Guide of Best Practices
for **LGBTQ+** Inclusion
in the Workplace

PRO**A**LLY

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Preface

According to different studies and surveys, around one in ten people are LGBTQ+[1], which represents a significant proportion of your employees, partners and customers.

Despite the great legal and social advances that Quebec has made regarding LGBTQ+ inclusion, several challenges remain to achieve full legal and social equality, particularly in the workplace.

To ensure a more inclusive work environment, it is important for employees to be aware of the realities experienced by LGBTQ+ people and know how to be good allies. In addition, it is crucial that management be proactive in their inclusion efforts. They need to set an example by clearly demonstrating and conveying the message that homophobia, transphobia and all other forms of bullying will not be tolerated in the workplace, thereby acting as a good ally.

This guide presents the issues faced by LGBTQ+ people in the workplace and proposes concrete solutions to help you make your work environment a welcoming, safe and inclusive space.

Note:

In this guide, you will likely come across several acronyms. We use the acronym LGBTQ+, which refers to people who are lesbian, gay, bisexual, trans or queer, or to any other person who identifies as belonging to sexual- and gender-diverse groups (e.g. intersex, Two-Spirit or asexual people). However, some studies may use other acronyms, such as LGBT, in which case we will use the acronym given in the study.

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1   For example, the mean result of the Fondation Émergence and Jasmin Roy Foundation surveys for 2015, 2016, 2017 and 2018 indicate that LGBT people represent 12% of Quebec's population.

Introduction

LGBTQ+ people are present in all types of workplaces, but they are too often marginalized or overlooked. LGBTQ+ people are as competent as the rest of the population and deserve to be respected.

After a fierce battle, in 1977, Quebec became the first province in Canada—and among the first in North America—to prohibit discrimination on the basis of sexual orientation. However, mentalities take time to change, and there is still a lot of education and awareness work to be done before we can achieve social equality. Problems remain, particularly with regard to discrimination in hiring and promotion, as well as prejudices and microaggressions that negatively affect workplace interactions and relationships. All of this can raise concerns for LGBTQ+ people when it comes to disclosing their identity in the workplace and can cause them to hide who they are.

It is therefore urgent for workplaces to become proactive in the inclusion of LGBTQ+ people. To do this, it is first necessary to understand the basic concepts that define sexual orientation, gender identity and gender expression, as well as the issues that limit the inclusion of LGBTQ+ people.

LGBTQ+ PEOPLE ARE PRESENT IN ALL TYPES OF WORKPLACES, BUT THEY ARE TOO OFTEN MARGINALIZED OR OVERLOOKED.

Gender identity

This is the way that we define our gender: male, female, somewhere in-between or neither. This intimate and personal experience is unique to each person. It is not determined by the person's biological sex and can be different from the gender assigned at birth.

Sexual orientation

This is the emotional and/or sexual attraction felt toward people of the same gender, of a different gender or toward multiple genders.

THE COMPONENTS OF IDENTITY

Sex assigned at birth

This is the sex (male or female) assigned at birth, according to the appearance of external genital organs. This designation does not take gender identity or other biological sex characteristics (e.g. hormones, chromosomes, etc.) into account. In certain individuals, sexual characteristics may not all correspond to only one sex (see intersex).

Gender expression

This is the way in which a person expresses their gender to others. For example, this includes the behaviours that a person adopts (such as body language), their style (hairstyle, clothes, makeup, etc.), the first name or pronouns that they use and all the other ways that they express their gender.

These four components are independent of each other.

> **In a study carried out in Canada in 2015, 29% of LGBT respondents said that they had been victims of discrimination related to their identity in the workplace, and 33% had witnessed it.**

What is discrimination?

According to Éducaloi, "discrimination is when a person is prevented from having the same rights or accessing the same services as others as a result of a personal characteristic, like their sexual orientation or gender expression, for example[2]."
In the workplace, this may involve refusing to hire someone, denying them a promotion or not allowing them access to services or activities organized for work. Discrimination may start in the staffing process and continue on a daily basis throughout an individual's career in a company It can also take the form of an action or a policy that has a prejudicial effect, even if it was not intended to be discriminatory (e.g. not inviting an employee to join a work team because he is gay, or making it mandatory to wear a gendered uniform that does not correspond to the gender identity of a trans person).

Even though discrimination is illegal, mentalities do not always follow, and people can still be victims of prejudice or treated differently because of their sexual orientation or gender identity. It is important to report and resolve this type of discrimination.

In a study carried out in Canada in 2015, 29% of LGBT respondents said that they had been subjected to workplace discrimination related to their identity, and 33% had witnessed it [3]. Another Canadian study conducted in 2017 indicates that 72% of LGBT people hesitated before talking about their LGBT identity in their workplace, and 32% of them said that they did so because they were worried that their identity would hamper their career progress[4].

What is harassment?

"Harassment is a behaviour that violates a person's dignity or their psychological or physical health. For example, repeated words or actions that are offensive or disdainful to a person. Sometimes, a single incident can be enough to classify a situation as harassment, when it is so serious that it violates the dignity or health of the person concerned[5]."

Harassment can take different forms (gestures, words, actions) and can occur through different communication channels (online messages, posts or conversations). LGBTQ+ people are more likely to experience workplace harassment, particularly sexual harassment or psychological harassment (e.g. repeatedly refusing to acknowledge the gender identity of a trans person).

2 Éducaloi, Discrimination et harcèlement envers les personnes LGBTQ+ (Discrimination and Harassment Against LGBTQ+ Persons), accessed on February 5, 2020.
3 Thomas, S., & Amy, E.-G (2015). Diverging Perspectives on LGBT+ Inclusion in the Workplace. Canadian Centre for Diversity and Inclusion; Pride at Work.
4 Jasmin Roy Foundation, 2017.
5 Éducaloi, Discrimination et harcèlement envers les personnes LGBTQ+ (Discrimination and Harassment Against LGBTQ+ Persons), accessed on February 5, 2020.

What is inclusion?

Inclusion is a constant process of adaptation and adjustment within a company, which aims to develop a sense of belonging and security in each employee—particularly employees who may be marginalized in society (e.g. LGBTQ+ people). This sense of belonging is built on two pillars: receiving due recognition, and being treated fairly and respectfully. The aim of the inclusion process is to ensure that every person feels included.

Even without any obvious discrimination, a workplace might still not be truly inclusive. There may still be a climate where sexual and gender diversity is not openly accepted or is even totally taboo. Some actions, words and jokes may seem trivial to many, but they contribute to creating discomfort among your LGBTQ+ employees, partners and clients.

This is why ensuring an inclusive environment is a decision that is expressed through actions, and not just by an absence of discriminatory rules. Practising proactive management in this area will create a welcoming corporate culture and will allow your employees to be more fulfilled and to perform better.

Issues

Discrimination in the hiring process

According to a 2011 study carried out in Ontario[6], 71% of trans people have at least some college or university education, but about half of them earn only $15,000 or less per year. In the same study, 18% of the trans people surveyed said that they had been refused a job for gender identity reasons, and 13% had lost a job in the past for the same reasons.

This figure is not surprising when you consider that in 2019, 30% of people surveyed in Canada admit that they would be hesitant to hire someone that they know is trans. Almost a third of those 30% said that they would be "very hesitant"[7].

According to another survey carried out in 2012[8], 15% of Canadian respondents (11% in Quebec) admitted that they would be hesitant to hire a homosexual person.

In 2019, 30% of people surveyed in Canada admit that they would be hesitant to hire someone that they know is trans.

Prejudices

Certain (sometimes unconscious) prejudices and stereotypes toward LGBTQ+ people can have a harmful effect on their well-being and career. Here are a few examples:

1   "Discussing one's sexual orientation means discussing one's sexual practices."

   Too often, stereotypes wrongly reduce homosexuality or bisexuality to a mere expression of sexuality. However, a relationship—whether between two people of the same sex or of different sexes—generally consists of many aspects other than sexuality (feelings of love, affinity, trust, etc.).

