice: Agents of Change* (Vol. 2, Rep.). The Economist Intelligence Unit. P.13

40   Lyons, T., Krüsi, A., Pierre, L., Kerr, T., Small, W., & Shannon, K. (2016). Negotiating Violence in the Context of Transphobia and Criminalization. *Qualitative Health Research*, 27(2), 182–190. P.184

41   Jones, T. (2018). Intersex Studies: A Systematic Review of International Health Literature. *SAGE Open*, 8(2). P.10

to safe work for LGBTQI2S people, particularly for transgender people.[42][43] LGBTQI2S communities are more likely to experience barriers to hiring.[44] When LGBTQI2S people are hired, they are likely to face wage penalties based on their sexuality and/or gender,[45] as well as being more likely to experience harassment in the workplace.[46] This section will outline the current state of violence and discrimination that LGBTQI2S people experience in the workplace and labour market.

2.2 LGBTQI2S Experiences of Structural Barriers to Employment

The effects of unemployment and underemployment for LGBTQI2S people, and particularly transgender people, directly influence experiences of poverty and housing precarity. While there is a lack of formal population-based data in Canada to adequately illustrate the extent of poverty faced by LGBTQI2S people nationwide, population-based surveys in the US show that poverty rates for lesbian, gay, and bisexual people specifically are disproportionately high compared to their heterosexual counterparts.[47] Canadian accounts do recognize that the rate of LGBTQI2S people and other marginalized people (including Indigenous Peoples and persons with disabilities) living below the low income cut-off is significantly higher.[48] [49] [50]

Similarly, unemployment, underemployment, and poverty have had a significant impact on access to safe and affordable housing, where housing is already of significant concern for LGBTQI2S people across Canada.[51] Egale Canada's 2012 research study, *Not Under My Roof*, identified that LGBTQI2S youth are severely overrepresented in the homeless youth population (over 23–25%).[52] Another national study produced similar results, where LGBTQI2S youth

42   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. p 857)

43   There is currently no comprehensive study specific to workplace barriers experienced by either two spirit or intersex communities.

44   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access)

45   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access)

46   Dowers, E., White, C., Kingsley, J., & Swenson, R. (2019). Transgender experiences of occupation and the environment: A scoping review. *Journal of Occupational Science, 26*(4), 496–510. P.504

47   (Badgett, M.V.L., Durso, L.E., and Schneebaum, A. (2013). New Patterns of Poverty in the Lesbian, Gay, and Bisexual Community. Los Angeles, CA. The Williams Institute, UCLA School of Law, June 2013. 1–45.) NAP p12-13

48   Dignity for All (2015). A national anti-poverty plan for Canada. Retrieved from https://cwp-csp.ca/wp-content/uploads/2015/02/English.pdf

49   Ross, L.E., & Khanna, A. (2017). Joint submission on poverty among LGBTQ+ Canadians: What are the needs of lesbian, gay, bisexual, trans, and queer (LGBTQ+) people that should be addressed by Canada's Poverty Reduction Strategy (CPRS), p.11

50   For further reading, please see also paper which is presents the first systematic review of the LGBTQI2SS+ employment literature in Canada: Waite, S., Ecker, J., & Ross, L. E. (2019). A systematic review and thematic synthesis of Canada's LGBTQI2SS+ employment, labour market and earnings literature. *PLOS ONE, 14*(10), e0223372.)

51   Gaetz, S. (2014). Coming of age: Reimagining the response to youth homelessness in Canada. Retrieved from: https://www.homelesshub.ca/comingofage

52   Egale Canada Human Rights Trust. (2012). "Not Under My Roof": Homeless LGBTQ Youth in Toronto – *A Needs and Supportive Housing Demand Analysis (pp. 1–18). Toronto, ON.*

were shown to represent 25-45% of Canada's homeless youth population.[53] Youth who experience homelessness, or precarious housing, are at higher risk of facing violence. This statistic is exacerbated for homeless LGBTQI2S Black and Indigenous youth and youth of colour. For instance:

> **"In cases of violence against racialized LGBTQ homeless youth, it is often an intersection of various markers of 'otherness' that make these youth 'too visible' and easy targets."[54]**

This forms a vicious cycle. Fosbrook (2020) notes that

> **"structural barriers—including inadequate access to trans-affirming healthcare, housing discrimination, bullying and isolation, and lack of social support from family due to identity stigma—threaten employment stability for trans and gender non-conforming employees."[55]**

Access to employment has a ripple effect, negatively impacting LGBTQI2S people's financial security, housing, and mobility.

2.3 LGBTQI2S Labour Force Exclusion and Hiring Discrimination

LGBTQI2S people experience disproportionate rates of unemployment and underemployment. There are further discrepancies in unemployment and underemployment for transgender and gender non-conforming people.[56] What is particularly concerning is that studies in the UK and the US suggest that transgender people are between two to seven times more likely to be unemployed compared to national averages, despite having a higher overall rate of qualifications.[57] These results were mirrored in the Ontario Trans PULSE survey in 2015. Over 70% of those surveyed completed at least some college or university education.[58] These findings suggest that discrimination based on sexuality, gender, and gender expression are contributing factors to experiences of unemployment and underemployment across LGBTQI2S communities.[59] [60]

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53   Egale Canada Human Rights Trust (2017). Queering the Sustainable Development Goals in Canada

54   Daniel, L., & Cukier, W. (2015). The 360 project: Addressing racism in Toronto. Toronto, ON. Retrieved from: https://egale.ca/awareness/queering-sustainable-development-goals-canada/ p.51

55   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada p.7

56   IBM and HRC (2018) "Supporting the journey" IBM. Retrieved from: https://www.ibm.com/employment/inclusion/downloads/IBM_Gender_Transition_in_the_global_workplace.pdf

57   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857-884. P.868

58   Bauer, G. R., Travers, R., Scanlon, K., & Coleman, T. A. (2012). High heterogeneity of HIV-related sexual risk among transgender people in Ontario, Canada: a province-wide respondent-driven sampling survey. *BMC public health*, 12, 292, at page 5. See also Table 2: Demographics: Weighted frequencies for trans people in Ontario, Canada, at pp. 6-7.)

59   It is important to note that the Trans PULSE survey results were reported before the passing of Bill C-16, the 2017 amendments to the Canadian Charter of Rights and Freedoms, which saw gender identity and expression included into protected grounds against discrimination. The Trans PULSE Ontario research team has recently completed data collection for a new study, Trans PULSE Canada (2019), and the complete report for that study is forthcoming.

60   Grant, J.M., Mottet, L.A., Tanis,J., Min, D., Herman, J.L., Harrison, J., Keisling M. (2010) National Transgender Discrimination Survey Report on Health and Health Care. National Center for Transgender Equality and the National Gay and Lesbian Task Force. Washington, DC.

