



A PLAYBOOK OF BEST PRACTICE

SUPPORT TRANS EMPLOYEES

Over 100 evidence-based practices for trans inclusion from organizations across Canada.

Partners



Based in TMU's Ted Rogers School of Management, the [Diversity Institute \(DI\)](#) has a research staff of over 50 in 10 regional hubs across Canada, and works with more than 200 partners and a global network of experts. The Diversity Institute leads research on skills and employment trends, technology adoption, inclusive ecosystems (with a focus on small and medium-sized enterprises (SMEs) and entrepreneurship), as well as related innovation pilot design and evaluation. Our action oriented, evidence-based approach is advancing knowledge of the complex barriers faced by Indigenous people and equity-deserving groups, informing policies and practices to effect change, and producing concrete results.

DI is the academic research lead for the [Future Skills Centre \(FSC\)](#). DI leads research on responsible AI adoption in Canada and internationally to inform policies, strategies, and programs. As part of its commitment to advancing inclusive innovation and entrepreneurship, DI founded the [Women Entrepreneurship Knowledge Hub \(WEKH\)](#) and the [Inclusive Innovation and Entrepreneurship Network \(IINet\)](#) and offers a range of training programs and advisory services.



The [Future Skills Centre](#) is powered by a Canada-wide network of **5,000+ partners** committed to solving Canada's most pressing labour market challenges. More than just a funder, we are an active partner in every project we support. We ask more of our partners — prioritizing collaboration, shared learning and openness — to foster long-term relationships and enable the ambitious approaches needed to drive real change.

The Future Skills Centre operates as a consortium of [Toronto Metropolitan University](#) (including the [Diversity Institute](#) and [Magnet](#)), [Signal49 Research](#), and [Blueprint](#). We are funded by the [Government of Canada's Future Skills Program](#).

Partners



Terra Firma Transition Consulting is a specialized equity, diversity, and inclusion (EDI) partner dedicated to helping organizations create extinction-proof, sustainable cultural transformation. Rooted in compassion, evidence-informed practice, and deep expertise in psychological safety, Terra Firma supports workplaces in understanding and addressing the unique challenges faced by equity-deserving groups, including underrepresentation, microaggressions, unconscious bias, and pressures to conceal identity.



The Canadian Queer Chamber of Commerce (CQCC) is Canada's leading advocate for queer-owned businesses and 2SLGBTQI+ entrepreneurs. Through networking, education, and advocacy, CQCC works to ensure queer businesses thrive and continue contributing to a stronger, more inclusive Canadian economy. We engage in this work through supplier diversity programming and certification, global trade opportunities, and entrepreneur mentorship. Our mission is to enable the 2SLGBTQI+ business community to grow through advocacy, education, capacity building, and connections, in partnership with allies who share our vision of a more inclusive Canadian economy.



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HOW TO USE GUIDE

A practical toolkit — not a mandate.

The Diversity Institute (DI) has developed the following toolkit with over 100 best practice examples of policies and practices that support trans inclusion from organizations-based in Canada.

This toolkit prioritizes evidence specific to trans people in Canada; however, disaggregated data remains limited. Many reports and public datasets report on 2SLGBTQI+ communities as a whole, without distinguishing between the experiences of trans, non-binary, and gender-diverse people. This lack of disaggregated data can obscure their unique experiences, making it harder to identify inequities and develop targeted policies and practices. Accordingly, this toolkit draws on trans-specific evidence where available, and where evidence is missing, it draws on 2SLGBTQI+ research that offers relevant insights into inclusive workplace practices.

The toolkit starts page 16 with definitions and research on queer and trans communities in Canada, and the business case for why trans inclusion can be beneficial to an organization's bottom line.

The toolkit's best practice examples (starting Page 16) are grouped by organizational functions, including Governance, Leadership, and Strategy, Human Resource Processes, Values and Culture, Measurement and Tracking of EDI, Diversity across the Value Chain, and Outreach and Expanding the Pool, and can be used as a reference and adapted using a trauma-informed approach to support your organization's unique needs.

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SECTION 01

Context

*Why trans inclusion matters now —
the evidence, the barriers, and the business case.*

100,815

Canadians identified as
trans or non-binary in
2025 (0.33%).

2.8×

rise in hate crimes
motivated by sex &
gender, 2020–2024
(49 to 139).

72%

of gender-diverse workers
report workplace
discrimination (Egale, 2022).

Canada was the first country to collect and publish data on trans and non-binary identities through mandatory census questions — a commitment reinforced by the Charter of Rights and Freedoms and human rights legislation.