   According to a Human Rights Campaign study carried out in 2018, most people who say that they are uncomfortable having an LGBT coworker explain their position by the fact that they "don't want to know about their coworker's sex life". But being open about your LGBTQ+ identity is not about exposing the details of your sex life to your coworkers—it's just about not having to hide who you are and who you love.

2   "People are homosexual or asexual because they just haven't met the right person yet."

   This type of prejudice, which suggests that gay, lesbian, bi and asexual people could be "convinced", makes them more vulnerable to workplace sexual harassment. This harassment can take the form of inappropriate advances, jokes or innuendos between coworkers.

The proportion of lesbian or bisexual women who reported being victims of workplace sexual harassment in Canada in 2016 is more than three times higher than that of heterosexual women[9].*

6   TransePulse Project, 2011
7   Léger Marketing Survey, Fondation Émergence, 2019 (in publication).
8   Léger Marketing Survey, Fondation Émergence, 2012.

3 "LGBTQ+ people are very sexual/have exotic sexual practices."/"Bisexual people are always interested in threesomes."

This incorrect perception of non-heterosexual sexualities as being more exotic or unbridled can result in moral judgment, disdain, fear or the hypersexualization of LGBTQ+ people. Hypersexualization refers to depicting people in a very sexual way by making them the object of fantasies or fetishes, or by attributing heightened sexual intentions or behaviours to them. It's a phenomenon that particularly affects lesbian and bisexual women, as well as trans women.

4 "Gay and trans people are a bad influence on children, even a danger."

Being suspected of pedophilia is also a source of anxiety for LGBTQ+ people, particularly gay men who work with minors.This unjustified prejudice is persistent: in 2003, a Léger Marketing survey [10] indicated that nearly a third (30%) of Quebecers were uncomfortable with the idea of a young boy attending a primary or secondary school class with a homosexual teacher.

5 "Gay men are effeminate/delicate."

This perception of gay men as being more effeminate, or even weaker, can lead to discrimination. For example, their managers or coworkers may avoid assigning them certain files or tasks. They might also miss out on promotion because their manager might assume gay men have less leadership.

6 "Trans women are actually men disguised as women."

If a trans woman is perceived as actually being a man (which, of course, she is not), people are more likely to feel uneasy when she uses women-only spaces (e.g. restrooms, changing rooms). She is also more likely to be misgendered (use of the wrong name or pronouns). It is therefore very important to understand that a trans woman is really a woman, that a trans man is really a man, and that a non-binary person is really non-binary.

Certain (sometimes unconscious) prejudices and stereotypes toward LGBTQ+ people can have a harmful effect on their well-being and career.

* It is never appropriate to ask questions about a trans coworker's body (e.g. questions about genital organs or the possible surgeries that this person has undergone), or about a coworker's sexual activities (number of partners, positions, etc.). Regardless of a person's sexual orientation or gender identity, it is important to respect their private life. If you have questions about LGBTQ+ issues, it is best to refer to the websites of LGBTQ+ organizations or to a helpline such as Interligne, who will be able to provide answers.

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9   Statistics Canada, 2016.
10 Fondation Émergence, 2003.

Microaggressions

Microaggressions are common actions or words, stemming from prejudices, which may seem harmless, but which have a detrimental impact on the well-being of people who are part of historically oppressed identity groups.

Here are a few examples concerning LGBTQ+ people:

- Using words like "lesbo", "faggot" or "tranny" in the workplace, even if they are not directed at an LGBTQ+ employee;

- Keeping a greater physical distance from a trans employee than from the rest of the employees;

- Staring at an employee when they are with their same-sex spouse;

- Assuming that a person conforms to stereotypes associated with their identity, e.g. asking a gay man for advice on fashion or decoration.

It is particularly difficult to combat microaggressions because they stem from values, biases, presumptions and stereotypes that have been deeply instilled. In fact, many people don't realize that something they said or did could have hurt someone. The person who has been hurt then finds themselves in an uncomfortable position where they must choose between keeping quiet (and giving the impression that they are alright with the behaviour) or doing something about it (and risking being seen as too sensitive, overly emotional or overreacting).

Also, it is important to understand that the main problem with microaggressions is their number. When considering the impact of an "awkward" comment, keep in mind that this may be the 5th comment of this kind that the person has heard this week, and the 220th in their life. This is why this phenomenon is dubbed "death by a thousand cuts" by some people.

The accumulation of these little insults damages the self-esteem and well-being of the LGBTQ+ employee, causing stress and anxiety, which may even lead to depression. This has a negative impact on their motivation, leading to higher absenteeism rates and lower performance and ultimately causing them to lose opportunities to advance their careers.

> 52% of LGBTQ people say that they hear jokes about gay and lesbian people in their workplace at least once in a while[11].

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11 Human Rights Campaign, 2018.

Anxiety

A 2015 Canadian study shows that the vast majority of LGBT employees would like to be "out" in their workplace (50% think that it's important or very important, 30% think that it's somewhat or quite important)[12]. Yet according to a survey carried out in Canada last year[13], 60% of Canadians are not "out" to the management of their company, and 54% are not "out" to their coworkers.

Being LGBTQ+ is not a choice, but hiding it is. Behind someone's decision to hide their identity usually lies fears based on past experiences or a non-inclusive workplace environment.

Having an inclusive work climate and ally coworkers can help dispel these fears.
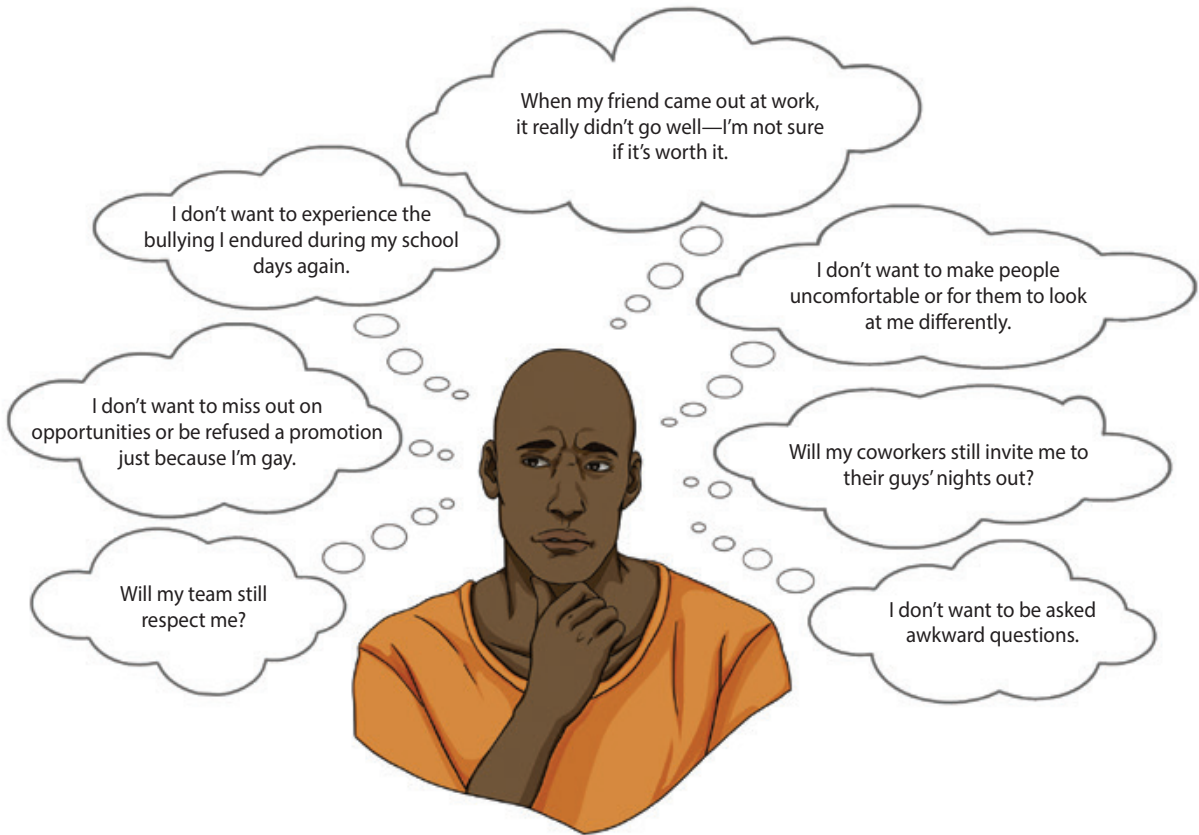
Isolation

Being in the closet at work is not a trivial matter. On the contrary, hiding a part of yourself takes effort and can cause stress and anxiety, particularly in social situations.