It is especially important to note that transgender people may not have had access to traditional work trajectories or work histories,[61] and may not have access to the formal credentials that they have previously used due to institutional and governmental barriers to formal name/gender transition.[62] [63]

Discrimination toward LGBTQI2S people in hiring practices is prevalent in the literature on LGBTQI2S employment experiences. Denier and Waite (2019) remark,

> **"audit studies find that gay men and lesbians are less likely to receive interview offers than heterosexual job seekers."[64]**

In the Ontario Trans PULSE survey (2015), 18% of respondents noted that they were turned down for a job, and 30% suspected that they were turned down for a job because of their trans identities.[65] More recent Canadian studies highlight that candidates who self-identify as trans on their resumes are less likely to receive a call-back about a job application.[66] LGBTQI2S people may experience discrimination and bias based on their identities at every stage of the employment process and the barriers that they experience in hiring processes limit their employment possibilities before they even begin to enter the workplace.

In addition to the severe structural barriers that LGBTQI2S people experience as a result of hiring discrimination, access to employment, and poverty, such discrimination also can produce further deleterious effects on the mental health and wellbeing of LGBTQI2S people in the workforce. Studies in occupational science suggest, for example, that personal wellbeing may be sustained and achieved through maintaining occupations,[67] where LGBTQI2S community members' wellbeing may be negatively affected by a lack of access to employment. The effects of limited access to employment are also visible in LGBTQI2S people's perceptions of their own expected early-career salaries, where their recorded early-career salary expectations are lower than those

61   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada p.15

62   B Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857-884. p868

63   Trans PULSE E-Bulletin Volume 2, Issue 1 May 30, 2011

64   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access)

65   Trans PULSE E-Bulletin Volume 2, Issue 1 May 30, 2011

66   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. p.15

67   Dowers, E., White, C., Kingsley, J., & Swenson, R. (2019). Transgender experiences of occupation and the environment: A scoping review. *Journal of Occupational Science, 26*(4), 496-510. P.496

recorded by their heterosexual counterparts.[68] This alarmingly suggests that the discrimination against LGBTQI2S people in the workplace, or more particularly, internalized perceptions of this discrimination, pose additional psychic harms to LGBTQI2S people with material effects on their careers and income expectations and goals.[69]

2.4 LGBTQI2S Challenges in the Workplace

LGBTQI2S people continue to experience discrimination, harassment, and other challenges in the workplace. These experiences include but are not limited to: bullying, hurtful jokes, taunts, social ostracism,[70] and a lack of protective policies.[71] Further, the consequences that LGBTQI2S employees, particularly transgender employees, experience due to their identities may be obscured. Employers

> **"often attribute termination to economic factors such as budget cuts; [while] transgender employees affected perceive that their transition was actually the motivating factor."[72]**

One study found that "lack of fit" was used to justify lack of advancement opportunities.[73] Due to the fear of negative consequences, LGBTQI2S workers may take on a number of activities to mitigate the risks of discrimination and harm at work. This section will outline specific sites through which LGBTQI2S people continue to experience discrimination in the workplace.

Harassment and Violence

Webster et al. (2017) note that up to 38% of lesbian, gay, and bisexual employees reported being harassed at work and that 27% reported discrimination based on their sexuality,[74] and in the (US) National Transgender Discrimination Survey,

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68   Ng, E., & Rumens, N. (2017). Diversity and Inclusion for LGBT Workers: Current Issues and New Horizons for Research. *Canadian Journal of Administrative Sciences, 34*, 109–120. doi: https://doi.org/10.1002/cjas.1443
It is important to note, however, that this research was published in 2013 and may not reflect current perceptions of expected salaries for LGBTQI2S youth.
69   Ng, E., & Rumens, N. (2017). Diversity and Inclusion for LGBT Workers: Current Issues and New Horizons for Research. *Canadian Journal of Administrative Sciences, 34*, 109–120. doi: https://doi.org/10.1002/cjas.1443
It is important to note, however, that this research was published in 2013 and may not reflect current perceptions of expected salaries for LGBTQI2S youth.
70   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133–148. p.133
71   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers
72   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884.2018 p863
73   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE*14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.14
74   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193–210. doi:10.1002/hrm.21873 p.193

78% of transgender employees reported being harassed at work.[75] In the 2017 Canadian Public Sector Employee Survey, 35% of gender diverse respondents experienced harassment in the workplace.[76] For transgender employees, this discrimination and harassment may include: assumptions about gender and/or assigned sex based on physical appearance; the use of slurs or asking inappropriate questions; misgendering or exclusion from gendered spaces; or physical and sexual harassment.[77] [78] Research further suggests that disclosure of trans identity may "engender employer questions about trans employees' credibility, maturity, mental health, and fitness for the profession."[79] These workplace attitudes speak to larger transphobic attitudes prevalent within society in which trans people continue to be pathologized, institutionalized,[80] or even killed, because of their gender.[81]

In addition to the harassment experienced across the workplace, LGBTQI2S workers may experience intra-community violence in these settings. Transgender people may experience horizontal forms of violence from sexual minority colleagues.[82] Bisexual workers studied have noted feelings of exclusion and erasure in employee resource groups (ERGs).[83] Racialized employees report experiencing exclusion and racism within ERG's, similar to how racism persists across larger LGBTQI2S communities.[84] For some LGBTQI2S people, violence, and harassment in the workplace comes from all directions.

Discrepancies in Wage and Advancement Opportunities

LGBTQI2S people consistently face wage disparities in the workplace,[85] though these experiences are varied across identities within the larger LGBTQI2S

75   Grant, J.M., Mottet, L.A., Tanis,J., Min, D., Herman, J.L., Harrison, J., Keisling M. (2010) National Transgender Discrimination Survey Report on Health and Health Care. National Center for Transgender Equality and the National Gay and Lesbian Task Force. Washington, DC.

76   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE*14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.13

77   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. P.5

78   Irving (2015). Performance Anxieties: Trans Women's Un(der)-employment Experiences in Post-Fordist Society. Australian Feminist Studies, Vol. 30, No. 83, 50–64: 50.)

79   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. P.863

80   Namaste, V. K. (2000). Invisible Lives: The Erasure of Transsexual and Transgendered People. University of Chicago Press. Chicago. p.158

81   Holmes, C. (2016). Exploring the intersections between violence, place, and mental health in the lives of trans and gender non-conforming people in Canada. In M. D. Giesbrecht & V. A. Crooks (Eds.), Place, health, and diversity: Learning from the Canadian experience (pp. 53-74). New York: Routledge.

82   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. P.863

83   Green, H. B., Payne, N. R., & Green, J. (2011). Working Bi: Preliminary Findings from a Survey on Workplace Experiences of Bisexual People. *Journal of Bisexuality, 11*(2-3), 300-316. P.311

84   Hailey, J., Burton, W., & Arscott, J. (2020). We Are Family: Chosen and Created Families as a Protective Factor Against Racialized Trauma and Anti-LGBTQ Oppression Among African American Sexual and Gender Minority Youth. *Journal of GLBT Family Studies, 16*(2), 176–191. p176

85   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access)

umbrella. Dernier and Waite's (2019) comprehensive scan of earnings differences across sexual minority communities offers a number of insights. One study found that bisexual men, but not gay men, experience earnings disadvantages compared to similarly positioned heterosexual men, and that bisexual women's earnings disadvantage is similar to heterosexual women (when compared to heterosexual men).[86][87] They further uncovered that gay men who enter the workplace "out" suffer wage penalties, while those who "come out" while already in the workplace do not.