Context

HATE CRIMES ARE RISING

258→658

motivated by sexual
orientation, 2020–2024

49→139

motivated by sex &
gender, 2020–2024

WHO WE'RE TALKING ABOUT

100,815

Canadians identified as trans or
non-binary in 2025

- About 100,815 Canadians (0.33%) identified as trans or non-binary in 2025, including 59,460 trans people (0.19%) and 41,355 non-binary people (0.14%).¹
- As the political and social landscape around trans protections and rights has become increasingly polarized, advancing trans inclusion has become increasingly important for organizations. Canada maintains a strong commitment to queer and trans communities through federal action plans, initiatives, and legislation.² For example, they were the first country to collect and publish data on trans and non-binary identities through mandatory census questions.
- Despite global backlash, Canada's commitment to trans inclusion remains strong, reinforced by our Charter of Rights and Freedoms as well as human rights legislation. The evidence reinforces the very real barriers trans people face in the workplace as well as the broader issues of hate crimes and harassment.
- The costs of gender dysphoria, when someone's gender identity (e.g., man or woman) is not aligned with their sex assigned at birth (e.g., male or female), are significant. This distress is often exacerbated by the stigma and discrimination that trans people experience if they decide to transition to align their sex and gender. While rates of discrimination, violence and hate crimes against queer communities are high, they are even higher for trans people. Data on police-reported hate crimes motivated by sexual orientation and by gender and sex increased significantly between 2020 and 2024. Incidents motivated by sexual orientation rose from 258 to 658, while those motivated by sex and gender rose from 49 to 139.³ However, research suggests hate crimes may be under-reported, with Egale Canada's Pride Unravalled campaign documenting over 6,400 instances of threats and attacks in the first three months of 2023 that went unreported.⁴

Trans rights are human rights

“One of the strengths of Canada is recognizing that people can be who they want to be and love who they want to love. The federal government — we are the defenders of those rights[.] Unfortunately, around the world, there’s a backlash struggling against the progress that has been made. In this time, Canada will always stand up for the vulnerable and the [...] rights we cherish. We can take pride in how far we’ve come but we should also recognize there’s far more to do.”⁵

– Mark Carney
Current Prime Minister of Canada at flag raising ceremony for Pride Month

“Canada gets a little bit stronger every day that we choose to embrace and to celebrate who we are, in all our uniqueness. We are a diverse nation enriched by the lives, experiences, and contributions of 2SLGBTQI+ people. Let us celebrate all the communities that make Canada such a diverse country, and work together to build a better future, with pride.”⁶

– Justin Trudeau
Former Prime Minister of Canada about 2SLGBTQI+ Action Plan

What is equity, diversity, and inclusion?

Building on the principles of EDI, trans inclusion takes deliberate action to ensure that queer and trans people are not only represented but have equitable access to opportunities.

Diversity

Refers to differences in characteristics, experiences, and perspectives based on race, place of origin, religion, immigration status, ethnic origin, ability, sex, sexual orientation, gender identity, gender expression, age, etc.^{7, 8}

Equity

Refers to impartiality, fairness, and justice for all people. It takes into account systemic inequalities to ensure everyone receives the resources and access they require to support equal opportunities and outcomes.^{9, 10, 11}

Inclusion

Refers to an active and intentional process of addressing inequalities and creating welcoming environments that engage people in all their diverse and intersectional identities, valuing unique perspectives, and providing equitable access to opportunities.^{12, 13, 14}

What is Indigeneity and trans inclusion?

Indigeneity

Refers to the state of being Indigenous, though in practice it is more complex, encompassing authenticity, belonging, and connection to the land, as well as distinct worldviews, knowledge, and lived experience.^{15, 16} Indigenous Peoples in Canada are sovereign nations with inherent rights,¹⁷ therefore, Indigeneity represents a unique legal and inherent status that goes beyond the standard framework of diversity.¹⁸

Trans inclusion

Refers to actively and deliberately creating environments where queer and trans people feel safer, valued, and respected.^{19, 20}

Intersectionality

Intersectionality is a lens through which we recognize overlapping (or intersecting) social identities and the compounding impact of discrimination, privilege, and power.

For example, a racialized trans woman has different experiences and barriers related to gender identity, sexual orientation, and race, when compared to either being racialized or transgender taken individually.

Intersectional barriers are frequently observed in the workplace.

According to the Trans PULSE Canada (2019) survey (n = 2,873), racialized trans and non-binary people were significantly more likely to experience physical violence (23% vs. 15%) and sexual assault (32% vs. 25%) than non-racialized trans peers.²¹

2SLGBTQI+ terminology: A trans-inclusive approach

2SLGBTQI+	An acronym representing Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex and other gender and sexually diverse individuals, with the “+” representing an unrestricted, full spectrum of sexual orientations and gender. There is a diversity of identities under the queer umbrella, some with vastly different experiences and histories. ²²
Gender and sex	Gender encompasses both how a person internally identifies and how they outwardly express themselves, which may differ from the sex they were assigned at birth, what their legal documents reflect, and can evolve over time. ²³
Queer	Originally used as a derogatory slur against 2SLGBTQI+ communities, this umbrella term has been reclaimed by many as an inclusive way to describe themselves and to encompass the wide range of identities beyond those represented in the 2SLGBTQI+ acronym. ²⁴
Gender diverse	A term describing people whose gender identity falls outside the traditional binary of woman or man. ²⁵
Transgender (trans)	A person whose gender identity differs from the sex they were assigned at birth. ²⁶
Non-binary	A person whose gender identity does not align with the traditional binary of women or men. Non-binary people may identify as neither a man nor a woman, both, or anywhere along the gender identity spectrum. ²⁷
Two-Spirit (2S)	A pan-Indigenous term used by some Indigenous Peoples to describe identities, roles, and responsibilities that exist outside of traditional or colonial understandings of gender and sexual orientation. Being Two-Spirit is deeply connected to cultural expression, language, tradition, and ceremony, and often includes responsibilities related to well-being and community. ^{28, 29}
Indigiqueer (Indigequeer)	A term coined by Theo Jean Cuthand in 2004 for the Vancouver Queer Film Festival’s Indigenous/Two-Spirit program. It recognizes that not all 2SLGBTQI+ Indigenous individuals identify as Two-Spirit. ³⁰
Cisgender (cis)	A person whose gender identity matches the sex they were assigned at birth. ³¹
Intersex	An umbrella term used for a person who has variations in their sex characteristics, falling outside of what is typically categorized as male or female. ³²
Gender-fluid	A person whose gender identity varies over time and may include male, female and non-binary gender identities. ³³