12 Canadian Centre for Diversity and Inclusion & Pride at Work, 2016.
13 Jasmin Roy Foundation, 2017.

Figures

- **82%** of heterosexual people surveyed said that they talk about their social life (weekend activities) with their coworkers at least once a week, and **63%** talk about their spouse, partner or dates at least once a week[14].

- More than a third of employees who have not come out avoid contact with their coworkers[15].

- **80%** of non-LGBT employees think that LGBT employees shouldn't have to hide who they are at work, but **59%** think it is unprofessional to talk about sexual orientation or gender identity at work[16].

Situations where sexual orientation is involved in a conversation are more common than you might think:

So what did you do this weekend?

"Knowing that I went to see a movie with my girlfriend Chloe, what should I say?"

A   Oh nothing, I just stayed home.
B   I went to see a film with my husband.
C   I went to see a film with a friend.
D   Tell the truth and come out, hoping it goes well.

People who are in relationships with people of the opposite sex don't have to deal with this kind of dilemma. Having to lie or make up stories and the fear of being "discovered" can cause anxiety. The employee then risks giving up social activities and creating fewer bonds with other employees. For example: no longer eating with coworkers, not participating in outings among coworkers outside of office hours, turning down an invitation to the Christmas party, etc. This kind of avoidance technique is detrimental to team cohesion and can cause feelings of isolation for the LGBTQ+ person.

Bisexual people who are in a relationship with a person of the opposite sex are often perceived to be heterosexual, which can make certain social situations easier, but can also create invisibility. Also, if the person does not want to reveal that they are bisexual, they will probably have to lie about their past and their opinion about certain people.

Exercise: During your next social situations with your coworkers (coffee break, lunch, etc.), pay attention to the topics of conversation. Does the subject of your coworkers' sexual orientation (partners, affinities) come up? If you wanted to participate in this conversation without mentioning your partner's gender or other signs of your sexual orientation, would it take some effort?

14 Workplace Divided, Human Rights Campaign, 2018.
15 Out in the World: Securing LGBT Rights in the Global Marketplace, Center for Talent Innovation, 2016.
16 Workplace Divided, Human Rights Campaign, 2018.

Intersection of discriminated identities

A person's identity is made up of many facets that interact with one another. Some identities tend to favour integration into the world of work and society in general—while others, on the other hand, tend to make life more difficult.

These different identities are not mutually exclusive, so the same person could find themselves exposed to several types of discrimination: racism, sexism, homophobia, transphobia, biphobia, ableism, ageism, islamophobia, etc.

When considering the issues that can affect an individual, it is important to consider the impact of the different facets of their identity. This is what we call an intersectional perspective. A gay man will probably not have the same life experience depending on whether he has a disability or not, is white or not, or whether he is Indigenous or not. Indeed, many marginalized communities have specific issues and experiences that can combine with LGBTQ+ identity.

For example, Indigenous women have above-average unemployment rates and are more vulnerable to sexual harassment. Sexual harassment is also a significant issue for lesbian and bisexual women. These different life experiences could influence an Indigenous lesbian woman's decision of whether or not to come out at work.

> **These different identities are not mutually exclusive, so the same person could find themselves exposed to several types of discrimination: racism, sexism, homophobia, transphobia, biphobia, ableism, ageism, Islamophobia, etc.**

Reasons to promote inclusion

To ensure that inclusion measures are actually implemented and effective, the organization and its employees must be convinced of their relevance and the positive impact that they will have. Diversity is a strength, and there are many advantages to developing a more inclusive workplace. Here are some of them.

Having a more fulfilled and productive work team

A diverse team in an inclusive climate is:

- More innovative
- More involved
- More engaged (devotes more effort)
- More likely to recommend their employer
- More loyal (stays with the same company for a longer period of time)
- More available (is absent or on sick leave less often)
- And works better as a team

Source: According to a Deloitte study carried out in 2013, when employees believe that their organization cares about diversity and inclusion, their capacity for innovation increases by 83%, and their ability to work as a team by 42%. These employees are also twice as engaged (likely to stay in the company for a longer period of time, to put in extra effort and to recommend their employer). The same Deloitte study shows that the more an employee feels included, the more likely it is that they are present at work (which reduces absenteeism costs) and receive a higher performance rating score.

1 in 4 LGBT people has stayed in a role primarily because their workplace was very inclusive. On the contrary, 1 in 10 LGBT people said they have left a job because the environment was not very inclusive[17].

In addition to increasing employee productivity, inclusion is fundamental for their psychological well-being. Feeling good in the workplace is essential, since it's where we spend the majority of our week. Often, LGBTQ+ people who choose to share this aspect of their identity with their coworkers feel relieved. As we have seen, hiding your identity can become a huge burden and affect interpersonal relationships. So by having the freedom to be who they are, employees build healthier and closer relationships with their coworkers.

1 in 4 LGBT people has stayed in a role primarily because their workplace was very inclusive.

Attracting and retaining customers

An inclusive and diverse workplace also allows for better relationships with your customers. It has been shown that work teams who have at least one person from the same demographic as their target audience are 158% more likely to understand their client base[18]. Knowing that LGBTQ+ people make up around 10% of all types of clientele, you would therefore have the benefit of:

- **Better customer service:**
  employees who are aware of LGBTQ+ realities are better equipped to support customers who belong to these communities or who are sensitive to these issues.

- **Access to a sizeable market**:
  Canada's LGBT population is estimated at 2.3 million, with an annual purchasing power of over 90 billion dollars[19].

- **Building customer loyalty** :
  71% of LGBT people said that they would stay loyal to a brand that they considered to be a good ally, even if companies who were less supportive of LGBT causes were cheaper or more accessible[20].

Complying with the law

Taking measures to combat discrimination is an employer's legal responsibility. But it is important to also consider it as an opportunity to make your workplace more inclusive and productive.

"According to the Act Respecting Labour Standards, employers must take reasonable action to prevent psychological harassment, and whenever they become aware of such behaviour, to put a stop to it. However, this is an obligation of means and not of results. Therefore, the employer cannot guarantee that there will never be acts of a homophobic nature in their company, but they must:

- take reasonable steps to prevent instances of harassment;

- put an end to any harassment as soon as they are informed of it by applying appropriate measure, including the necessary sanctions.

Harassment on the basis of sexual orientation or gender identity is also prohibited by the Charter of Human Rights and Freedoms, which prohibits harassment based on a protected ground. In order to comply with the Charter, employers also have the responsibility of ensuring that their human resource management policies and practices are not discriminatory."

Translation of an excerpt from the "Guide sur les droits des personnes face à l'homophobie en milieu de travail" (Guide to the Rights of People Dealing with Workplace Homophobia) from the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST), Ministère du Travail, de l'Emploi et de la Solidarité sociale, 2016.

