Your Diversity Advantage

The 50 − 30 Challenge

# SOGIESC Inclusion Policy Brief

The purpose of this document is to provide organizations with example policy statements that can be used to create or update policies using a SOGIESC perspective. While the statements provided in this document are reflective of best practices and research on SOGIESC in the workplace, readers should use this and other 50/30 Challenge resources as a stepping-stone to developing policies that are relevant to the organization and its communities, and to engage actively and thoughtfully in critical thinking. Please ensure any policy statements are compliant with the relevant provincial and federal laws in your area.

Terms found in the Definitions section that appear for the first time are **bolded**. Areas in which commentary is made directly to the reader are *[italicized and placed in brackets].*

## Background

**Sexual Orientation**, **Gender Identity** and **(Gender) Expression**, and **Sex Characteristics** (SOGIESC)-inclusive workplaces are associated with greater employee satisfaction, retention, and improved psychological health among 2SLGBTQIA+ employees.[[1]](#footnote-2) Despite federal and provincial protections against discrimination based on SOGIESC, women, **gender minorities** and other 2SLGBTQIA+ peoples continue to face barriers to equal access and equal treatment in the workplace. Literature on workplace belonging highlights the need for organizations to formalize inclusion and equity through policy development, changes in organizational culture, and fostering relationships of trust, reciprocity, and respect.

There are many formal and informal ways an employee may feel forced, intentionally or unintentionally, to disclose their SOGIESC (such as gender-segregated social networks, reference checks, or washrooms), which can cause both small and large disruptions in their sense of belonging, safety, and productivity at work. According to a recent study, nearly 50% of 2SLGBTQIA+ Canadians are not comfortable being “out” (i.e., disclosing their SOGIESC) to their colleagues and bringing their authentic selves to work.[[2]](#footnote-3) Compared to their non-2SLGBTQIA+ colleagues, this makes their employment more precarious and temporary. Consequently, workplaces across Canada have a responsibility to eliminate **heterosexism, homophobia, transphobia,** and other unequal **systems of power** that disproportionately impact women, gender minorities, and other 2SLGBTQIA+ employees.

## Policy Principles

*[This optional sectional will look different for every organization. You may choose to include it within a policy or to document it separately. As an example, we have provided Egale Canada’s six organizational principles and provided a few examples of how they may be applied in framing a SOGIESC policy].*

In implementing this policy, Egale Canada intends to:

#### Lead with Integrity

* maintain transparency and accountability
* provide leadership through role modeling and advocacy

#### Embrace Diversity

* build teams with diverse identities, experiences and skills
* support employees in bringing their full and authentic selves to work

#### Always Learning

* invite curiosity and be willing to make mistakes
* learn from experiences different from our own with trust and respect

#### Foster Growth

* support employees in their personal and professional development
* share our knowledge and spark conversation

#### Act with Purpose and Intention

* be ambitions and take strategic action
* look inward and outward to combat bias and oppression

#### Strengthen through Collaboration

* utilize collective knowledge and highlight lived experience
* develop community partnerships based on mutual benefit and reciprocity

## Sample Policy Statements

*[The following policy statements are separated by theme and activity to provide end-to-end guidance on employee recruitment and retention. They are examples of policy statements that you may choose based on your unique organizational goals and capacity. Some statements may feel more attainable than others. While we encourage you to be ambitious, it is essential to ensure policy statements are couple with an implementation and monitoring plan that supports your organization in reaching its policy goals.]*

### Employment General

* All staff, students, volunteers, contract trainers, facilitators and other persons employed by us understand, support and register their understanding of this policy by signing off on the policy on an annual basis or upon the signing of each contract.
* Annual assessments of employees’ salaries/wages will be conducted to evaluate the state of gender parity in wages, and to inform future measures addressing any gender wage gap disparities.
* We will work with leaders to conduct an internal audit to investigate and address gender-segregation[[3]](#footnote-4) in:
	+ Recruitment: bias in targeting and hiring men for jobs perceived as more masculine, such as management and finance, and women for jobs perceived as more feminine, such as human resources and administration.
	+ Diverging career paths: bias in assigning men more responsibilities and opportunities as women with same or similar qualifications.
	+ Self-assigning: internalized biases cause by colleague and employer cues and gender-segregated social and family roles outside of the workplace which lead to women choosing more supportive roles and men choosing more assertive roles.
	+ Gender bias: the way we perceive and generalize the qualities and attributes of our own and other genders and our tendency to want to work with people who are like us.
* While we maintain the right to implement a dress code during work hours when there is a **bona fide** business purpose, approved items of clothing will not be segregated by gender, as employees will not be required to disclose this information to their employer.
* All employees are entitled to dress in accordance with their gender expression, whether their gender identity or expression has been disclosed to the employer.
* We understand that an employee’s gender expression does not require a subsequent disclosure of gender identity to the employer.
* An employee cannot be removed from public space, public-facing roles (such as customer interaction), or other job duties based on their gender expression or other SOGIESC traits.
* Annual employee surveys will incorporate questions concerning impressions of the state of organizational SOGIESC inclusion in the workplace.