In other studies using controls for education and demographics, research shows that gay men may earn more than heterosexual men.[88] This overview also found that lesbian full-time workers earn more annually than heterosexual women, but that lesbians suffer earning disadvantages in workplaces that do not mobilize formal anti-discrimination policies.[89] Further Canadian research suggests a "considerable variation in the size of sexual minority wage gaps," where differences in wages are largely based on sample size and the use of population data.[90] One visible trend in this literature indicates how gay and bisexual men and bisexual and straight women, but not lesbian women, experienced marked disadvantages in their earning potential. This research highlights the embedded nature of sexism across industries, demonstrating how a worker's earning potential is negatively impacted by their proximity to (assumed) femininity and gender-atypical industries.[91] Waite, Ecker and Ross (2019) note that

> **"to date, there have been no estimates of transgender, queer, or Two Spirit earnings in Canada."[92]**

The implications for this gap in knowledge are severe, though the Canadian data landscape may change in the near future with the release of findings from the 2019 TransPULSE Canada survey (reports forthcoming) and the potential changes to Statistics Canada population data collection on gender for the upcoming 2021 census. Statistics Canada similarly does not collect population-based data on intersex populations further marginalizing issues specific to intersex people in research.

86   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access)
87   This study did not specify whether this sample of heterosexual men included or excluded transgender men.
88   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access)
89   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access
90   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE* 14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.12
91   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE* 14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.11
92   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE* 14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372 p.9

There is further evidence that suggests LGBTQI2S employees face challenges concerning career mobility, and that

> **"diverse employees have been placed in positions of lower power and status than those enjoyed by others in the organization."**[93]

Nair (2015) suggests that targeted diversity management runs the risk of perpetuating these power differentials that impact employees' ability to navigate upward mobility,[94] which points to the need for targeted leadership programs and sensitivity and/or anti-bias training for those with decision-making and hiring power across organizations. Career mobility challenges extend to positions of leadership, and there continues to be few open LGBTQI2S top executives internationally.[95] This problem is not unique to LGBTQI2S populations however, as we continue to witness an overwhelming majority of white, cisgender male leadership across industry senior leadership and boards across industries in major cities in Canada.[96] [97] Walcott (2019) further argues that the reformist structure of the diversity rhetoric reinforces, rather than disrupts, the structural conditions of inequity inherent in the construction of "structural conditions of contemporary life,"[98] and by extension, the workplace, allowing for the continued reign of cisgender white male leadership across the industry.

Administrative Inequity

Across workplaces, including those with specific LGBTQI2S inclusion policies, administrative barriers persist and perpetuate discrimination toward LGBTQI2S workers. Access to transition-related benefits, leave, and protections across systems created to formalize employee concerns are persistent challenges for LGBTQI2S people in the workplace. In the Human Rights Campaign (US) paid leave report (2018), 61% of respondents cited experiencing administrative barriers to transition-related care. This included exclusion from health benefits and requests for time-off. These barriers were identified to be resulting from human resources or senior management's "lack of awareness of trans-related health care needs." In this survey many respondents reported mistreatment or denial of leave, or termination resulting from requests for time off.[99] Through

93   Nair, N., & Vohra, N. (2015). Diversity and Inclusion at the Workplace: A Review of Research and Perspectives. *Indian Institute of Management,* 2–36. P.8

94   Nair, N., & Vohra, N. (2015). Diversity and Inclusion at the Workplace: A Review of Research and Perspectives. *Indian Institute of Management,* 2–36. P.8

95   Gold, D. (2017). *Pride and Prejudice: Agents of Change* (Vol. 2, Rep.). The Economist Intelligence Unit. P.8

96   Ravilojan, U. (2020, July 4). New study finds less than 1 per cent of Canadian corporate leaders are Black. *Toronto Star*.

97   Ryerson University Diversity Institute (2019) Diversity Leads: Women & Racialized People in Senior Leadership Positions. Montreal. 1–16. p. 4-7. Retrieved from: https://www.ryerson.ca/diversity/reports/DiversityLeads_Montreal_EN.pdf

98   Walcott, Rinaldo. (2019). *The End of Diversity.* Public Culture, (2): 393–408. Walcott 2019 p.401

99   Human Rights Campaign (2018) LGBTQ Working People of Colour Need Paid Leave: Stories and Findings from the 2018 U.S. LGBTQ Paid Leave Survey. 2–13. p.11

this, we witness how the consequences of a lack of training and awareness of LGBTQI2S issues extends to other workplace processes.

Without protocols in place to protect LGBTQI2S employees across human resources, LGBTQI2S employees are not afforded the opportunity to raise concerns about workplace violence and discrimination.[100] Boerties (2012) notes that heterosexist environments may result in an understanding that

"speaking up as an LGBT employee is futile or dangerous."[101]

This may extend beyond speaking to instances of workplace discrimination, and due to a fear of prejudice, termination, or other negative consequences likely results in transgender employees "withholding relevant ideas, information, or opinions" in their work altogether.[102] This self-protective approach serves LGBTQI2S employees in the absence of sufficient policy (at either an employer or national level) to protect themselves from harm in the workplace.

Concealing, Conforming, and Psychic Harm

LGBTQI2S employees take on a number of different activities to self-protect from discrimination and violence in the workplace as well as actions that risk causing internal rifts or psychic harm. In the European Commission's 2016 survey, 28% of LGBTI participants marked their decision not to disclose their sexualities or gender identities at work, with 23% limiting this information to a select few.[103] Knight et al. (2016) found that people belonging to sexual minorities are more likely to take on work where their role is independent, suggesting that this could be a strategy employed to manage "stigmatized identities."[104] Across the literature, being "out" at work is connected to a number of harsh consequences, and "coming out" at work poses its own risks. For instance, trans people, more often than not, fear that transitioning at work would impact their work in a negative way.[105]

In addition to the non-disclosure of one's identity, LGBTQI2S people take on other measures to safely navigate their identities at work, which may be more difficult to quantify. When a transgender participants' physical appearance is

100   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers

101   Boerties, J.J., (2012). LGBT-Equality in the Global Workplace. Organizational Responses to Administrative Challenges Around LGBT-Workplace Equality. Workplace Pride & University of Twente. P.1–46. P.15

102   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. P.863

103   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers

104   Dernier, N. and Waite, S. (2019) Sexual Orientation at Work: Documenting and understanding wage inequality. *Sociology Compass*, 13(4). https://doi.org/10.1111/soc4.12667 n.p. (online access)

105   Sasso, T., and Ellard-Gray, A. (2015) In & Out: Diverging perspectives on LGBT Inclusion in the workplace. Canadian Centre for Diversity and Inclusion and Pride at Work. P.32

perceived as cisgender, they may adapt a non-disclosure strategy to ensure their safety and social acceptance in occupations.[106] Dowers et al. (2018) note that "code switching," a strategy to shift language use to avoid victimization in public or professional spaces, can be understood as a similar tool of resistance mobilized by people of colour,[107] where LGBTQI2S workers from Black, Indigenous, and other communities of colour negotiate racism and discrimination due to their gender and/or sexuality simultaneously. In Reddy-Best's research specific to queer women, they note seven thematic reasons participants conceal their sexual identity (and/or gender expression) in their appearance:

1. Family finding out [about their sexuality],
2. Job advancement or performance,
3. Perception of others,
4. Safety,
5. Interactions with conservative individuals,
6. Appearance of being "normal," and
7. Company culture or acceptance.[108]

Many participants further suggested that unwritten dress codes in the workplace limit gender and sexual expression.[109] Both inside and outside of work, LGBTQI2S people self-monitor and regulate their appearance specifically to ease their navigation of the world and to ensure their safety.