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17   Workplace Divided, Human Rights Campaign, 2018.
18   Sylvia Ann Hewlett, Melinda Marshall, Laura Sherbin, and Tara Gonsalves, Innovation, Diversity, and Market Growth (Center for Talent Innovation, 2013).
19   https://business.financialpost.com/entrepreneur/lgbt-small-businesses-say-their-diversity-is-a-money-maker
20   Harris Interactive (2011). LGBT Adults Strongly Prefer Brands That Support Causes Important to Them and That Also Offer Equal Workplace Benefits.

Poor excuses for inaction

Being in the closet at your workplace is not a trivial matter. On the contrary, hiding a part of yourself takes effort and can cause stress and anxiety, particularly in social situations.

LGBTQ+ people represent a tiny minority of the population, so it's not worth it to devote efforts to accommodating so few people!

LGBTQ+ people represent at least 10% of the population. This same proportion should also be reflected in your employees and customers. Furthermore, a more inclusive workplace is beneficial for everyone and will be appreciated by LGBTQ+ people, but also by their allies and family members.

There are no LGBTQ+ people in our team.

Around 1 in 10 people belong to the LGBTQ+ community—if this proportion is not reflected in your staff, it could mean that your employees haven't dared to come out. And even if there really are no LGBTQ+ people on your team, some of your customers, partners, or the family members of your employees are sure to be LGBTQ+ people.

We don't have any problems with homophobia or transphobia here!

Homophobic or transphobic incidents are rarely reported to management and can be off the radar of non-LGBTQ+ people who are not aware of these issues. They remain an issue nonetheless.

We don't discriminate: everyone is treated the same!

Discrimination remains harmful and illegal even when it is not intentional, and, as we pointed out at the beginning of this guide, some people may not even realize that their words and actions negatively affect LGBTQ+ people. It is not enough to just avoid active discrimination—we must also be proactive in our efforts to be inclusive. This guide includes many examples of things you can do.
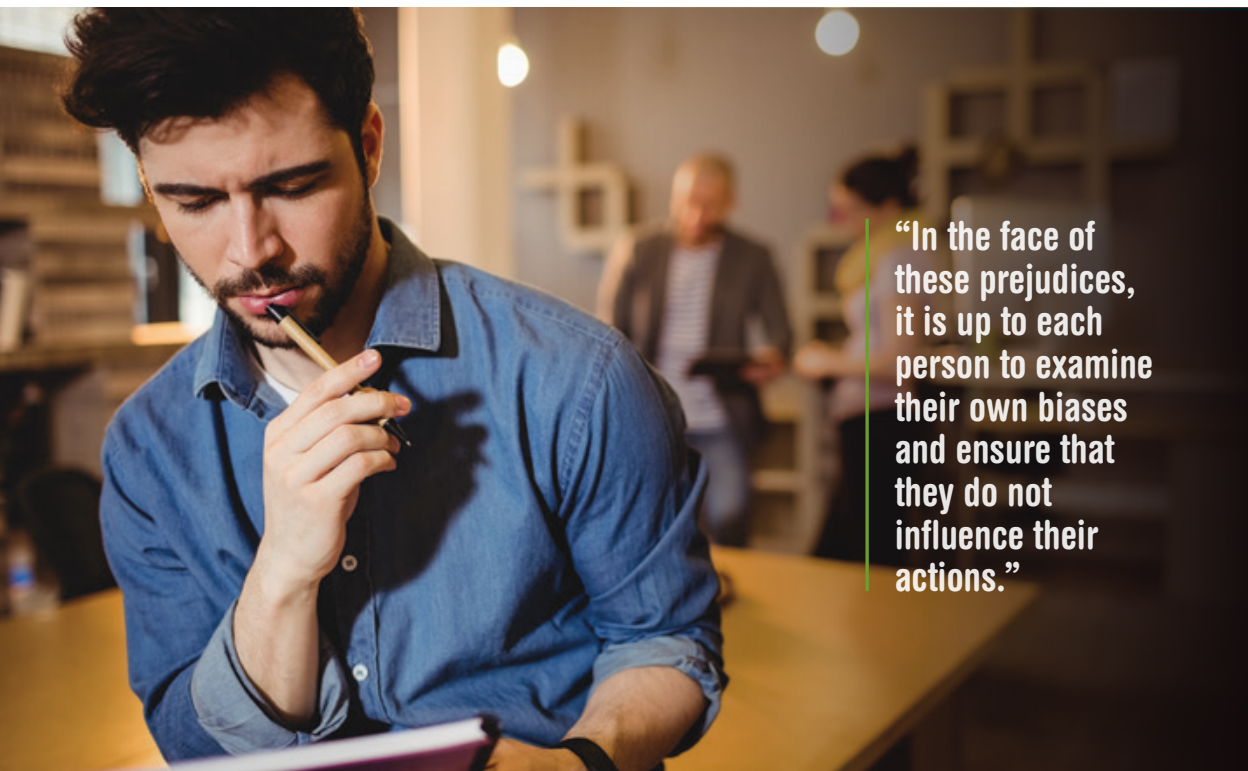
Possible solutions

As an individual

Recognizing your unconscious biases

Until 1969, homosexuality was criminalized in Canada, and until 1990 it was considered a mental illness by the World Health Organization (WHO). It wasn't until 2018 that the WHO removed transidentity from its list of mental illnesses. Society evolves quickly, but mentalities can be slower to change. Negative perceptions of LGBTQ+ people persist today and result in prejudices that are detrimental to the careers, well-being and fulfilment of people from these communities.

In the face of these prejudices, it is up to each person to examine their own biases and ensure that they do not influence their actions. Would you be comfortable if:

- a trans person joined your team?
- one of your supervisors informed you of their LGBTQ+ identity?
- a coworker talked about their trans child during your lunch break?
- someone from your company came to the Christmas party with their same-sex partner?

Where does this discomfort come from? It could just be a lack of familiarity with the subject. Fortunately, nowadays it is very easy to get more information on these issues: for example, you could ask for training at your workplace or search for information on the websites of recognized LGBTQ+ organizations.

"In the face of these prejudices, it is up to each person to examine their own biases and ensure that they do not influence their actions."

Reacting to homophobic and transphobic acts

Some LGBTQ+ people who hear homophobic/transphobic remarks may not react—either because they fear being marginalized or they're afraid that someone will find out about their sexual orientation or gender identity. It is then up to allies to react or to support LGBTQ+ people who react. If you witness this kind of act or remark, express your disagreement and, if necessary, explain that this type of action can be hurtful to LGBTQ+ people and their loved ones. Remind the person that this behaviour has no place at work.

Here are some homophobic or transphobic acts that have no place in an inclusive workplace:

1

Making jokes that are based on crude, degrading or offensive stereotypes;

> We could ask Raoul's son to redecorate, I'm sure he'll know what to do. Although I don't want him painting everything in pink! Ha hahaha

> Is it true that you're bi? So have you ever had a threesome?

2

Questioning someone about their sex life or in an invasive way;

3

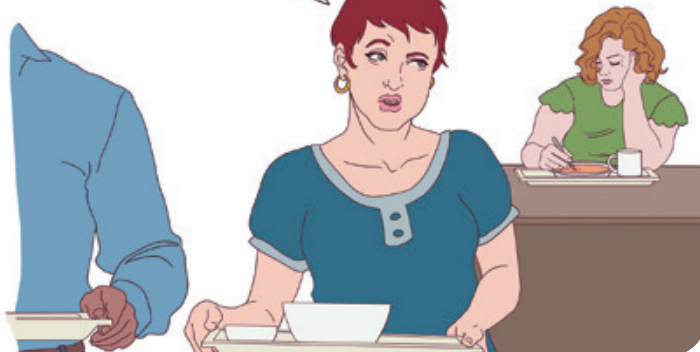> You didn't know? Luc used to be a girl! You really can't tell, eh?

Disclosing someone's sexual orientation or gender identity without their consent;

4

> Nah, I don't really want to eat with Julie. I don't want her to get the wrong idea—I'm not into girls.