Education and employment outcomes of trans people in Canada

- Based on 2021 Census data, Rauh et al. (2025) found that:³⁴

Non-binary people were more likely to hold a bachelor's degree or above (38.8%)

compared to cisgender men (25.2%) and cisgender women (29.2%). However, the opposite is true for the trans community, with 22.6% of trans men and 23.8% of trans women holding a bachelor's degree or above.

Table 1. Educational attainment by gender identity

	Cisgender Men (%)	Cisgender Women (%)	Trans Men (%)	Trans Women (%)	Non-Binary People (%)
Bachelor's degree or higher	25.2	29.2	22.6	23.8	38.8
College, CEGEP or university credential below bachelor's	19.7	25.6	18.2	22.0	20.0
Trade certificate or diploma	13.0	5.6	9.7	6.3	6.4
High school diploma or less	42.1	39.6	49.5	47.9	34.8

- Non-binary and trans youth, aged 20 to 29, were more likely to be Not in Education, Employment, or Training (NEET): 24.1% of trans men, 30.8% of trans women, and 22.4% of non-binary persons compared to 16.8% and 16.7% of cisgender men and women, respectively.
- Despite higher levels of educational

attainment, queer and trans people remain less likely than cisgender men to work full-time, full-year employment in 2021. After accounting for age, trans women experienced the largest disparities, with 25.7% having full-time, full-year employment and 45.3% not in employment, compared to 40.3% and 31.4% for cisgender men, respectively.³⁵

Table 2. Employment outcomes by gender identity, 2021

	Cisgender Men (%)	Cisgender Women (%)	Trans Men (%)	Trans Women (%)	Non-Binary People (%)
Full-time / Full-year work	40.3	30.8	30.5	25.7	31.4
Part-time and/or part-year work	28.3	30.5	29.6	29	36.7
Did not work	31.4	38.7	39.9	45.3	31.9
Self-employed	12	10	11.2	10.8	16.7

- Non-binary and trans people are more likely to be employed in lower paid occupations, such as sales and services and art, culture, recreation, and sport, than men. For example, employment in sales services was highest for transgender women (29.1%) and lowest for cisgender men (20.2%).³⁶

Barriers to self-identification in the workplace

Despite increased awareness and trans inclusion efforts, trans and non-binary employees remain hesitant to self-identify in the workplace due to concerns about discrimination, retaliation, privacy, and other negative outcomes.^{37, 38} Some barriers include:

- **Fears of discrimination and job loss:** Trans and non-binary employees engaged in “closeting communication,” weighing the value of disclosure against the risk of discrimination and job loss. An Egale study found that many participants opted to disclose their trans identity covertly (e.g., changing their pronouns in their email signature).³⁹
- **Hostile work environments and fears of retaliation:** Trans and non-binary employees may opt to not self-identify at work to avoid discrimination, verbal harassment, and fear of retaliation.⁴⁰ However, research shows that navigating disclosure decision-making can have negative consequences, including emotional burnout, social exclusion, and significant turnover.^{41, 42, 43}
- **Privacy and data security concerns:** Employees may fear that disclosure of sensitive information, such as gender

identity, gender expression, or sexual orientation, could be improperly accessed and mishandled and lead to negative career outcomes.⁴⁴

Disclosure, concealing, and downplaying

Organizational processes make disclosure possible. Not all forms of diversity are visible. Open, inclusive organizational cultures empower people to feel safer and more willing to share their identities, enabling meaningful disclosure through intentional policies and supportive practices.

- Leadership norms remain heavily influenced by cis-hetero norms, particularly the view that cisgender, heterosexual men are the default professional leader.⁴⁵
- Leaders and employees from 2SLGBTQI+ communities may experience a disclosure dilemma: (a) achieving greater authenticity but risking discrimination versus (b) hiding their identities to avoid discrimination but risking authenticity.⁴⁶
- Leaders from 2SLGBTQI+ communities report facing discrimination throughout their careers due to pervasive homophobia and transphobia.⁴⁷ Experiences with discrimination appear to be common for some leaders as they advance into senior positions; however, for some trans, non-binary, Black, and Indigenous leaders from 2SLGBTQI+ communities, it remains a pervasive issue.⁴⁸
- Experiences with discrimination can delay career progression and may result in lateral or reverse career moves to leave unsafe workplaces.⁴⁹

Trans and non-binary people in senior leadership and on boards

Data on the representation of 2SLGBTQI+ communities in senior leadership positions or on boards of directors is scarce, and data on the representation of trans people is even more limited. Based on available data, there is a lack of gender-diverse people, especially trans people, on boards and in senior leadership.