### Recruitment

* Hiring processes are standardized and documented to reduce bias. These documents provide step-by-step instructions for job ads, committee formation, applicant assessment, shortlisting, interviews, and more. Documents explicitly identify common SOGIESC-based **microaggressions** and biases that occur in hiring.
* Hiring guidelines are reviewed on an annual basis to ensure alignment with emerging best practices and employee survey data.
* Employment equity measures are used, when appropriate, to support our commitment to 50/30.
* Any documents, forms, applications, or surveys used during the recruitment or onboarding process that ask for self-identification data will have multiple options for indicating gender, including cisgender and transgender, non-binary, two-spirit, and other gender minority options, and will provide space for participants to describe their gender identity in their own terms whenever possible.
* All hiring and selection committees are gender-balanced (beyond just cisgender men and women), whenever possible, being careful not to overburden equity-denied employees to always serve as the “diversity representative” on a hiring team.
* Job descriptions and job ads, in addition to other hiring-related communication have been assessed for **gender-coded** language which may deter equity-denied peoples from applying.

###  Privacy

* All staff, students, volunteers, contract trainers, facilitators and other persons have a right to privacy and confidentiality regarding all personal identity information, including SOGIESC.
* [A link to any relevant policy or procedure documents should be provided here or in a “Related Documents” section, if available.]
* Personal information will only be collected when there is a reasonable purpose, and this reason will be indicated.
* Background checks may inadvertently reveal a person’s **sex assigned at birth** or history of legal transition and will not be sought unless required by law.
* We have a legal obligation to protect personal information that is collected and to ensure it remains secure and confidential, particularly as it relates to sex assigned at birth, legal, social, or medical history as it relates to gender and transition, and sex characteristics. Intentional unauthorized disclosure of a person’s gender identity may constitute a act of harassment or discrimination and may be subject to discipline through our complain resolution and disciplinary procedures.
* Personal information required for an accommodation should be limited only to what is necessary and should be shared only with the individuals involved in providing the accommodation.
* All employees have the right to share and discuss their own SOGIESC with colleagues, so long as they adhere to all other policies, namely those protecting against harassment and discrimination. This means that every individual is entitled to decide when, with whom, and how much to share about their SOGIESC. Any colleague privy to such personal information who shares it without consent may be subject to disciplinary action, as outlined in our complaints and discipline procedures.

### Names & Pronouns

* All staff, students, volunteers, contract trainers, facilitators, guests and more must be referred to by their **chosen name, pronouns**, and gender, and are protected from instances of **deadnaming, misgendering**, and other forms of harassment and discrimination related to SOGIESC under the *Human Rights Act.*
* All employees, regardless of SOGIESC, are invited and encouraged to share their pronouns in both external and internal workspaces such as email signatures, videoconference, name plates, and meetings to support a culture of inclusion.
* Legal name changes are not required to use a chosen name in the workplace, except where legally mandated (such as payroll).
* Everyone will be provided with the opportunity to indicate their name and pronouns (using name tags or other materials) at public events.
* Cross-cultural naming conventions (such as the order of a first and last name or nicknaming customs) and **neo-pronouns** may lead to unintentional errors in referring to another person’s name and pronouns. Though temporary mistakes may occur, intentional and persistent refusal to use a person’s correct name and pronouns (as determined by themselves), whether they are an employee or not, may constitute harassment or discrimination and be subject to discipline through our complaints and discipline procedures.
* Employees may request a name and/or pronouns change by *[please describe the process by which employees can make a formal request to change their name and pronouns organization wide. E.g., filling out a form, speaking with Human Resources, updating their personal information on a database, etc.]* We will then be obligated to work with the teams to update any official records, servers, databases, and more to reflect this change, to the best of our ability. *[If name and pronoun changes are not possible within specific programs or structures, such as payroll, they should be listed here].*
* We will provide the appropriate supports to facilitate coming out or transitioning at work by working with the employee to develop a transition accommodation plan *[Organizations may want to create a transition accommodation request form to facilitate this process. An example accommodation framework has been provided in the section “Further Reading”].*