LGBTQI2S employees may feel threatened by harmful consequences because of their perceived identity,[110] ranging from physical violence and harassment to limited opportunities for advancement. Research across the field simultaneously acknowledges a range of strategies of resistance to workplace harm or

106   Dowers, E., White, C., Kingsley, J., & Swenson, R. (2019). Transgender experiences of occupation and the environment: A scoping review. *Journal of Occupational Science, 26*(4), 496–510. P.504
107   Dowers, E., White, C., Kingsley, J., & Swenson, R. (2019). Transgender experiences of occupation and the environment: A scoping review. *Journal of Occupational Science, 26*(4), 496–510. P.504
108   Reddy-Best, K. L. (2018). LGBTQ Women, Appearance Negotiations, and Workplace Dress Codes. *Journal of Homosexuality, 65*(5), 615–639. P.619
109   Reddy-Best, K. L. (2018). LGBTQ Women, Appearance Negotiations, and Workplace Dress Codes. *Journal of Homosexuality, 65*(5), 615–639. p.619
110   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133–148. p145

exclusion outside of the processes or policies already in place.[111] [112] [113] It is essential for those who take up meaningful workplace inclusion to acknowledge the longstanding resilience of LGBTQI2S people in the workplace and outside of it, while following the community's lead in identifying effective solutions toward the advancement of workplace equality.

3.1 Workplace Inclusion Strategies

Fierce activism and visibility have helped to create a world more open to change, which can be reflected in the actions taken toward LGBTQI2S inclusion in the workplace.[114] As examined in the previous section, LGBTQI2S people continue to experience violence and discrimination in the workplace. Ensuring that internal workplace processes and supports are inclusive of the needs of diverse LGBTQI2S people is essential to help maintain a safe working environment. Some organizations may house major decisions within their human resources departments, while others may choose to have independent Diversity and Inclusion departments operating across the organization.

Heteronormativity—the notion that heterosexuality exists as a default[115] — is pervasive across a variety of labour contexts and interactions. Currently, heterosexuality is established as a normative status in the workplace, "against which LGBT sexualities and gender are often constructed as 'abnormal' and 'unnatural.'"[116] This construction is visible from the invention of minimum wage infrastructures, administrative processes concerning leave, and taxation systems, to workplace culture, benefits, and washroom facilities and access. It is important for those taking efforts toward workplace inclusion to unpack the myriad ways in which heterosexual and cisgender employees' lives are accommodated within the workplace without question. Further to this, Diversity and Inclusion is considered a relatively new shift in workplace culture, and organizations must continue to troubleshoot their programming and services.

One concern present in critiques of diversity and inclusion approaches is the scope of such programs, casting doubt upon the efficacy of departments or

111   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. P.863

112   Waite S, Ecker J, Ross LE (2019) A systematic review and thematic synthesis of Canada's LGBTQ2S+ employment, labour market and earnings literature. *PLOS ONE*14(10): e0223372. https://doi.org/10.1371/journal.pone.0223372

113   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133–148. p145

114   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada p.5

115   Kerpen, S., & Marston, K. (2019). Heteronormativity. In P. Atkinson, S. Delamont, A. Cernat, J.W. Sakshaug, & R.A. Williams (Eds.), SAGE Research Methods Foundations. doi: 10.4135/9781526421036767642

116   Ng, E., & Rumens, N. (2017). Diversity and Inclusion for LGBT Workers: Current Issues and New Horizons for Research. *Canadian Journal of Administrative Sciences, 34*, 109–120. doi: https://doi.org/10.1002/cjas.1443 p.109

programs that reduce the workplace experiences of violence for all employees across gender, race, disability, or sexuality, among other identities (or "equity seeking groups"), to one, singular, individualized solution: namely, inclusion.[117] [118] There is a risk that instances of violence unique to particular positionalities or markers of identity are erased within a diversity and inclusion framework. Further, this notion of inclusion implies that those not marked by difference, i.e., workers that appeal to hetero/cisnormative,[119] white supremacist, and colonial logics, inherently belong and are supported by larger power structures, while all others must be included by those who already hold power within organizations (and broader society). Scholars ask the important question of "who remains excluded?"[120] when organizational leaders create inclusive programming. It is important to hold these critiques in tension with efforts that point to the benefits of diversity and inclusion programming. Critical scholarship can serve to signal shifts in how to improve practices toward an equitable workplace and society.

Research suggests that LGBTQI2S inclusion frameworks make a meaningful and immediate difference in the lives of LGBTQI2S people, and organizations as a whole.[121] Reduced discrimination and increased psychological health and job satisfaction can be attributed to LGBTQI2S inclusive policies. Further research demonstrates that when trans employees receive support from coworkers, their self-reported happiness increases, which Beauregard suggests has implications for employees organization-wide. [122]

In MacDonnell and Grigorovich's 2012 qualitative work, one interviewee stated,

> **"Being trans gives me a unique position in the world and... I want that to be known."**[123]

If given the chance, and the voice, LGBTQI2S individuals can and do make invaluable contributions to the workforce. Ensuring that organizations are doing their part in protecting and supporting LGBTQI2S employees in the workforce is the best way to gain the many insights that LGBTQI2S people have to offer.

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117   Calvard et al 2020 p359 Work, Rainbow Lanyards: Bisexuality, Queering and the Corporatisation of LGBT Inclusion *Employment and Society 2020*, Vol. 34(2) 356–368
118   Brewis, D (2018) Duality and fallibility in practices of the self: the 'inclusive subject' in diversity training. *Organization Studies* 40(1): 93–114. P.108
119   Cisnormativity is a term used to describe the ways that our societies are often built to easily and exclusively accommodate cisgender people. One example may be the common use of only men's or women's multi-stall restrooms, dividing clothing into men's and women's sections in shops, or asking young school children to line up based on their genders. This uses a similar framework to the term 'heteronormativity', created by M. Warner in 1991.
120   Brewis, D (2018) Duality and fallibility in practices of the self: the 'inclusive subject' in diversity training. *Organization Studies* 40(1): 93–114. P.94
121   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers
122   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. p871
123   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857-884. P.873

3.2 Diversity and Inclusion Leadership

Literature suggests that an organization's leadership and executive management play a key role in fostering a LGBTQI2S inclusive environment,[124] and that the majority of employees turn to organizational leaders to set the tone and move the process of inclusion forward.[125] One report considered inclusive, altruistic leadership and practices as the "antecedents of inclusion."[126] A culture of inclusion is one that can best be fostered where equity is embedded into the guiding values of an organization. It is not enough, then, for leadership to take action by building policy. Organizations must simultaneously take up the challenges posed by scholars to address the lack of LGBTQI2S people in leadership and decision-making positions and higher earning brackets in tangible and material ways.[127]