Isolating someone, preventing them from expressing themselves, or ignoring them;

5

> Have you seen how "Tania" is dressed today? It's pretty outrageous. Do you think he's had *the operation*?

Making fun of someone based on their sexual orientation, gender identity or gender expression, spreading rumours or humiliating them;

6

Misgendering a trans person (repeatedly and/or without correcting yourself afterwards);

All I'm saying is that gay men raising children is not natural. Don't be surprised if the kids end up messed up.

7

Making hurtful comments about LGBTQ+ people, homosexuality or transidentity in a way that creates a harmful work climate for people from these communities or their loved ones.

How to react when a coworker or employee comes out

Coming out to someone is rarely easy, and even less so when your identity has been repressed for a long time. When someone mentions their identity, your reaction sends a strong message. It is best if your reaction matches the tone of the person's coming out.

For example, if the person casually mentions their same-sex partner in a conversation, it's best not to change the subject by making their sexual orientation the topic of the discussion. Instead take note of the fact that they are in a same-sex relationship so that you can correctly refer to their partner in future conversations.

On the other hand, if the person comes to you to confide in you and tell you about their identity, it is probably an important moment for them. In this case, listen to what they have to say and show your interest without passing judgment. For example, you could thank them for trusting you, then ask questions if you have any (as long as they are not intrusive). If their announcement concerns their sexual orientation, you could ask them if they have someone in their life, or if it

concerns their gender identity, you could ask what pronouns and first name to use. It is also good to know whether the person has told other people or if they want to keep the information private.

Here are some things to avoid so as not to create discomfort:

- **Asking questions about personal matters**. It is not appropriate to ask questions about a coworker's sexual practices or their genitals.

- **Saying "I knew it!" or any comment that implies that their sexual orientation "shows"**. As sexual orientation is not a visible characteristic, this impression probably stems from a stereotypical view of homosexuality. Furthermore, if you say "everyone knows", it can make it seem as if their identity is something that you talk about behind their back.

- **Having an overly surprised reaction** (e.g. "I would never have imagined, you don't look gay/trans!") once again implies that sexual orientation or gender identity is something visible. As well-intentioned as these reactions may be, they can make the person feel uncomfortable.

Be careful not to reveal a person's identity against their will.

Under no circumstance is it appropriate to reveal someone's identity without their consent or to force them to disclose their identity. In addition to betraying that person's trust, you risk exposing them to prejudices, or even discrimination and bullying.

Coming out is a personal experience and it is important to respect each person's choice, whether they choose to tell everyone, only some people or no one. Some people may have been subjected to bullying because of their identity and will not feel comfortable speaking about it. Others simply won't want to talk about what they consider to be their private life. It is important to respect their wishes.

Although it is not an offence in the criminal sense, **it is illegal to reveal someone's sexual orientation or gender identity against their will**. Section 5 of the Quebec Charter of Human Rights and Freedoms protects the right to privacy, which includes confidential information such as social security number, salary, sexual orientation or even gender identity. It is up to the person to decide what they want to reveal or not (except in certain exceptional cases provided for by law). A person whose right to privacy has been violated could file a lawsuit.

Furthermore, the impact of revealing someone's identity may result in a violation of the right to dignity or the right to fair working conditions.

> Under no circumstance is it appropriate to reveal someone's identity without their consent or to force them to disclose their identity. In addition to betraying that person's trust, you risk exposing them to prejudices, or even discrimination and harassment.

As a company

Ensuring an inclusive workplace for LGBTQ+ people begins with active engagement from management. It's true that every workplace has its own unique challenges, but the ideas below will help you take a first step in the right direction.

It is crucial that management set an example by clearly demonstrating and communicating to employees that homophobia and transphobia (and all other forms of bullying and harassment) will not be tolerated in the workplace. In addition, management can put measures in place to promote the inclusion of sexually and gender-diverse employees, in particular by ensuring the absence of discrimination in hiring, and implementing support measures for employees who want to transition. (See our guide Integrating Trans People into the Workplace).

> **It is crucial that management set an example by clearly demonstrating and communicating to employees that homophobia and transphobia (and all other forms of bullying and harassment) will not be tolerated in the workplace.**

Generally, employees follow their company's lead in terms of integration. For example, using the right pronouns to refer to a trans person will not cause any problems if a policy of openness and respect is an integral part of the company and these pronouns are used by management.

Ensuring diversity in your recruitment

Even if you do not engage in active discrimination, it is possible that the wording of your job advertisement, your reputation as a company or even your attitude during the job interview could discourage certain LGBTQ+ candidates or allies.

To ensure diversity in your company, you can:

- Mention your pronouns when you introduce yourself to someone for the first time;
- Mention in your job advertisement and during the interview that diversity and inclusion are important values for your company;
- Share your advertisement in an LGBTQ+ professional network such as Pride at Work, Queertech, etc.;
- Mention respect for diversity and zero tolerance for homophobia and transphobia in your code of ethics;
- Mention your company's different employee resource groups, including the LGBTQ+ group, if there is one.

Of course, before promoting your company as an inclusive environment, you must make sure that this is actually the case by implementing the various measures mentioned in this guide, like training your employees.

Celebrating May 17th, International Day Against Homophobia and Transphobia

Every year, May 17th is marked worldwide as the International Day Against Homophobia and Transphobia. Join us in this movement by celebrating this day with your company.

10 ideas for May 17th:

1. Request ProAlly training (contact Fondation Émergence to book your training session);

2. Make a donation to or sponsor an organization that works to fight homophobia and transphobia;

3. Send employees a message from management committing to take measures against homophobia and transphobia to mark May 17th;

4. Order and put up International Day Against Homophobia and Transphobia campaign posters and stickers that say "Ally" or "no to homophobia and transphobia" in your work spaces and common areas;

5. Rent a Fondation Émergence exhibition to put in a common area;

6. Make information material, like this guide or International Day Against Homophobia and Transphobia leaflets, available to employees and/or customers;

7. Organize a networking event after work hours or during the lunch hour for your LGBTQ+ employees or thoses who have LGBTQ+ loved ones;

8. Share a post on your social networks in honour of the Day (e.g. share awareness-raising visuals from the International Day Against Homophobia and Transphobia yearly campaign or use a banner created for this purpose) or add a support banner to your email signature;

9. Encourage employees to volunteer for an LGBTQ+ organization;

10. If you haven't done so already, include a section on sexuality and gender diversity in your anti-harassment policy and your code of ethics (or take other administrative measures for a more inclusive workplace).

Note: Inclusion should be a daily process. May 17th is the perfect time to hold activities, highlight progress and set new goals, but it is important not to forget these efforts the rest of the year. It is especially important to keep the idea of diversity and inclusion in mind if you decide to celebrate events that tend to be centred around heterosexual and cisgender relationships or families, such as Valentine's Day, Father's Day, Mother's Day, Christmas, etc.

Having inclusive policies

"Companies should develop policies to meet their responsibility to respect human rights, expressly including the rights of LGBTI people." Standards of Conduct for Business, United Nations, 2018.

Your company policies should:

- Specify that homophobia and transphobia are not acceptable behaviours within the company (if possible, with definitions and examples of homophobia and transphobia);

- Establish clear procedures in the event that these rules are violated:

    o How will incidents be reported?

    o Who will be responsible for these cases? (It is important for that person to be aware of LGBTQ+ realities and to respect confidentiality.)

    o What will the consequences be?

- Use inclusive language: opt for gender inclusive language and avoid gender binary expressions[21].

Discriminatory incidents very often go unreported, and certain types of discrimination toward LGBTQ+ people may not be noticed by people who are not aware of these issues.

"In all work environments, there is significant under-reporting of harassment and discrimination based on sexual orientation. It is estimated that less than half of all victims take steps to find out about their rights, and around a third of them undertake formal proceedings"[22].

The main reason that the negative experiences of LGBTQ+ people are not reported to supervisors or human resource managers is that witnesses believe nothing will be done about it and they do not want to jeopardize their relationships with coworkers. It is therefore important to put clear protocols in place in the event of discriminatory incidents and ensure that everyone is aware of them.