0.1%

A study from Gender and the Economy at University of Toronto found that, in 2022, only 0.1% (9 of 9396) of TSX-listed company directors identified as a member of 2SLGBTQI+ communities.⁵⁰

0.9%

Members of 2SLGBTQI+ communities accounted for 0.9% of Fortune 500 board seats and 1.3% of NASDAQ board seats in 2024.⁵¹

2%

Data from 59,550 US public charities highlight that 2% of staff and 1% of senior staff, CEOs, and board members identify as trans in 2024.

In Canada, board diversity reporting does not track 2SLGBTQI+ or trans representation. Under CBCA diversity disclosure requirements, distributing corporations report on women, Indigenous Peoples, racialized people, and persons with disabilities. An Osler study found that a small number of CBCA corporations have voluntarily included 2SLGBTQI+ representation in diversity targets; however, it is worth noting that no standalone 2SLGBTQI+ or trans disclosure requirements currently exist. One exception is Candid's study on representation of trans and non-binary people in senior leadership positions in non-profits. Data from 59,550 US public charities highlight that 2% of staff and 1% of senior staff, CEOs, and board members identify as trans in 2024.⁵³

The business case for trans inclusion

Inequities persist for trans communities, including unemployment, discrimination, violence, and harassment. While there is the obvious moral case for advancing trans inclusion, there is also a business case. From a business perspective, trans inclusion allows organizations to:

- Broaden the talent pool and overcome skills gaps
- Respond to increasingly diverse communities and gain support from diverse communities, partners, and interest holders
- Foster innovation, creativity, and diverse thought
- Mitigate legal and reputational costs

- Increase employee satisfaction and reduce turnover

Diverse consumers and investor preferences

It is important to consider trans inclusion in developing new products and marketing to help organizations meet the changing needs of diverse consumers.

- Population changes lead to shifts in consumer power. In 2021, trans people made up about 0.2% of the Canadian population aged 15 years and over. The proportion is higher among younger Canadians, with trans people accounting for roughly 0.3% of those aged 15 to 34 compared to 0.1% aged 35 and over.⁵⁴
- Estimates of 2SLGBTQI+ buying power is estimated at over US\$3 trillion and research shows that compared to generic ads, 2SLGBTQI+ inclusive ads help promote progressive brand visibility and loyalty.⁵⁵
- Canadian brand expectations are being reshaped by social values and trust, with an Amazon Advertising survey (n = 800) showing that 82% of Canadians reporting that they are more likely to purchase from brands whose social and personal values align with their own.⁵⁶

Diversity and inclusion drive innovation

Research shows that trans inclusion drives innovation:

- According to a 2024 Deloitte and Fast Company survey (n > 200) of the world's most innovative companies, most (83%)

are actively recruiting diverse voices as it enables unconventional thinking (56%).⁵⁷

- Research shows that diverse teams achieve better outcomes, including increased earnings, improved problem-solving, and more innovative solutions.^{58, 59}
- A recent US study found that organizations with trans inclusive practices, such as progressive 2SLGBTQI+ policies, are associated with greater corporate innovation and higher patent output.⁶⁰
- Trans inclusion needs to be considered in inclusive design to remove binary gender assumptions in designs. For example, facial recognition software and AI often misclassify and perpetuate discrimination toward trans and non-binary people.^{61, 62}

Employee satisfaction and retention

Advancing trans inclusion in organizations is linked to employee satisfaction and retention.

- When people feel valued, they want to stay, be productive, provide their best work, and help the company grow. However, transgender staff often experience pervasive discrimination in the workplace, lowering their sense of belonging.^{63, 64}
- An Environics and DI survey (n = 5,603) on EDI backlash found that 59% of workers from 2SLGBTQI+ communities reported that EDI efforts are a 'good thing,' higher than the support of Canadian workers (54%). Further, 55% of respondents who identified as members of 2SLGBTQI+ communities indicated that EDI has benefited them in their job opportunities.⁶⁵

- Results from a 2022 Egale survey (n = 555) found that 72% of gender diverse respondents have experienced discrimination in the workplace and 49% have left a job because they did not feel accepted at work.⁶⁶
- Employee satisfaction and retention can be improved by creating more inclusive workplaces. For example, a 2020 Australian national EDI survey of trans people (n = 453) found that greater exposure to inclusive language is associated with improved well-being among trans employees.⁶⁷

Mitigate risks

Organizations need to advance trans inclusion to address broader societal goals and to reduce organizational risks.

By integrating trans inclusion, organizations can:

- reduce risk, given the massive reputational damage that missteps on EDI and trans inclusion can produce;
- comply with human rights codes that prohibits harassment and discrimination based on gender identity and gender (e.g., Canadian Human Rights Act, provincial codes);
- mitigate legal and reputational costs;
- meet legislative and regulatory demands;
- improve their ability to link to broader Sustainable Development Goals (SDGs) and net-zero goals.

“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.”⁶⁸

- Warren Buffett

“We have a very diverse environment and a very inclusive culture and those characteristics got us through the tough times. Diversity generated a better strategy, better risk management, better debates, and better outcomes.”⁶⁹

- Alan Joyce, CEO of Qantas

Expand the talent pool

There are socio-economic trends that organizations should consider to advance EDI and trans inclusion in organizations, especially in terms of attracting the best talent.