### Bathrooms & Change Facilities

* Every employee and visitor has the right to access the bathroom, washroom, change room, and other facility which they feel most reflects their self-identified gender identity. All people are entitled to use these facilities with safety, privacy, and dignity.
* No person will ever be asked, formally or informally, to prove their gender identity or sex assigned at birth to access a facility.
* Harassment of any person in a bathroom or other facility based on SOGIESC or other identities is prohibited and may be subject to disciplinary action including removal from such facilities.
* Employees cannot be limited to using bathrooms that are an unreasonable distance from their working area.
* We will, whenever possible, provide an all-gender, single-occupant bathroom which any person may choose to but is not obligated to use.
* Wherever a gender-segregated facility continues to be used, signage must include language that:
	+ Indicates that everyone has the right to use facilities in accordance with their gender identity,
	+ Prohibits “**gender policing**” by other occupants within the facility,
	+ Indicates where the nearest all-gender facilities are located, if any.
* Any all-gender facilities will be updated with signage which indicates that it is an all-gender/gender inclusive space.
* All bathrooms, whether single- or multi-occupant, gender-segregated or all-gender, will have, to the best of our ability:
	+ Lockable single-occupant stalls,
	+ Hygiene waste boxes and sharps containers in each stall,
	+ Free hygienic sanitary products such as tampons and pads in each stall,
	+ An automatic accessible facility door,
	+ A minimum of one accessible stall with accessible amenities,
	+ Grab bars in each stall,
	+ Wheelchair accessible sinks,
	+ Reachable hand dryers and paper towel,
	+ Extended privacy dividers at urinals,
	+ Extended floor-to-ceiling privacy dividers between stalls.
* Any person with a reasonable need for additional privacy where a single-occupant all-gender bathroom is not available may make a request for an accommodation. An accommodation will be provided to the best of our ability, to the point of undue hardship. Accommodations will be provided in a manner that does not compromise the individual’s right to confidentiality of their gender identity.

### Education & Training

* Compulsory and voluntary SOGIESC educational opportunities are provided *[by who?]* in partnership with local, national, and international professionals, educators, consultants, experts, Elders, etc. to mitigate and eliminate microaggressions, stigmas and other forms of SOGIESC harm and harassment in workplace practice.
* Women, gender minorities and other 2SLGBTQIA+ and equity-denied peoples will not be asked to perform educational tasks outside of their regular job duties.
* In professional development opportunities, priority is given to equity-denied employees who, in conversation with leadership, feel they have missed out on educational & experiential opportunities. We will discuss how best to support growth that is mutually beneficial to the employee and us.

### Organizational Culture & Employee Health

* Employees and community members are invited to bring their full, authentic selves to work, events, activities, and are protected under this policy to do so without fear of retaliation or exclusion, so long as all behaviours and actions adhere to all policies protecting against harassment and discrimination.
* We celebrate/observe International Women’s Day on March 8th, International Transgender Day of Visibility on March 31st, Red Dress Day for MMIWG2S on May 5th, International Day Against Homophobia, Biphobia and Transphobia on May 17th, Intersex Awareness Day on Oct 26th, Transgender Awareness Week in November, and Transgender Day of Remembrance on November 20th.
* *[Please indicate which type of employee, i.e., part-time, full-time]* staff have access to comprehensive benefits package after probation period.
* The chosen benefits package will be, to the best of our ability, trans-inclusive (including transition-related coverages), 2SLGBTQIA+ inclusive (such as coverages for domestic partners and same-sex marriages) and inclusive of other SOGIESC-related health needs, including strong mental health supports.[[4]](#footnote-5)
* This policy acknowledges **minority stress, diversity tax**, and other barriers and biases related to **equity-denial**. Any employee experiencing these are encouraged to speak with their leader. We will then be obliged to collaborate with you to create short-term and/or long-term changes to address and mitigate those workplace stressors, to the point of undue hardship.
* We invite employees to create and maintain social groups such as affinity groups, special-interest groups, and other spaces of socialization and support which help to limit disruptions in social networks. Funding/reimbursement may be requested.
* Women, transgender, and disabled workers have noted the importance of remote and hybrid working options in increasing their sense of psychological safety at work and decreasing instances of microaggressions.[[5]](#footnote-6) Flexible remote and hybrid working options are offered, to the best of our ability to promote employee health and safety. In providing these working options, we acknowledge that while there are documented health and employee retention benefits associated with remote and hybrid working options, they may unintentionally create and maintain gender-segregated, non-inclusive workplaces and should not be relied on exclusively as a tool for equity-denied employee retention.