It is also important that anti-discrimination and anti-harassment policies be re-evaluated periodically (for example, every 3 or 5 years) with an LGBTQ+ lense to ensure that they are still up to date.

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21 Several resources exist for making language more inclusive in French or in English : for example, the "How to achieve a gender-inclusive vocabulary at work?" guide available on the GAIHST website for French and English languages.

22 Côté. & Perron, C. (2016). Guide sur les droits des personnes face à l'homophobie en milieu de travail (Guide to the Rights of People Dealing with Workplace Homophobia). Quebec: Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST), Ministère du Travail, de l'Emploi et de la Solidarité sociale.

Training your employees and management

Although it is very important to have inclusive policies, they do not suffice when it comes to educating and informing employees and management of the realities that LGBTQ+ people experience. Training can help your employees to understand the content of these policies, explain the importance of LGBTQ+ inclusion to them, and show them how to put these values of inclusion and diversity into practice.

Although it would make sense to train everyone in your company, particular attention should be paid to three groups:

- The human resources department, who must be able to guarantee that the hiring and professional development processes are free of discrimination. For example, ensure that your human resource department is actually able to respond to parental leave requests for same-sex couples, or even to assist an employee in their gender transition;

- Team leaders, who must be able to ensure a healthy and respectful work climate and a good level of team unity;

- Employees who work closely with customers, who must be able to treat customers with respect and maintain a good corporate image.

Of course, to be truly effective, training has to be provided regularly to ensure that all employees have completed it, that they remember what they have learned and that knowledge on this constantly evolving subject is updated. Furthermore, it is important to consolidate knowledge between two training sessions and to ensure that the content of the training is implemented on a daily basis through concrete actions and measures.

In addition, establishing a regular training program also shows your commitment to diversity and inclusion, which sends a strong message to your staff, partners, customers and people who are interested in joining your company.

Respecting employee privacy

It is up to management to create a welcoming work environment by demonstrating positive attitudes and generating a work climate where employees are able to disclose their sexual orientation and gender identity. However, it is also important not to reveal this aspect of an employee's identity without their consent (see the end of the section "How to react when a coworker or employee comes out").

Moreover, it is important to be careful not to disclose an employee's identity inadvertently. For example, if you notice that an employee does not use the name that appears on their identity documents, do not mention the name on their personal documents to anyone and use the name that the person uses in all your communications, especially those involving other employees (e.g. emails, shift schedules posted on the wall, etc.).

> **It is up to management to create a welcoming work environment by demonstrating positive attitudes and generating a work climate where employees are able to disclose their sexual orientation and gender identity.**

Employee resource groups

For larger companies, it is possible to create employee resource groups (ERGs), which bring together employees with a common interest and provide them with a tool for personal and professional development. An ERG for LGBTQ+ people can:

- Provide a safe space within the company
- Assist in the development and implementation of inclusive organizational policies
- Maintain a sense of belonging to the company
- Send a positive message of inclusion to employees and people interested in joining the company
- Organize activities for May 17th, International Day Against Homophobia and Transphobia
- Be consulted on various LGBTQ+ issues within the company

Many companies have groups like this.

Access to spaces and services

Employers must ensure that their working conditions respect the health, safety and physical and psychological integrity of all their employees, and equal treatment for all types of families.

If you have individual changing rooms or restrooms, it is generally sufficient to remove the gender marker indicated on the door to make it a gender-neutral space that can accommodate anyone, regardless of where they are on the gender spectrum.

Changing rooms, restrooms and other gendered spaces

Access to restrooms and changing rooms that respect a person's gender identity is essential. A trans man should be able to access men's restrooms and changing rooms, and vice versa. A private space could be a solution, but it should not be imposed on the employee. It is important, for example, not to assign trans people to the disabled cubicle by default. The best practice remains to consult the employee to establish the most suitable option. A person in the workplace who is transitioning may want to continue using the restrooms that correspond to their sex assigned at birth until they feel ready—or, alternatively, they may want to start using the restrooms that correspond to their gender as soon as possible.

If you have individual changing rooms or restrooms, it is usually very easy to make it a gender-neutral space that can accommodate anyone, regardless of where they are on the gender spectrum by removing the gender marker indicated on the door. However, make sure that the restrooms are suitable for everyone, for example by installing a wastebasket to dispose of hygiene products in all cubicles. Having gender-neutral spaces is particularly useful for non-binary people and trans people who are in the process of transitioning.

Indeed, gendered spaces can be particularly difficult for non-binary people, who then have to choose between two genders that they might not identify with. Furthermore, gendered restrooms and changing rooms can be the site of different types of violence directed at LGBTQ+ people, particularly for people whose appearance does not conform to gender stereotypes.

For this reason, in addition to making individual gender-neutral cubicles available to your employees, it is important to make gendered spaces safe for everyone who use them. For example, you could put a bulleting board in the women's restrooms to remind users that everyone who identifies as a woman (whether they are cisgender or trans) is welcome here, and that they should be respected. You can also put an excerpt from your anti-discrimination policy on this board. Don't forget to adapt that bulletin and display it in the men's restrooms too.

Uniforms and dress codes

If it is necessary to have a uniform, the ideal uniform is a neutral one. In the case of a gendered uniform, it is important to allow the person to choose their uniform so that it best corresponds to their gender identity (this could be the men's uniform, the women's uniform or one that incorporates parts of each).

If you have a dress code, make sure that it respects the gender expression of your employees and does not impose gender-stereotypical clothing items (e.g. a skirt for women and pants for men). Here is an example of inclusive wording: "We request that employees wear professional clothing that reflects the company's standards of excellence and professionalism." You are free to give examples of clothing that is appropriate or not (e.g. tank tops, open or closed shoes), as long as they are not assigned to a gender or are not otherwise discriminatory.

Benefits

When defining "families" in your insurance and benefits policies, don't forget to include same-sex partners (as well as their children and/or other eligible dependents) as family members equivalent to opposite-sex partners. For companies that have branches in parts of the world where same-sex marriage is not possible, it is advisable to include civil unions or registered domestic partnerships in the definition of "partner". In addition, try to do business with inclusive insurance providers that cover, for example, medical treatments related to gender transitions.

Regarding parental leave:

- "For couples made up of two women, the partner of the biological mother has the right to paternity and parental leave. However, the child must have been born in the context of what the law calls a 'parental project' and the name of the partner must appear on the act of birth." (Éducaloi)

- "In the case of same-sex male couples using a surrogate, parental benefits are only granted to the biological father. However, if the non-biological father adopted the child, he would presumably be able to take parental leave and can share the parental benefits with the biological father." (LGBT+ Family Coalition, 2013)

- In any case, "Parental leave is applicable to the parents of adopted children. It begins the week when the child is entrusted to the parents." (idem)

For more information on this, contact the Commission des droits de la personne et des droits de la jeunesse.

Communicating inclusively

Whether in your written (both internal and external) or spoken communications, the way that you speak to/about LGBTQ+ people sends a strong message about the inclusion of diversity in your organization.

To avoid excluding certain people when you speak, be sure to:

- **Use the right words**. It's true that the vocabulary for talking about LGBTQ+ people changes quickly, but it is important to stay up to date. Using certain outdated words can give the impression that you are not interested in LGBTQ+ issues, or worse, that you are hostile toward them.

  E.g. **We refer to "trans people" and not "transsexuals"**.

Previously, the words "transsexual" and "transgender" were used to differentiate between people who had undergone sex reassignment surgery (known as "transexuals") and could therefore change their gender designation, and people who had not yet had, or did not wish to have, such an operation (known as "transgender"). However, since 2015, a trans person can change their gender designation on their identity documents without having had surgery. This distinction is therefore no longer relevant, and we now use the term "trans people". In addition, there are many ways to go through a transition: a person can indeed have surgery, but they can also take hormones, or they could even just change the way that they dress or their hairstyle. Whether a person chooses to have certain surgeries or not, it doesn't make them "less" trans. Transition is a personal decision that is theirs alone to make.