- In 2021, just over 1 in 10 youth (aged 15 to 24) identified as a member of 2SLGBTQI+ communities, meaning this community represents a growing share of the incoming workforce.⁷⁰
- Queer and trans communities represent an untapped talent pool, one marked by high educational attainment and persistent systemic barriers to employment.^{71, 72}
- According to the 2019–2021 Canadian Community Health Survey, Statistics Canada (2024), a higher proportion of people in 2SLGBTQI+ communities aged

25 to 64 held a bachelor degree or above than their non-2SLGBTQI+ counterparts (40.3% vs. 33.7%). Despite this, a larger proportion of people in 2SLGBTQI+ communities were in the bottom personal income quintile compared to their non-

2SLGBTQI+ counterparts (18.4% vs. 13.5%).⁷³

- Young people are gravitating toward companies that reflect their values.⁷⁴



SECTION 02

Promising Practices

Over 100 best practices from Canadian organizations, grouped by the six categories of the Diversity Assessment Tool.

1. Governance, Leadership & Strategy

2. Human Resource Processes

3. Values & Culture

4. Measurement & Tracking of EDI

5. Diversity across the Value Chain

6. Outreach & Expanding the Pool

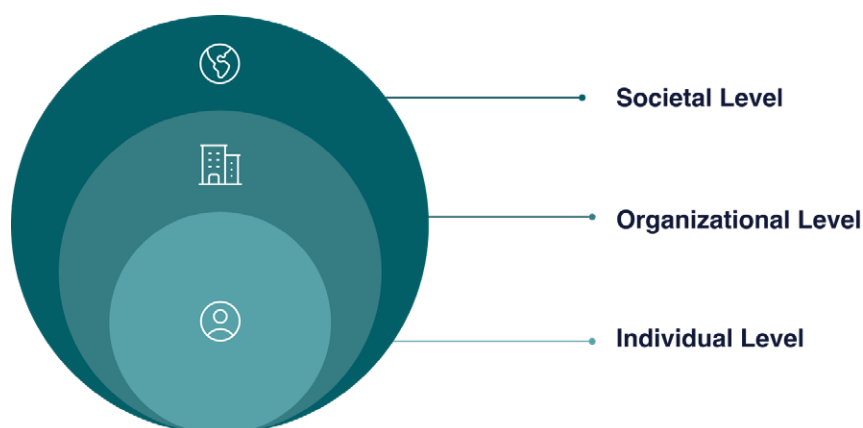
Promising Practices

Over 100 promising practices from Canadian organizations, grouped by organizational function — a reference to adapt to your own context.

The Diversity Institute uses the critical ecological model to analyze, understand, and propose solutions for complex problems by analyzing factors at multiple levels, namely at the societal level, the organizational level, and

the individual level. This approach recognizes that inequities experienced by trans communities are not the results of individual circumstances but rather are shaped by broader social and organizational systems.

Figure 1: The critical ecological model of change



At the societal level, legislation, human rights protections, and social attitudes influence opportunities, rights, and experiences of trans people. These broader conditions shape organizational policies, practices, and processes, which affect employees' experiences. At the individual level, these conditions shape whether trans people feel safe to disclose their identities, access workplace supports, pursue leadership opportunities, and bring their full selves to work.

These three levels are interconnected. Changes in legislation and public attitudes can influence organizational decision-making and workplace cultures, while organizational policies, practices, and processes can mitigate or reinforce societal inequities. These interactions highlight the importance of addressing trans inclusion through actions across multiple levels, from strengthening legal protections to embedding trans-inclusive policies within organizations.



Societal level

At the societal level, there are several factors that contribute to trans inclusion.

- **Policies and legal protections:**

Policies and legislation affect individuals and organizations by shaping rights, responsibilities, and access to services (e.g., gender recognition, health care, immigration, human rights, etc.). For example, in Canada, the Canadian Human Rights Act and other provincial and territorial human rights legislation (e.g., the Ontario Human Rights Code) prohibit discrimination based on gender identity and gender expression, which sets legal obligations for organizations to create inclusive workplaces.

- **Stereotypes and media:** Public discourse and media coverage directly

shape the perceptions and attitudes toward trans people. Negative media discourse perpetuates stereotypes and biases, reinforces stigma, and legitimizes exclusionary organizational policies, whereas positive representation increases recognition of trans rights and fosters understanding, safety, and allyship across communities and workplaces. To help shape positive perspectives, Canada's 2SLGBTQI+ Action Plan allocated \$35 million over five years for projects enhancing support for trans communities and challenging harmful stereotypes.⁷⁸

- **Discrimination and exclusion:**

Discrimination and transphobia remain pervasive barriers and can influence educational attainment, employment, career advancement, and sense of belonging.^{79, 80}



Organizational level - Building an EDI strategy

The Diversity Assessment Tool (DAT)

At the organizational level, DI uses the Diversity Assessment Tool (DAT) as a framework to advance EDI in organizations

across six dimensions. This tool can be extended to trans inclusion, helping organizations consider adopting transgender inclusive practices regardless of whether they currently have any trans employees. Supportive organizations help trans employees feel safer, valued, and respected, allowing them to feel safer to disclose their identities.

Figure 2: Categories of the Diversity Assessment Tool (DAT)



1. Governance, Leadership & Strategy

Setting the tone from the top means developing measures and targets to improve trans representation on boards and in senior leadership, and implementing trans-inclusive leadership practices and organizational strategies.

2. Human Resource Processes

Trans-inclusive human resource processes encompass actions at every step of the employment lifecycle, including job design and recruitment, gender-affirming care coverage, and professional and leadership development opportunities.