### Inclusive Language

* All staff, students, volunteers, contract trainers, facilitators and other persons are expected to use inclusive language in interactions with each other and with the public.
* We will provide guides on correct terminology, combatting bias and stigma, and preventing assumptions to uphold a space of safety and dignity. Examples of inappropriate language includes, but is not limited to:
	+ Infantilization of women (referring to women as girls, “sweetie,” “honey” and other terms in places of business),
	+ The use of slurs or hate speech,
	+ Intentional and/or persistent misgendering and deadnaming.
* Examples of inclusive language which are encouraged includes, but are not limited to:
	+ using gender-neutral language and pronouns when gender-specific language is not necessary, such as “people/folks” instead of “guys”, “guests” instead of “ladies and gentlemen”, or “spouse/partner” instead of “wife/husband” and “boyfriend/girlfriend.”

### Policy Development

* Policy development and revision are informed by intersectional SOGIESC research, guided by employee lived experience and feedback.
* Any employee working on policy will be mandated to complete the Gender-Based Analysis Plus (GBA+) (see “Further Reading”).
* Prior to organizational approval, any policy and procedure changes will be provided to all employees for feedback to ensure collaboration and transparency.
* Policies are open access, digestible, and readable for all staff through a shared, open-access location.
* We will develop, revise, and maintain clear, 2SLGBTQIA+ inclusive, and supportive policies and procedures concerning:
	+ Parental leave which acknowledge all diverse family structures, formalize return-to-work plans, and provide information about rights to accommodation for **chestfeeding**, pumping, and childcare.[[6]](#footnote-7)
	+ The impacts of menstruation and menopause in the workplace to address the feelings of exclusion and isolation reported to contribute to the increased likelihood of early resignation from the workplace for women aged 45 to 65.[[7]](#footnote-8)

## Sample Scope Statements

* This policy applies to all organizational workplaces, including physical office space, virtual workspaces, and any off-site workspaces.
* Policy statements and commitments outlined in this policy apply to all staff, students, volunteers, contract trainers, facilitators and other persons working for/with and/or visiting us.
* Mandated and prohibited behaviors and practices outlined in this policy apply to both internal, colleague-to-colleague and employer-to-employee interactions, but also to employee-to-public interactions.
* The section of this policy that addresses reporting and complaints pertains to people who are directly the target of harassment or discrimination and to any bystander or witness of an incident of harassment or discrimination, regardless of the offender’s intent, and whether the perpetrator or receiver is an employee.

## Sample Responsibilities Statements

Staff, students, volunteers, facilitators, program participants and community partners all must play an active and ongoing role in creating a SOGIESC inclusive workplace.

* The Board of Directors is responsible for the monitoring and maintenance of this policy.
* Directors, managers, and other leadership roles responsible for ensuring the inclusion of all members of their team, including speaking with members who identify with an equity-denied group to discuss their workplace needs, identify barriers (if any), and maintain a safe and inclusive team dynamic. Leaders are also responsible for reporting any incidents of racism that they witness within their team. Leadership must be committed and engaged in the change process.
* Human Resources is responsible for providing the channels through which to make a formal or informal complaint, and for providing support to and preparing leadership for responding to possible negative reactions concerning SOGIESC inclusion (e.g., in the implementation of all-gender restrooms).

## Definitions

**Bias** can be understood as personal preference. Biases can be both neutral (such as your favourite season) and harmful (such as racial exclusion). A bias may be conscious (intentional) and unconscious (unintentional). While some biases are individual, many unconscious biases are embedded in society and are learned and reinforced through art and media, school, and upbringing. Through these means, many biases are widespread and reflect the stereotypes and prejudices that we see in everyday life.