- **Show your colours**
  In the relevant places, advertise your support for LGBTQ+ causes by including it among your values or by putting stickers or posters to this effect in your workplace.

- **Include rather than exclude**. Certain phrases can leave some of your employees out, while others can show that all of your employees are important to you. Pay particular attention to the wording of your forms. For example, use "parent 1" and "parent 2" over "mother" and "father", offer the genders: "male", "female", "nonbinary" and "other", ask your coworker: "Do you have someone in your life?" instead of "Do you have a girlfriend?".

- **Use the right names and pronouns**. It is very important to respect and use the name and pronouns of your trans employees in all your communications with or about them, even if the name and gender of your employee are different from those written on their official documents. An intentional or persistent refusal to respect the gender that an employee identifies with constitutes a denial of their identity and may be considered as a form of discrimination or harassment.

A work environment that clearly demonstrates its openness to diversity facilitates the integration of LGBTQ+ people. You could, for example, include your pronouns in your email signature, as many large companies already do.

For example:

Olivia Baker,
Communications officer,
She/her — Elle

Kim Williams,
Customer service manager,
Pronouns: They/them/iel

Likewise, at professional social events where participants are asked to put their names on a label, get into the habit of writing your pronouns as well as your name. You could also start doing this in situations where everyone at an event is asked to introduce themselves. Indicating your pronouns sends a signal to all trans people who could be reading your email or label that you will respect their pronouns.

Note:

As we mentioned in the introduction of this guide, inclusion is a process, and like all organizational changes that you want to implement, it requires some organization. Here are some tips to ensure that you see real change:

1   Designate a person or a group who will be responsible for the inclusion project in your organization. This does not mean appointing the only openly LGBTQ+ person as diversity ambassador by default. The person responsible for the inclusion project should have the required professional skills and should have volunteered for the role. An LGBTQ+ person is not necessarily the best person to manage the project just because of their sexual orientation or gender identity. Plus, it could give them a responsibility that they might not want to take on.

2   Take stock of the situation: This could take the form of a review of your internal policies (inclusive wording, mentions of LGBTQ+ people and issues, etc.), the organization of socio-professional activities, the accessibility of the spaces that you offer (changing rooms and restrooms) and a survey to establish the organizational climate. This anonymous survey can help assess whether your employees have ever felt bullied or discriminated against, whether your staff and management are familiar with LGBTQ+ issues, etc. It is also important to keep in mind that an absence of complaints does not necessarily mean an absence of problems, but it might be suggestive of fear or unease regarding the complaint process.

3   Set goals based on the results of your stock-taking exercise. You can use the best practices mentioned in this guide or consult an LGBTQ+ organization to help you with the process.

4   Work to achieve these goals: put the advice given in this guide into practice.

5   Repeat this cycle regularly (e.g. every 5 years) to observe the evolution of inclusion in your organization and to ensure progress.

Appendices

Glossary

A

Ally
An ally is usually a heterosexual cisgender person who supports people of all different sexual orientations and gender identities and expressions, with the aim of contributing to their well-being or a greater acceptance of their realities. However, an ally can also be an LGBTQ+ person who supports communities other than their own (e.g. a lesbian ally of trans people).

Androgynous
Someone whose gender expression falls between the male and female poles.

Asexual
Someone who feels little or no sexual attraction. Asexuality exists on a spectrum. A person on the asexuality spectrum is commonly referred to as "ace".

Aromantic
Someone who feels little or no romantic attraction. Aromanticism exists on a spectrum. A person on the aromanticspectrum is commonly referred to as "aro".

B

Bicurious
Someone who feels the desire to have emotional and/or sexual relations with people of a different gender than the one they usually have this type of relationship with, but who do not identify as bisexual.

Biphobia
Negative attitudes about bisexuality that may lead to direct or indirect discrimination against people who are, or are perceived as being, bisexual. Biphobia is often based on a lack of understanding and prejudices such as the idea that bisexual people are more

sexually active, unfaithful, or that they don't know what they want. This discrimination can come from both heterosexual people as well as from people belonging to other sexual- and gender-diverse communities.

Bisexual
Someone who feels emotional and/or sexual attraction toward two genders (eg : men and women).

Bullying
"Any behaviour, speech, action or gesture of a repetitive nature, deliberate or not, expressed directly or indirectly, including in cyberspace, in a context characterized by an unequal power relation between the people concerned, which has the effect of generating feelings of distress and harming, hurting, oppressing or ostracizing."(Government of Quebec, 2012).

C

Cisgender
Someone whose gender identity matches the gender and sex that they were assigned at birth (see sex).

Coming out
Coming out, or "coming out of the closet", is when someone discloses their sexual orientation or gender identity to certain people. It is usually a gradual process that generally starts with a small group of close people (family or friends). It is important to respect the person's choice and never reveal their sexual orientation or gender identity without their consent.

D

Drag king/queen
Someone who performs in a gender other than their own through a character. This gender is often performed in a stereotypical and humorous way. It is an artistic performance, a source of entertainment and/or a parody, and not a gender identity or sexual orientation.

Dysphoria
An intense feeling of unease felt by a trans person, caused by the distance between their sex assigned at birth, society's expectations regarding gender, their body and their gender identity. Dysphoria is not experienced by all trans people.

F

Fluid
Someone whose gender identity or sexual orientation changes or is not limited to the traditional male or female gender definitions.

G

Gay
Synonym of homosexual, most often used when talking about a man. Preferred by some people to the word "homosexual", which can have a medical and sexual connotation.

Gender binary
System that divides humanity into two mutually exclusive genders: male and female. This system does not take into account the diversity that is found in human beings, and excludes intersex, trans and non-binary people

Gender diversity
Term encompassing all possible gender identities and expressions.

Gender expression
This is the way that a person expresses their gender to others. For example, this includes behaviours that the person adopts (such as body language), their style (hairstyle, clothing, makeup, etc.), the name or pronoun that they use, and all the other ways in which they express their gender.

Gender identity
This is the way that we define our gender: male, female, somewhere in-between or neither. This intimate and personal experience is unique to each person. It is not determined by the person's biological sex and can be different from the gender assigned at birth (see trans).

H

Heterosexism
Heterosexism, or heteronormativity, is paradigm that considers everyone to be heterosexual "by default", and that heterosexuality is inherently better or preferable because it corresponds to social norms. This belief is often the root cause of homophobia.

Homoparental family
"Refers to any type of family where at least one parent is lesbian, gay or bisexual (LGB). Homoparental families exist in various forms: they could be two-parent, single-parent, blended, adoptive, foster, multi-ethnic, biracial, etc. The LGB parents could be cisgender or trans."[23]

Homophobia
Negative attitudes about homosexuality that may lead to direct or indirect discrimination against people who are, or are perceived as being, gay, lesbian or bisexual. There are also variants of homophobia such as lesbophobia or biphobia, when this aversion is more particularly directed at lesbian or bisexual people.

Homosexual
Someone who feels emotional and/or sexual attraction to people of the same gender as them.

I

Intersex
Intersex people are born with sexual characteristics (genitals, hormones, gonads, chromosomes) which are not all exclusively "male" or "female", according to current medical standards. In these cases, doctors usually decide the sex of the baby and reinforce this choice with surgery (regarded by the United Nations as a mutilation) and/or hormones. Some intersex chromosomal variations may not show any outward signs. In total, around 1.7% of the world's population are born with intersex characteristics. Intersex people can have any sexual orientation or gender identity or expression.

Intersectionality
An analytical perspective in which a person's condition is considered by taking into account the different categories of identity to which they belong (e.g. sex, gender, skin colour, ethnicity, social class, gender identity, gender expression, sexual orientation, ability, body shape, nationality, religion, etc.) and the way in which these identities interact to form unique experiences of discrimination.