3. Values and culture

Creating safer workplaces for queer and trans employees requires policies, programs, and initiatives, such as gender transition policies, employee resource groups (ERGs), and health benefits that cover gender-affirming care.

4. Measurement and tracking of EDI

What gets measured gets done. This includes benchmarking and tracking trans inclusion goals and using voluntary self-identification and employee engagement surveys to understand employee experiences.

5. Diversity across the value chain

Applying a trans-inclusive lens to organizational activities across marketing and external communications and customer service policies allows organizations to better respond to the needs of queer and trans communities.

6. Outreach and expanding the pool

Engaging in community partnerships and philanthropic efforts improves employment and leadership pathways while supporting the queer and trans community.

This toolkit is based on a review of promising trans inclusion practices. The review involved web searches of Canadian organizations across various sectors and industries to identify commitment to trans inclusion, including policies, processes, initiatives, and other actions. Over 100 best practices were found that highlight commitments to trans

inclusion for organizations across Canada. The toolkit was developed in cooperation with several experts and organizations with deep knowledge and lived experience, including Terra Firma Transition Consulting, CQCC, and TMU's Office of the Vice President, Equity and Community Inclusion.

Governance, Leadership & Strategy

Setting the tone from the top — targets, committees, and embedding trans inclusion into corporate strategy.

WHAT THIS LOOKS LIKE IN PRACTICE



Set tone from the top and communicate the importance of EDI and trans inclusion.



Consider diversity, recruitment, skills matrices, and term limits for senior leadership and board recruitment, along with intentional efforts to support trans and non-binary people into leadership roles.



Form a trans inclusion committee to drive top-down planning, accountability, and review of policies and programs.



Embed trans inclusion into organizational goals and corporate strategy.

Governance, leadership, and strategy

The following are examples of how to consider trans inclusion at a leadership and governance level from other Canadian organizations.

Board diversity matrix

A board matrix charts the skills and characteristics of individuals on the board of directors and can also include representation of directors. Organizations can use a board matrix to visualize the diversity of their board and identify areas that may be lacking in representation. Some examples of organizations tracking 2SLGBTQI+ representation include:

Lululemon

Board Diversity Matrix includes LGBTQ+ status, and as of the most recent proxy statement, they have 1 LGBTQ+ board member.⁸¹

Zymeworks

Board Diversity Matrix includes LGBTQ+ status, and as of 2024, they have two LGBTQ+ board members.⁸²

Executive commitment to trans inclusion

Executive commitment to trans inclusion ensures that there is top-down support and that trans inclusion is embedded into organizational strategy. Organizations can speak publicly or publish statements that demonstrate executive commitment to transgender inclusion.

Panthera Dental

Has an openly transgender co-founder and vice president. She advocates and speaks about her experience of being an openly trans leader to act as a role model to others.⁸³

Communications Security Establishment of Canada

Has a public message from the Chief supporting trans inclusion, along with a guide for managers and employees on supporting trans employees.⁸⁴

Canadian Association of Midwives

Board released a Trans Inclusivity & Human Rights statement: “It is our hope and intent all midwives will be supported in their practice and their profession regardless of gender identity or gender expression and likewise, that Canadian midwives will welcome all clients and provide them with compassionate, culturally safe care regardless of gender identity or gender expression.”⁸⁵

Trans inclusion committees

A trans inclusion committee shows top-down commitment. If organizations have employees that self-identify as part of the trans community, they can consider starting

a trans inclusion committee made up of representatives who can review programs and policies, and recommend improvements that will make the organization more inclusive.

YWCA Halifax

Formed a Trans Inclusion Committee in 2020 to strengthen organizational policies, including delivering training and workshops, updating onboarding processes, and reviewing eligibility criteria for gender-based programs.⁸⁶

Human Resources Processes

Trans inclusion at every step of the employment lifecycle — from job design to leadership development.

WHAT THIS LOOKS LIKE IN PRACTICE



Build purposeful, documented recruitment strategies that are inclusive of trans candidates.



Signal inclusion in job postings and encourage trans and non-binary people to apply.



Offer trans inclusion training to stimulate an inclusive culture.

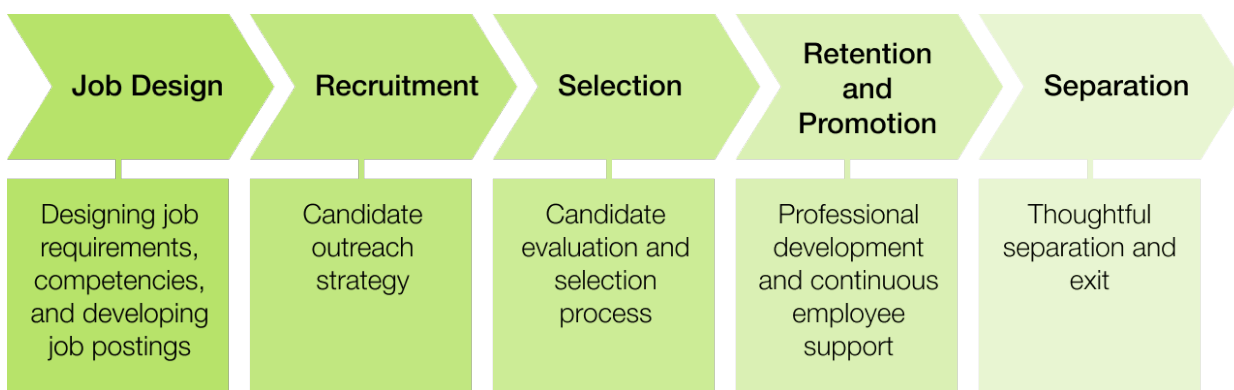


Provide mentorship, professional development and leadership pathways.