**Bona fide** is a term, often used in legal documents, which justifies a policy or practice that may be discriminatory on the condition that it is a reasonable and essential circumstance. The Ontario Human Rights Commission states:

The Supreme Court of Canada has set out a three-step test for determining whether a discriminatory standard, factor, requirement, or rule can be justified as bona fide. The organization or institution must establish on a balance of probabilities that the standard, factor, requirement, or rule:

1. was adopted for a purpose or goal that is rationally connected to the function being performed,
2. was adopted in good faith, in the belief that it is necessary for the fulfilment of the purpose or goal and,
3. is reasonably necessary to accomplish its purpose or goal, in the sense that it is impossible to accommodate the claimant without undue hardship.[[8]](#footnote-9)

**Chestfeeding** is a trans-inclusive, gender-neutral alternative to the term “breastfeeding.”

**Chosen name**, or sometimes “preferred name” is the name that a person goes by that is not the name given to them at birth. A chosen name may be different than a person’s legal name.

**Deadnaming** refers to the act of referring to a trans person with the name they were given at birth that they no longer actively use. The heavy negative connotation of the word is intended to stress the inappropriateness of referencing a person’s terminated name (which is typically associated with their birth-assigned gender) and therefore effectively misgenders them (Serano, 2015).

**Diversity tax** refers to the burden placed on equity-denied individuals to address Inclusion, Diversity, Equity, and Accessibility (IDEA) needs and issues and to participate in any projects, tasks or efforts aimed at increasing IDEA.

**Equity** is a process that acknowledges, challenges, and addresses systemic barriers to opportunities and resources faced by individuals with marginalized identities because of historical and ongoing discriminatory practices. Equality, though frequently used as a tool to achieve fairness, generally produces the inapposite result by producing and/or perpetuating barriers to inclusion.

**Equity-denied groups** is a term that refers to any group that experiences systemic/structural discrimination and marginalization. Although you may see these groups referred to as “equity-seeking,” the term ‘equity-denied’ is gradually replacing ‘equity-seeking’ and ‘equity-deserving’ in Canada to better place the responsibility of equity on those with power (i.e., the dominant group).

**Gender-coded language** are words and phrases that art associated with specific gendered traits and stereotypes. For example, strong, brave, assertive, and tough are masculine-coded words, while agreeable, affectionate, kind, and supportive are feminine-coded words.

**Gender expression** refers to the way an individual presents and communicates their gender to the world through clothing, speech, body language, hairstyle, voice, or the emphasis or de-emphasis of body characteristics and behaviours.

**Gender identity** refers to a person’s internal and individual experience of gender. It is not necessarily visible to others, and may or may not align with what society expects based on their assigned sex or gender expression. A person’s relationship to their own gender is not always fixed and can change over time. While there are diverse gender identities, two fundamental identities to understand are:

* **Cisgender** refers to a person whose gender identity corresponds with that is socially expected based on their sex assigned at birth (e.g. a person who was assigned male at birth and identifies as a man).
* **Transgender** refers to a person whose gender identity does not correspond, either fully or in part, with what is socially expected based on their sex assigned at birth (e.g. a person who was assigned male at birth and identifies as nonbinary). Transgender, or trans, can also be used as an umbrella term to refer to a range of gender identities and experiences that are not cisgender, such as nonbinary, gender non-conforming, agender, and genderqueer.

**Gender minority** is a term used in this policy to refer to anyone who may experience oppression or equity-denial based on gender identity. This includes but is not limited to transgender, non-binary, queer, and two spirit peoples.

**Gender policing** is imposing rigid ideas about gender onto an individual by discouraging and punishing behaviours and expressions that fail to conform to dominant gender norms and by encouraging and rewarding those that do. Though gender policing may be experienced by anyone who disrupts gender norms, by they cis or trans, patterns of gender policing may impact trans people in particular ways. This may involve the exclusion from or harassment of trans people in gendered spaces, (sports teams, washrooms, change rooms), or imposing unattainable expectations on trans people to perform their gender as a condition of their validation and respect.

**Intersex** describes the naturally occurring variations in chromosomal, hormonal, or anatomical sex characteristics that fall outside of the conventional classifications of male or female sex assigned at birth.