It is vital that organizations center equity broadly, and that inclusion is not fragmented across vectors of identity. Bruins Green et al. (2011) noted that

> **"a non-discrimination policy that includes sexual orientation only was reflected as being no better at engaging bisexuals to come out than no policy at all,"**

suggesting that people within LGBTQI2S communities are critical of inclusion policy that fails to do the work to include everyone at the outset. Similarly, at Egale, we stress that the necessity for a broad and comprehensive inclusion policy moves beyond the inclusion of LGBTQI2S communities, with an understanding that many of those within our communities experience multiple, intersecting forms of oppression in the workplace and beyond it. A comprehensive inclusion policy must**:**

a. **Combat institutional anti-blackness and a commitment to anti-racism;**

b. **Include supportive policies toward accommodations for employees with disabilities; and**

c. **Demonstrate a responsibility for fair and equal wages across all levels of an institution.**

124   Barrett, S. (2018). CREATING DIVERSITY – BEST PRACTICES IN 21ST-CENTURY ORGANIZATIONS: A DELPHI STUDY (Doctoral dissertation, University of Phoenix) . *Proquest LLC.* (UMI No. 7664036) p.88

125   Gold, D. (2017). *Pride and Prejudice: Agents of Change* (Vol. 2, Rep.). The Economist Intelligence Unit. p.10

126   Nair, N., & Vohra, N. (2015). Diversity and Inclusion at the Workplace: A Review of Research and Perspectives. *Indian Institute of Management,* 1–36. *P.21*

127   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857–884. P.876

3.3 Formal LGBTQI2S Inclusion Policies and Enforcement

Establishing a policy that oversees organizational operation across all levels is the first necessary step toward LGBTQI2S inclusion, and fostering an inclusive workplace culture is the most vital effort to take on.[128] This is an important consideration for organizations building inclusive policies; their presence alone is not enough to make workplaces safe, and there is evidence to suggest that **inconsistent and unenforced policies may cause more harm for LGBTQI2S employees**.[129] Baker and Lucas (2017) offer the following indicators that signal an organization is taking up the efforts to meaningfully include LGBTQI2S people in their work environments:

1. Creating employment opportunity policies
2. Extending employment benefits to meet the needs of LGBTQI2S people
3. Organizational LGBTQI2S competency
4. Public advocacy for LGBTQI2S communities.[130]

Fosbrook (2020) further divides actions taken up by LGBTQI2S-inclusive workplaces into two categories: basic accommodations and fully inclusive practices. Basic accommodations include non-discrimination protections, employee transition and name/identity marker protocols, health coverage, gender inclusive facilities, privacy protections, and harassment and complaint policies. Fully inclusive practices, however, include elements relevant to fostering a supportive workplace culture, including executive support, employee training on gender identity and expression, LGBTQI2S competent onboarding, employee resource groups, mandates toward trans inclusion, and networked connections to community organizations.[131]

128   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers

129   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193–210. doi:10.1002/hrm.21873 p.195

130   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133–148. P.134

131   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada p.7

At Egale, we suggest the following guidelines when establishing a formal LGBTQI2S inclusion policy:

1. Schedule formal policy reviews in consultation with LGBTQI2S stakeholders every 3-5 years. [132] [133]

2. Ensure policy language remains current, relevant, and reflective of human rights legislation.[134]

3. Organizations should consider the unique experiences of LGBTQI2S employees travelling to or being stationed in regions that may not be safe or inclusive.[135]

4. Employers should create gender transition guidelines inclusive of restrooms, dress codes, and inclusive documentation, while also forming privacy protocols.[136]

5. Provide LGBTQI2S competency training for staff and executive leadership on a recurring basis and as a part of onboarding practices.[137]

6. Create the space for LGBTQI2S employees to safely discuss their concerns at work, both with other employees through an employee resource group (ERG), or with a privacy-protected protocol through human resources departments.[138]

7. Conduct ongoing/recurring evaluation with all staff concerning LGBTQI2S inclusion training and policy enforcement. Commit to including LGBTQI2S employee or ERG consultations in the evaluation of policy.[139]

8. Provide health coverage for medically necessary care and transition-related care, inclusive of LGBTQI2S partner benefits.[140] [141]

132   Grenier, A. and Hixson-Vulpe, J. (2017) Beyond Diversity: An LGBTQ Best Practice Guide for Employers by Pride at Work and A Great Place to Work . Great Place to Work and Pride at Work Canada. P.12

133   Sasso, T., and Ellard-Gray, A. (2015) In & Out: Diverging perspectives on LGBT Inclusion in the workplace. Canadian Centre for Diversity and Inclusion and Pride at Work. P.32

134   "Grenier, A. and Hixson-Vulpe, J. (2017) Beyond Diversity: An LGBTQ Best Practice Guide for Employers by Pride at Work and A Great Place to Work . Great Place to Work and Pride at Work Canada. P.12

135   Gedro, J., Mizzi, R. C., Rocco, T. S., & Loo, J. V. (2013). Going global: Professional mobility and concerns for LGBT workers. *Human Resource Development International, 16*(3), 282-297. doi:10.1080/13678868.2013.771869 p 293

136   Human Rights Campaign. (2020) Corporate Equality Index 220: Rating Workplaces on Lesbian, Gay, Bisexual, Transgender and Queer Equality. USA. p.31

137   Human Rights Campaign. (2020) Corporate Equality Index 220: Rating Workplaces on Lesbian, Gay, Bisexual, Transgender and Queer Equality. USA. p.31

138   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. P.7

139   Ninan, P., Feitosa, J., & Delice, F. (2020). Developing an Effective Diversity Training Intervention: Best Practices and Challenges. In R. D. Roscoe, E. K. Chiou, & A. R. Woolridge (Eds.), *Advancing Diversity, Inclusion and Social Justice Through Human Systems Engineering*. Boca Raton, FL: CRC Press Taylor & Francis Group. pp.247-266.n.p. (online access)

140   Beyond Diversity: An LGBTQ Best Practice Guide for Employers by Pride at Work and A Great Place to Work

141   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. p.8

9. Ensure policies are industry specific and relevant to particular workplaces, tailored to the unique needs of LGBTQI2S employees across different work sites or branches of the organization.[142] [143]

10. Include structural and physical washroom and/or change room accommodations for everyone, ensuring ease of access to gender-affirming or single-stall accessible facilities as these spaces are essential to the safety and health of both trans[144] and intersex[145] employees.

Promising practices associated with the more complex elements represented on this list can be referred to in Appendices B through G of this document.

4.0 Conclusion: "Doing the Work" Toward LGBTQI2S Equity

As communities evolve, community needs continuously evolve as well. It is essential for practitioners in LGBTQI2S workplace inclusion to consistently follow the literature indicating the ever-evolving practices in support of LGBTQI2S people across organizations. **LGBTQI2S communities are heterogeneous, and as such, the solutions required to ensure safer workplace environments or accessible supports will be varied.** Practices toward LGBTQI2S workplace inclusion may be different across industries, across workplaces, and even between individuals. It is up to organizational leaders to foster a culture of inclusion embedded in every element of the organizational environment. This means taking action to ensure LGBTQI2S health supports, privacy, and access to safe spaces are secured; it also necessitates meaningfully unpacking the power dynamics and structures inherent in the workplace in order to critically look at who they afford privilege to and how.