Human resources processes

The following are examples of how to integrate trans inclusion into HR processes from other Canadian organizations.

Figure 3: Human resources processes



Recruitment strategies for trans inclusion

A recruitment strategy ensures that there is purposeful thinking around trans inclusion to support the development and documentation of strategies that are inclusive for trans candidates. Mechanisms include developing hiring pathways and building relationships with community organizations to strengthen recruitment efforts.

The British Columbia Public Service

Has an Equity Internship Program for people in 2SLGBTQI+ communities.⁸⁷

Vancity

Launched a talent program to increase access to jobs, training, and professional development for Indigenous, Black, and trans people.⁸⁸

Trans inclusion in job postings

Organizations should consider adding statements that signal to applicants that they are trans inclusive, and encourage them to apply.

Canadian Women's Foundation

Has a statement on their careers page which says they are inclusive of people across gender and sexuality spectrums in their hiring practices, including those who identify as women, girls, trans, Two Spirit, genderqueer, non-binary, and 2SLGBTQI+.⁸⁹

PurposeMed

Job postings encourage those marginalized communities to apply, explicitly mentioning trans and non-binary individuals.⁹⁰

Toronto Police Service

Career page encourages individuals from diverse communities to apply, including members of 2SLGBTQI+ communities, and includes a testimonial from a trans man.⁹¹

Trans inclusion training

Organizations can offer trans inclusion training opportunities for employees to stimulate an inclusive organizational culture.

Osler, Hoskin & Harcourt LLP

Offers on-demand e-learning opportunities for staff on gender diversity, delivered by TransFocus Consulting, as well as a physical collection of books on topics such as allyship, inclusive culture, queer and trans identities, and gender intelligence.⁹²

Sage Canada

A human resources and accounting services provider targeting small and medium enterprises, works with Trans in the City to learn about how to create inclusive cultures that support trans and non-binary employees.⁹³

Canadian Security Intelligence Service

Mandatory learning for all employees, including the Positive Space Initiative: 2SLGBTQ+ Awareness.⁹⁴

Mentorship for diverse employees

Organizations should develop mentorship programs for trans employees, as they improve retention and provide support for trans employees, while improving mentee skills and capacity. Organizations tend to tie these efforts into mentorship programs for 2SLGBTQI+ communities.

Lloyd's Canada & Link Canada

Collaborate on a 2SLGBTQ+ Insurance Network mentorship program for professionals and allies.⁹⁵

Canadian Association of Black Lawyers

Launched the LGBTQ2S+ Mentoring Program in 2025 to help members break down barriers in their journeys.⁹⁶

Professional development & leadership

Organizations should provide professional development and training opportunities for trans employees, as they lead to upskilling, transitions into leadership, and improved employee capacity across the organization. Organizations with these efforts tend to offer professional development opportunities for 2SLGBTQI+ communities.

LifeLabs

Provides employees with access to benefits and services that support queer and trans employees, including access to learning, networking and personal development opportunities, ERGs, and community events.⁹⁷

Scotiabank

LGBT+ employee sponsorship program provides 2SLGBTQI+ leaders with coaching, group learning, sponsors, and career mapping. Since 2021, the program has supported 40 2SLGBTQI+ employees, with an 80% retention rate, a 91% graduation rate, and a 41% promotion rate.⁹⁸

PricewaterhouseCoopers (PwC)

Board Network program prepares Indigenous, racialized, 2SLGBTQI+ and gender-diverse professionals for board positions.⁹⁹

Values & Culture

Transition policies, employee resource groups, and benefits that create workplaces where trans employees feel safe to be themselves.

WHAT THIS LOOKS LIKE IN PRACTICE



Adopt gender transition policies and guides that formalize commitment.



Foster inclusive culture — gender-neutral washrooms, pronouns, dress codes.



Resource employee resource groups (ERGs) with budget and autonomy.



Offer health benefits that cover gender-affirming care.

Values and culture

The following are examples of how to create a culture to support trans inclusion from other Canadian organizations.

Policies to support trans inclusion

An employee transition guide or policy outlines and formalizes the organization's commitment to transgender inclusion. Organizations should develop policies that include checklists or steps to support the transition process for employees.