**Microaggressions** are everyday verbal, behavioral, or environmental indignities, whether intentional or unintentional, that convey hostile, derogatory, or negative slights and insults toward members of equity-denied groups. Microaggressions can be classified into three categories:

* Microassaults: verbal or nonverbal attacks meant to harm through name calling, avoidant behaviour, and discriminatory actions, such as using a slur to refer to a disabled person;
* Microinsults: behaviour that implicitly communicates disrespect and worthlessness, such as consistently passing-over Black employees’ suggestions in project planning;
* Microinvalidations: behaviour that invalidates a person’s thoughts, feelings, identity, or experience of being an equity-denied person. For example, “I would have never guessed you were Indigenous,” is a statement that invalidates a person’s lived experience as Indigenous and is founded on stereotypes about Indigenous appearances and features.

**Minority Stress** describes the added layers of stress experienced by equity-denied peoples because of the conflict between being a minority and interacting with dominant group culture and systems. For example, while many people experience the everyday stressors of dating and socialization, a Two-Spirit person may experience an additional layer of stress from fear of transphobic judgement and harm.

**Misgendering** occurs when referring to a person as or considering them to be a gender that they do not identify with. Even if it is unintended, misgendering can still be invalidating to the person who is subjected to it. People who hold transphobic or cissexist beliefs may engage in purposeful acts of misgendering or deadnaming. In the workplace, misgender can be misgendered prefixes (e.g. Mr. or Mrs.), formalities (sir or madam), or even occur institutionally through administrative systems and processes.

**Oppression** is the subordination or devaluing of one group by another based on historically rooted social hierarchies and biases. It can be experienced as marginalization, persecution, disenfranchisement, or through other barriers to equity based on a particular social identity.

**Power, Systems of** refers to the beliefs, practices, customs, and conventions within a given society which are the framework for everyday life. They inform everything from individual actions to institutions. Systems of power are informed by beliefs and histories of race, gender, colonization, and more, and are therefore typically unequal in nature. This inequality creates systems such as **sexism** (discrimination based on sex characteristics and gender identity), **heterosexism** (the belief that heterosexuality is the standard, and other sexual orientations are diversions from the standard), **homophobia** (discrimination based on non-heterosexual sexual orientation), and **transphobia** (discrimination based on non-cisgender gender identity).

**Pronouns** are words used to refer to a person other than their name. In English, conventional binary pronouns he/him/his, and she/her/hers imply information about the gender identity of the person being referred to. Some people go by gender neutral pronouns such as they/them/theirs. Over time, we have also seen the addition of other non-binary, gender neutral **neo-pronoun**  sets such as xe/xem/xyrs, ey/em/eirs, and ze/hir/hirs.

**Sex assigned at birth** refers to the classification of a person as female, intersex, or male based on **sex characteristics** including chromosomes, hormones, external genitalia, and reproductive organs. The term “assigned sex” is used rather than “biological sex” to recognize that sex is a value commonly given at birth by medical professionals based on a visual assessment of a newborn’s external genitalia. sex is typically assigned at birth based on the appearance of external genitalia, and does not acknowledge the equally social and cultural aspects of sex designation. This term is also inclusive of the category of intersex and serves as a reminder that even at the level of biology, sex is not a binary system.

**SOGIESC** is an acronym that stands for Sexual Orientation, Gender Identity, (Gender) Expression, and Sex Characteristics. This acronym is a legalized term used in both Canadian and International human rights work. It is an encompassing acronym, meaning that although it is often used to when referring to gender and sexual minorities, by definition it describes all people according to the dimensions of sexual attraction, sex, and gender.

## Further Reading

50/30 Diversity Challenge
<https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage>

Canadian Labour Congress (2015). LGBTQ2SI Collective Bargaining Guide
<https://canadianlabour.ca/lgbtq2si-collective-bargaining-guide/>

Canadian Labour Congress (2019). Workers in Transition: A Practical Guide for Union Representatives and Trans Union Members.
<https://canadianlabour.ca/wp-content/uploads/2021/02/WorkersInTransition-Guide-EN.pdf>

City of Toronto (n.d.). Guidelines for Accommodating Gender Identity and Gender Expression.
<https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/guidelines-for-accommodating-gender-identity-and-gender-expression/> In particular, please see file *Accommodation Framework for Transitioning Employees* under the Section “Transitioning Employee.”

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<https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html>

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<https://www.themicropedia.org/>

Ontario Human Rights Commission, Anti-Harassment and Anti-Discrimination Policies
<https://www.ohrc.on.ca/en/policy-primer-guide-developing-human-rights-policies-and-procedures/5-anti-harassment-and-anti-discrimination-policies>

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