L

Lesbian
A woman who feels emotional and/or sexual attraction to women. Preferred by some people to the word "homosexual", which can have a medical and sexual connotation.

LGBTQ+
This acronym has many variations, including LGBT, LGBTQ, LGBTQ+ LGBTQIA+ or LGBTQIA2S+ (lesbian, gay, bisexual, trans, queer or questioning, intersex, asexual, aromantic or allies and Two-Spirit [2S]). The "+" sign refers to any other gender- or sexually-diverse community not mentioned in the first letters (e.g. pansexual, non-binary, etc.).

M

Misgender
Using the wrong name, the wrong pronouns or the wrong agreements when talking about someone, intentionally or not.

N

Non-binary
Someone whose gender identity is neither exclusively masculine nor exclusively feminine (eg : a mix of both, both, neither).

P

Pansexual
Someone who feels emotional and/or sexual attraction for individuals of all genders (male, female, non-binary).

Pronouns
Personal pronouns are used to refer to a person (e.g. he, she or they). It is advised not to used "preferred pronouns" as that implies it's merely a optional preference.

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23 This definition is inspired by the book LGBT Families: The Guide, created by the LGBT+ Family Coalition. We encourage you to read it to find out more.

Q

Queer
Someone who identifies with a gender identity or a sexual orientation that is fluid or outside of the norm.

Questioning
Someone who is questioning their sexual orientation or their gender identity. This exploration can be done at any age.

S

Sex
The sex assigned at birth is the sex (male or female) assigned based on the appearance of external genital organs. This designation does not take gender identity or other biological sex characteristics (e.g. hormones, chromosomes, etc.) into account. For certain individuals, all their sexual characteristics may not correspond to only one sex (see intersex).

Sexual and gender diversity
Term encompassing all sexual orientations and the plurality of gender identities and expressions. This term brings together gay, lesbian, bisexual and trans people, as well as other communities, such as people who are queer, intersex, asexual, Two-Spirit, etc. (LGBTQIA2S+).

Sexual orientation
Term used to describe attraction to a type of person (male, female or other). Although it includes the word "sexual", sexual orientation often refers to a combination of several types of attraction, among which may be aesthetic attraction (finding a person beautiful), sensual attraction (desiring physical contact with a person), sexual attraction (desiring sexual relations with a person), intellectual attraction (appreciating a person's intelligence) and romantic attraction (having feelings of love for a person).

T

Trans
Generic term that refers to a person whose gender identity does not correspond to the one assigned to them at birth. The word trans encompasses the words "transgender" and "transsexual", which is now considered obsolete. Not to be confused with transvestite.

Transidentity
The identity of a trans person. E.g. Homosexuality and transidentity are not illnesses.

Transition
An individual's process of affirming their gender. It can take on different dimensions: social (e.g. change of pronouns), physical (change of hairstyle or clothing style) and/ or medical (taking hormones or having gender affirmative surgery). This process differs from person to person and can take different forms. All of them are valid.

Transparental family
Any type of family where at least one parent is trans. A trans person can become a parent before or after starting a transition process, and can be heterosexual, homosexual, bisexual or of any other orientation."[23]

Transphobia
Negative attitudes that can lead to rejection and discrimination, direct or indirect, toward a trans person or toward any person who transgresses gender norms and stereotypes.

Transvestite
(Or "crossdresser") Someone who occasionally takes on the appearance of a gender other than their own, but who does not necessarily identify with that gender. E.g. a man who dresses up as a woman. This is about behaviour, and not always about gender identity or sexual orientation.

Two-Spirit
In some Indigenous communities, a person who embodies characteristics and qualities considered to be both male and female. It can be a matter of gender identity, gender expression and sexual orientation. Two-Spirit is symbolized by the "2S" in the acronym LGBTQI2S+.

Note: The definitions given in this glossary are only intended as a guide and are not exhaustive. The vocabulary associated with sexual and gender diversity is constantly evolving. It is therefore important to take the way a person identifies themselves into account.

Inclusion questionnaire

Here are some questions you can ask yourself to get an idea
of your business's level of inclusion:

	Yes	No
Are around 10% of your business's employees openly LGBTQ+?		
Have all staff received training on LGBTQ+ issues in the workplace?		
Have management, human resources and people in contact with customers received training on LGBTQ+ issues related to their role and their responsibilities?		
Does your company involve LGBTQ+ organizations or individuals when creating a diversity inclusion initiative or training employees on LGBTQ+ issues?		
Are you taking deliberate steps to put an end to homophobia and transphobia in your workplace?		
Have you put measures in place to ensure a hiring process that is inclusive of LGBTQ+ people?		
Are the words "homophobia" and "transphobia" explicitly mentioned in your policies, charter of ethics or codes of conduct?		
Do you have an anti-discrimination policy that explicitly mentions, defines and gives examples of homophobic and transphobia behaviour?		
Do you use examples of same-sex couples or trans people in your visuals and training sessions that do not deal with LGBTQ+ issues?		
Do you organize information campaigns aimed at preventing harassment and discrimination that include LGBTQ+ issues in the workplace?		
Is there a clear and accessible protocol in the event of harassment or discrimination that indicates the procedure to follow and the prescribed sanctions?		
Is there a person appointed to manage discrimination and harassment issues?		
Do you regularly carry out internal surveys that include one or more questions about discrimination, harassment and the perception of LGBTQ+ inclusion in your organization?		
If an employee in your organization decided to start their transition, would you be ready to support them on their transition journey?		
Do you have gender-neutral restrooms and locker room?		
Does the medical insurance offered to your employees cover treatments and surgery related to gender transition?		
Do you have an LGBTQ+ employee resource group?		
Do you celebrate May 17th, International Day Against Homophobia and Transphobia?		
TOTAL "YES" responses ▶	**/ 18**	

Resources

For more information on best practices with regard to trans employees, you can consult our guide Integrating Trans People into the Workplace, which you can order free of charge in paper format or download in digital format on our website: **fondationemergence.org**

If you are a victim of discrimination or harassment

If you are a victim of discrimination or harassment, you can file a written complaint with the Commission des droits de la personne et des droits de la jeunesse:

1-800-361-6477
www.cdpdj.qc.ca

If you are a member of a trade union:

• You should contact your union for more information on the recourses available in the event of discrimination or harassment.

• If you believe that you are being discriminated against by your union, you can get in touch with the Tribunal administratif du travail.

  1-866-864-3646 / www.tat.gouv.qc.ca

If you are not a member of a trade union ...:

• ... and you want to know more about the recourse offered by the Act Respecting Labour Standards in the event of psychological harassment, watch the video clips and read the information available on the CNESST website.

  1 844 838-0808
  www.cnesst.gouv.qc.ca/normes

  ... and you work in the public service and believe that you are a victim of psychological harassment, you can contact the Quebec Public Service Commission for information about the recourses available to you.

  1-800-432-0432
  www.cfp.gouv.qc.ca

To put an end to discrimination and psychological harassment or to receive compensation for the resulting damages if necessary, it is also possible to go to the common law courts. To do so, it is recommended that you consult a lawyer. If you do not know a lawyer, the Barreau du Québec has provided the public with a list of free (pro bono) or low-cost legal services.

1-800-361-8495
www.barreau.qc.ca

If you work in a company or organization under federal jurisdiction, you can contact the Canadian Human Rights Commission for more information on available recourses in the event of discrimination or harassment.

1-888-214-1090
www.chrc-ccdp.gc.ca

EAEP:

In the area of employment, equal access to employment programs (EAEP) are proven resources for putting an end to discrimination and to making staff in organizations more representative of the entire available workforce.

For more information on this subject, visit the CDPDJ website.

http://www.cdpdj.qc.ca/

PRO**A**LLY

Including **LGBTQ+** People in the Workplace

Created by

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