The federal government has a role in ensuring that these workplace inequities are addressed and that the needs of these communities are met within social infrastructure and employment specific legislation. LGBTQI2S inclusion in population-level data, specifically the inclusion of transgender and gender

142   Sasso, T., and Ellard-Gray, A. (2015) In & Out: Diverging perspectives on LGBT Inclusion in the workplace. Canadian Centre for Diversity and Inclusion and Pride at Work. N.p.

143   Ninan, P., Feitosa, J., & Delice, F. (2020). Developing an Effective Diversity Training Intervention: Best Practices and Challenges. In R. D. Roscoe, E. K. Chiou, & A. R. Woolridge (Eds.), *Advancing Diversity, Inclusion and Social Justice Through Human Systems Engineering*. Boca Raton, FL: CRC Press Taylor & Francis Group., p.248

144   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. p.10

145   Carpenter, M. (2014) Intersex in the workplace. *Intersex Human Rights Australia*. Web. Retrieved from https://ihra.org.au/workplaces/

non-conforming people, is a necessary step toward LGBTQI2S inclusion everywhere. Further to this, LGBTQI2S employees would benefit from dedicated funds toward LGBTQI2S workplace inclusion research, specifically to address gaps in research concerning transgender and gender non-conforming people, Two Spirit communities, intersex communities, and Black, Indigenous, and people of colour, who are especially underrepresented in workplace inclusion research specific to gender and sexual minorities. The Canadian Public Service may also benefit from the meaningful inclusion of LGBTQI2S people, and we encourage the federal government to include LGBTQI2S people as a protected equity-seeking group under the Federal Employment Equity Act.[146] Workplace leaders, government leaders, and researchers all play a significant role in ensuring that LGBTQI2S rights are respected in the workplace, and beyond.

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146   Employment Equity Act (S.C. 1995, c. 44) retrieved from https://laws-lois.justice.gc.ca/eng/acts/E-5.401/index.html

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Appendices

Appendix A - Glossary

LGBTQI2S

Egale uses the acronym LGBTQI2S to refer to anyone who is not both heterosexual (i.e., "straight"; a boy who is only attracted to girls, or a girl who is only attracted to boys) and cisgender (someone whose gender matches the binary sex they were assigned at birth). The '2S' in LGBTQI2S refers to Two Spirit individuals and communities, the 'L' in refers to lesbian, the 'G' to gay, the 'B' to bisexual, the 'Q' to queer, the 'I' to intersex, This is one version of an acronym that is often used to refer to a broad spectrum of identities related to gender, as well as sexual and romantic attraction. This acronym takes many forms and can include as many letters as: 2SLGBPTTIQQAAS+ and beyond.

Two Spirit (2S)

An English umbrella term to reflect and restore Indigenous traditions forcefully suppressed by colonization, honouring the fluid and diverse nature of gender and attraction and its connection to community and spirituality. It is used by some Indigenous People rather than, or in addition to identifying as LGBTQI.

Intersex

Refers to a person whose chromosomal, hormonal, or anatomical sex characteristics fall outside the conventional classifications of male or female.[147] [148]

It is important to note that advocates have identified the term "intersex" as the best language to use to describe this group and we mirror this language across this document, however, "intersex" was "never formally adopted by physicians as a diagnostic term" (see 'Disorders of Sexual Development', below). On occasion, the terms intersexual or intersexuality are also used to describe intersex traits.

Transgender

A person who does not identify either fully or in part with the gender associated with the sex assigned to them at birth—often used as an umbrella term to represent a wide range of gender identities and expressions.[149]

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147   Egale Canada. (2019). Glossary of Terms. Egale Canada.
148   Cresti, M., Nave, E., & Lala, R. (2018). Intersexual Births: The Epistemology of Sex and Ethics of Sex Assignment. *Journal of Bioethical Inquiry, 15*(4), 557-568. doi:10.1007/s11673-018-9880-7 p.558
149   Egale Canada. (2019). Glossary of Terms. Egale Canada. Toronto, ON. Retrieved from: https://egale.ca/awareness/glossary-of-terms/

Cisgender

A person whose gender identity corresponds with the social expectations associated with the sex assigned to them at birth.[150] As an example, cisgender describes a woman who was assigned female at birth, or a man who was assigned male at birth.

Heteronormativity / Compulsory Heterosexuality

Both of these terms are used to describe the ways that heterosexuality is both implicitly and explicitly treated as the normal or natural ways that humans exist in the world, where alternative ways of existing or embodying difference must be corrected. Lesbian Feminist scholar Adrienne Rich (1980) created the term "compulsory heterosexuality" to encompass the ways in which people that do not fit legibly into expected gender and sexual norms are deemed "deviant to abhorrent or simply rendered invisible"[151] [152] across society. Heteronormativity is a term created by Michael Warner (1991), building on the work of Adrienne Rich. It is used to describe how "heterosexuality [exists] as the default, normal, and natural sexual orientation…[P]rivileged as an unalterable ideal to such a degree that it is unmarked and thus may go unnoticed in research practice."[153] Doctors may inadvertently communicate heteronormative approaches through their everyday practices and interactions with patients.[154]

Appendix B – Employee Resource Groups

Employee resource groups (ERG's) are workplace-facilitated social/ extracurricular groups formed to provide mutual support amongst LGBTQI2S employees. In Egale's Gender and Sexual Diversity trainings, we compare them to high school GSA's (Gay-Straight Alliance or Gender and Sexuality Awareness groups), but in professional workplace settings. ERG's can provide LGBTQI2S employees with the opportunity to share their voice, either privately with other members or through collective actions taken on by the ERG in support of inclusion across an organization.[155]

Barrett (2019) cautions that ERG's may create a divide between in-group and out-group employees, recommending that organizations ensure the

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150   Egale Canada. (2019). Glossary of Terms. Egale Canada. Toronto, ON. Retrieved from: https://egale.ca/awareness/ glossary-of-terms/
151   Adrienne Rich, Compulsory Heterosexuality and Lesbian Existence Adrienne Rich Signs, Vol. 5, No. 4, *Women: Sex and Sexuality.* (Summer, 1980), pp. 631-660.
152   Here, Rich was speaking directly of the experiences of lesbians
153   Kerpen, S., & Marston, K. (2019). Heteronormativity. In P. Atkinson, S. Delamont, A. Cernat, J.W. Sakshaug, & R.A. Williams (Eds.), SAGE Research Methods Foundations. doi: 10.4135/9781526421036767642
154   Dushyant Utamsingh, P., Richman, L., Martin, J. L., Lattanner, M. R., & Chaikind, J. R. (2016). Heteronormativity and practitioner–patient interaction. *Health Communication*, 31(5), 566-574.
155   Boerties, J.J., (2012). LGBT-Equality in the Global Workplace. Organizational Responses to Administrative Challenges Around LGBT-Workplace Equality. Workplace Pride & University of Twente. 1-46 p. 15

role and value of an ERG is communicated to all staff.[156] These complicated dynamics are mirrored in Bruins Green's 2011 study with bisexual workers, who may cautiously approach ERG's as allies before disclosing their identities, only to leave or disengage if bisexuality is poorly represented or framed in the groups.[157] For these reasons, ERGs may benefit from establishing inclusive policies for the group to ensure all employees are adequately supported, welcomed, and safe. Additionally, research suggests that allies themselves have proven to serve as an important part of an ERG, helping to train competent allies across the organization,[158] "enabl[ing] an inclusive climate to take root, mobilizing those who wish to support LGBT employees but who are unaware of how or when it is appropriate."[159] Employee Resource Groups can provide a wealth of knowledge to an organization working to build inclusive policies and practices. One way that organizations can ensure their continued success, energy, and mobilization of ERG's is to provide adequate funding[160] and ongoing infrastructure supports (which may include access to organization-wide communications, meeting space, and organizational voice).

Appendix C – LGBTQI2S Diversity and Inclusion Training

Workplace inclusion and diversity training is an essential support for LGBTQI2S employees, as trainings can prompt employees to evaluate their own unconscious bias, helping to ensure that everyday interactions with colleagues and supervisors are as safe as they can be. Rudin et al. (2016) note that even minimal knowledge about LGBTQI2S identities can create more positive workplace interactions.[161]

LGBTQI2S Diversity and Inclusion training should include all levels of employees across an organization, specific to their roles and decision-making capacities.[162] Specialized trainings provided by external organizations (rather than trainings offered by an internal human resources team) may be valuable to managers or

156   Barrett, S. (2018). CREATING DIVERSITY – BEST PRACTICES IN 21ST-CENTURY ORGANIZATIONS: A DELPHI STUDY (Doctoral dissertation, University of Phoenix) *Proquest LLC*. Phoenix, AZ. P.39
157   Green, H. B., Payne, N. R., & Green, J. (2011). Working Bi: Preliminary Findings from a Survey on Workplace Experiences of Bisexual People. *Journal of Bisexuality, 11*(2-3), 300-316. P.311
158   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers
159   Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2017). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management, 57*(1), 193-210. doi:10.1002/hrm.21873 p.206
160   Grenier, A. and Hixson-Vulpe, J. (2017) Beyond Diversity: An LGBTQ Best Practice Guide for Employers by Pride at Work and A Great Place to Work . Great Place to Work and Pride at Work Canada. Retrieved from: https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT-Guide.pdf p.15
161   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857-884. P.872
162   Grenier, A. and Hixson-Vulpe, J. (2017) Beyond Diversity: An LGBTQ Best Practice Guide for Employers by Pride at Work and A Great Place to Work . Great Place to Work and Pride at Work Canada. Retrieved from: https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT-Guide.pdf p.12

executive level staff, as they benefit from learning from outside parties.[163] These external trainings function as a space where employers can ask questions or for clarity about issues and topics that they may not feel comfortable asking their own employees. Building an ideal training workshop or workshop series requires defining goals and gaps within an organization's existing culture and policy, and training frameworks benefit from working directly with both experts in the field and with trainees to best understand the needs for improvement specific to their roles.[164] While the use of ERG's may be helpful to share and gain insider insights into the experiences of LGBTQI2S employees in the workplace, experts advise organizations to use caution so that LGBTQI2S employees are not exploited, tokenized, and relied on to provide personal information without formalized structures or supports outside of an ERG.[165]

Much like any element of LGBTQI2S workplace inclusion on its own, if training is seen by LGBTQI2S staff to be inauthentic or independent of any concretized initiatives to support them, trainings may have a minimal impact,[166] potentially even leading to more strain with LGBTQI2S employee relationships. This suggests that LGBTQI2S employees have a general understanding of their needs in the workplace, and understand how and where those needs are not met. Mobilizing a comprehensive evaluation and consultation process can help to mitigate these concerns. Ninan, Fietosa and Delice (2020) recommend direct observation and short/long term goal monitoring by management over self-assessment training evaluations.[167]

Walcott (2019), among other critical scholars, provides an additional critique of the language surrounding diversity and unconscious bias, which reduces workplace inequality to an individual flaw, one that might even be subliminal. Instead, Walcott calls for a simultaneous examination of both the actions of members and the unequal conditions that remain intact in workplace settings.[168] [169] It is important to note that here, Walcott is referring specifically to the function of white supremacy across institutions, and the particular harms

163   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers
164   Ninan, P., Feitosa, J., & Delice, F. (2020). Developing an Effective Diversity Training Intervention: Best Practices and Challenges. In R. D. Roscoe, E. K. Chiou, & A. R. Woolridge (Eds.), *Advancing Diversity, Inclusion and Social Justice Through Human Systems Engineering*. Boca Raton, FL: CRC Press Taylor & Francis Group. pp.247-266 n.p. (online access)
165   Sasso, T., and Ellard-Gray, A. (2015) In & Out: Diverging perspectives on LGBT Inclusion in the workplace. Canadian Centre for Diversity and Inclusion and Pride at Work. P.32
166   Barrett, S. (2018). CREATING DIVERSITY – BEST PRACTICES IN 21ST-CENTURY ORGANIZATIONS: A DELPHI STUDY (Doctoral dissertation, University of Phoenix) *Proquest LLC.* Phoenix, AZ. P.3
167   Ninan, P., Feitosa, J., & Delice, F. (2020). Developing an Effective Diversity Training Intervention: Best Practices and Challenges. In R. D. Roscoe, E. K. Chiou, & A. R. Woolridge (Eds.), *Advancing Diversity, Inclusion and Social Justice Through Human Systems Engineering*. Boca Raton, FL: CRC Press Taylor & Francis Group. pp.247-266. N.p. (accessed online)
168   Walcott, Rinaldo. (2019). *The End of Diversity.* Public Culture, (2): 393–408. Walcott 2019 p.397
169   Brewis, D (2018) Duality and fallibility in practices of the self: the 'inclusive subject' in diversity training. *Organization Studies* 40(1): 93–114. P.108

faced by Black workers.[170] While diversity and inclusion trainings can help to improve the everyday workplace relations of LGBTQI2S people, they cannot be the sole measure through which organizations take to build a more just workplace.

Appendix D – Employee Benefits

As previously mentioned, LGBTQI2S people may have unique, specific healthcare and workplace benefits needs. It is important for LGBTQI2S employees to access medical benefits, partner benefits, drugs related to HIV/AIDS (including PrEP and PEP),[171] and transition related coverage that extends to procedures that may be considered cosmetic that are, in actuality, vital to the mental health and physical safety of transitioning employees.[172] A recent Canadian study remarks:

> **Of the organizations with health benefits, only 13% have coverage for medical or surgical procedures outside of the basic provincial coverage such as chest contouring or electrolysis. This means that a majority of trans or gender non-conforming employees must pay out of pocket for procedures deemed medically necessary in the Standards of Care published by the World Professional Association for Transgender Health (WPATH).[173]**

The Human Rights Commission notes the importance of benefits and time off needed for transition-related care specifically for LGBTQI2S community members of colour who "face elevated challenges compared to their white and/or cis LGBQ counterparts, including significantly higher rates of violence, poverty, and unemployment."[174] Gedro (2013) notes that LGBT employees may also be penalized by the large bureaucratic burden associated with proving that they are in a committed and long-term relationship in order to access compensation packages.[175] LGBTQI2S employees should not have to bear this burden, and policy extensions to LGBTQI2S employees and their families should be as accessible for them as it is for their cisgender, heterosexual counterparts.

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170   Walcott, Rinaldo. (2019). *The End of Diversity.* Public Culture, (2): 393–408. Walcott 2019
171   While they are publicly associated with GBTQ men, these medications are not used exclusively for or by this population, and access to these medications would be beneficial for many outside of this group.
172   Grenier, A. and Hixson-Vulpe, J. (2017) Beyond Diversity: An LGBTQ Best Practice Guide for Employers by Pride at Work and A Great Place to Work . Great Place to Work and Pride at Work Canada. Retrieved from: https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT-Guide.pdf p.9
173   Fosbrook, B., Pichette, J., & Kaplan, S. (2020). *Transitioning Employers: A survey of policies and practices for trans inclusive workplaces* (Rep.). Toronto, ON: Rotman Institute for Gender and the Economy and Pride at Work Canada. p.8
174   Human Rights Campaign (2018) LGBTQ Working People of Colour Need Paid Leave: Stories and Findings from the 2018 U.S. LGBTQ Paid Leave Survey. 2-13. P.3
175   Gedro, J., Mizzi, R. C., Rocco, T. S., & Loo, J. V. (2013). Going global: Professional mobility and concerns for LGBT workers. *Human Resource Development International, 16*(3), 282-297. doi:10.1080/13678868.2013.771869 p.292

Appendix E – Employee Information and Privacy Concerns

LGBTQI2S employees, and even customers or clients external to organizations, may experience challenges or erasure in formal documentation or data collection within organizations, and it is important to address the use of appropriate, inclusive language in all internal processes. Providing opportunities for LGBTQI2S employees, and particularly transgender employees, to provide necessary information in ways that assert and affirm their name and pronouns throughout their onboarding process helps to alleviate barriers embedded within onboarding and early work especially. Protecting an employee's right to maintain confidentiality and autonomy concerning their personal, private information is essential to building meaningful relationships with LGBTQI2S employees.

Overall, organizations should be cognisant of the kinds of information they are requesting from employees. When concerning gender, sexuality, or assigned sex at birth, employers will benefit from the inclusion of such questions if they are present on everyday administrative forms. Gender and sexuality specific data collection can be a valuable tool in the overall evaluation of an employer's LGBTQI2S inclusion policy, but oftentimes an employees assigned sex ("M," "F," and now "X" as listed on government documentation) has little to no value in workplace settings.[176] Best practices dictate that instead, when relevant, organizations would benefit from collecting information about gender rather than assigned sex, and using an open field that allows employees to self-identify, choose multiple options, or opt-out of disclosing altogether.[177]

If an employee makes a decision to transition in the workplace, it is important that human resources and management staff follow their lead in building a workplace transition support plan. Transitioning is a personal and individual journey, and as such, the needs of transgender employees will vary in this process. Some employees may want support to transition quietly, while others may seek support in public, organization-wide communications.

As previously discussed across this document, protocols and processes that help to maintain LGBTQI2S employee autonomy, privacy, and self-determination[178] can work best alongside the creation of programming to uplift LGBTQI2S voices across the organization.[179]

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176   Egale Canada. (2020) Gender and Sexual Diversity Training. Egale Canada. Toronto, ON.
177   Grenier, A. and Hixson-Vulpe, J. (2017) Beyond Diversity: An LGBTQ Best Practice Guide for Employers by Pride at Work and A Great Place to Work . Great Place to Work and Pride at Work Canada. Retrieved from: https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT-Guide.pdf p.20
178   Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration, 34*(2), 133–148. p.137
179   Boerties, J.J., (2012). LGBT-Equality in the Global Workplace. Organizational Responses to Administrative Challenges Around LGBT-Workplace Equality. Workplace Pride & University of Twente. 1–46 p.15

Appendix F – Communications and External Policy

Both internal and external communications created by organizations should provide clear support for LGBTQI2S employees (and by extension, clients, and/ or external partners). At Egale, we advise all employees of an organization at all levels to signal pronouns in email signatures, business cards, and name tags or employee badges, as do others.[180] The universal expectation to participate in these protocols helps to normalize activities that are typically undertaken by trans and gender non-conforming employees in isolation.[181] Public facing documents, including websites or advertising, should reflect an organization's LGBTQI2S inclusive attitudes.

At Egale, we further argue that organizations should carefully consider what kinds of representation they offer: if the LGBTQI2S people visible in an organizations public works are typically cisgender or gender-conforming (e.g. men exhibit masculine traits, women exhibit feminine traits, and little expression exists outside of or in between the gender/sex binary), are exclusively white, or are presented exclusively in couples, they will not accurately represent the LGBTQI2S communities that the organization seeks to serve.

Appendix G – Evaluation of Diversity and Inclusion Policies

Evaluation plays a central role in LGBTQI2S workplace inclusion policies. Public reports note the value of anonymous employee engagement or larger climate surveys, noting that including LGBTQI2S-centered questions reinforces messaging about LGBTQI2S positive values across the workforce.[182] [183] When considering training, providing behavioural evaluations or goal-specific benchmarks for inclusion can help to ensure that the effects of LGBTQI2S workplace inclusion and equity measures are being observed.[184]

When collecting anonymous information through surveys, there are benefits to ensuring that data collection includes both sexual minority and gender minority people in addition to information about other equity-seeking groups. More specifically, researchers note that oftentimes, population based surveys fail to disaggregate transgender participants from the larger pool of LGB participants

180   Ropes and Gray LLP and OUT Leadership. (2019). Visibility Counts: Corporate Guidelines for LGBTQ+ Self Identification. P.11
181   Ropes and Gray LLP and OUT Leadership. (2019). Visibility Counts: Corporate Guidelines for LGBTQ+ Self Identification. P.11
182   Human Rights Campaign. (2016). Trans inclusion in the Workplace Toolkit for Employers Retrieved from: https://assets2.hrc.org/files/assets/resources/Transgender_Inclusion_in_the_Workplace_A_Toolkit_for_Employers_ Version_10_14_2016.pdf p.20
183   Van Beek, L., Cancedda, A., & Scheele, C. (2016). The Business Case for Diversity in the Workplace: Sexual orientation and gender identity. European Commission: Dictorate-GeneralJustice and Consumers
184   Ninan, P., Feitosa, J., & Delice, F. (2020). Developing an Effective Diversity Training Intervention: Best Practices and Challenges. In R. D. Roscoe, E. K. Chiou, & A. R. Woolridge (Eds.), *Advancing Diversity, Inclusion and Social Justice Through Human Systems Engineering.* Boca Raton, FL: CRC Press Taylor & Francis Group. pp.247-266 n.p. (online access)

(some of whom may fall under both categories), and there are risks to losing key insights specific to the needs of transgender or multiply marginalized members of the team.[185] [186]

185   Sasso, T., and Ellard-Gray, A. (2015) In & Out: Diverging perspectives on LGBT Inclusion in the workplace. Canadian Centre for Diversity and Inclusion and Pride at Work p. 35

186   Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *The International Journal of Human Resource Management, 29*(5), 857-884. P.859

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