Communications Security Establishment of Canada

Released a guide for its employees to support them in fostering an inclusive and welcoming community for trans and gender-diverse people. The guide includes a list of common key questions and answers for ease of reference.¹⁰⁰

Government of Nova Scotia

Published guidelines to Support Trans and Gender Variant Employees. The guideline includes six key areas, including keeping gender identity confidential to others unless disclosure has been authorized and a checklist of where to ensure pronouns are adjusted in internal systems.¹⁰¹

City of Toronto

Guidelines for Accommodating Gender Identity and Gender Expression provides details on accommodating queers and trans employees. It outlines details including that staff have the right to be addressed by their self-identified pronoun and chosen name, managers should not require proof of gender identity, and employees can choose to use single-stall or gender-specific washrooms based on their comfort.¹⁰²

Dalhousie University

Maintains a Gender Affirmation Policy that supports Dalhousie faculty, staff and students in expressing and affirming their gender identity. The Policy covers topics such as developing Gender Affirmation Plans, requesting accommodation, and washroom and change room facilities.¹⁰³

University of British Columbia

Has a Toolkit to Obtain Support as a Trans, Two-Spirit, or Non-binary Employee. It covers topics such as health benefits coverage (including mental health, hormones, gender affirmation benefits), steps on how to come out at work, and a checklist for where to update your name.¹⁰⁴

Humber College

Uses a guide on Transitioning in the Workplace that contains a Transition Planning Checklist. The document is confidential and requires employee consent in writing prior to and throughout the process.¹⁰⁵

Lush Canada

Created a guide on supporting trans people, which is an open resource that they welcome others to share, copy or reproduce freely. The guide includes statistics to iterate its importance, definitions, and tips.¹⁰⁶

CBC/Radio-Canada

Has a Gender Transition/Affirmation guide that supports employees transitioning in the workplace. The guide emphasizes the importance of consent, as information that may reveal an employee's transgender status may only be shared with the employee's consent in writing.¹⁰⁷

Children's Aid Society of Toronto

Has established "Out and Proud Affirmation Guidelines" to support equity in gender and sexual diversity at all levels.¹⁰⁸

Canadian Labour Congress

Has a guide for union representatives and trans union members for workers in transition. The guide provides comprehensive details on workplace rights, legal obligations, and steps for building a transition or support plan.¹⁰⁹

Volleyball Canada

Has a Trans Inclusion Policy that includes definitions and support in equal opportunity for all individuals in volleyball. It also notes that when competing at National Championships, they are bound by international standards set out by the Fédération Internationale de Volleyball and World ParaVolley.¹¹⁰

Skate Canada

Has a Trans Inclusion Protocol that details actions to create respectful work and sport environments, including using gender inclusive language at events and in communications, as well as providing safe access and use of toilets, change rooms (in accordance with their gender identity and/or gender expression, where possible).¹¹¹

The following organizations are noted to have gender transition policies or guides but do not make them publicly available online.

Home Depot of Canada

Launched a gender transition guide as a resource for employees who may be involved in the transition, including the individual, supervisor, manager, peers or direct reports.¹¹²

Pavia Gallery

Espresso bar and café has trans-inclusive policies in its employee handbook, including guidelines for gender neutral uniforms, and reminders about not using gender specific pronouns like sir or ma'am.¹¹³

Borden Ladner Gervais LLP (BLG)

Has a Transgender Accommodation & Inclusivity Policy. It states that it covers topics such as all gender washrooms and encouraging the use of pronouns in signature lines.¹¹⁴

Norton Rose Fulbright (Canada)

Has implemented policies and resources for managers and colleagues to better support someone transitioning/affirming their gender in the workplace, developed gender neutral drafting guidelines for all regions, and encourages and supports people to add their pronouns wherever their name is displayed.¹¹⁵

Inclusive organizational culture

Organizations can work in other ways to foster a trans inclusive organizational culture and signal that the organization is a safe space for all genders, such as through gender-neutral washrooms or dress codes. These initiatives tend to focus on the unique needs of diverse groups within 2SLGBTQI+ communities.

McMillan LLP

Has implemented various initiatives to advance trans inclusion, including adopting pronoun guidelines so that firm members may self-identify their pronouns and choose to display them in email signatures, external website bios, and on the internal directory, and establishing formal internal policies such as Gender Transition Guidelines.¹¹⁶

Canadian Museum for Human Rights

Has made every washroom in the Museum available to people of any gender or gender expression.¹¹⁷

Toronto Metropolitan University

Has a Queer + Trans at TMU webpage that hosts information such as a guide to changing your name to ensure that students' chosen names appear across institutional documents, and a link to a campus All-Gender Washroom Guide.¹¹⁸

PROUD at Loblaw

Aims to create spaces where 2SLGBTQI+ employees can meaningfully contribute by encouraging employees to add their pronouns to their name tags and modify applications to support name and pronoun changes for transitioning employees.¹¹⁹

Hydro One

Features a blog post about Trans Wellness, an organization that enhances the mental and physical health and wellness for 2SLGBTQI+ members of the Windsor community, and discusses what pronouns are and how to use them.¹²⁰

WestJet

Released gender neutral uniforms with redesigned name tags that include a space for pronouns.¹²¹

Scotiabank

Provides employees with the ability to share their pronouns and an option to make them visible in their internal systems and email signatures. They also added gender-neutral and accessible washrooms in several branches and Scotiabank head office spaces.¹²²

Employee resource groups

ERGs are voluntary groups that are formally recognized by the organization for employees from various equity-deserving groups to collaborate. Organizations should provide employee resource groups with resources and a budget to help shape an inclusive organizational culture. Many trans-specific initiatives are woven into broader 2SLGBTQI+ ERGs.

Business Development Bank of Canada (BDC)

Has a 2SLGBTQI+ employee resource group which participates in transforming the organization's culture to be more inclusive. They have helped introduce a health benefits plan that includes coverage for gender affirmation processes and a revised signature template that includes an area for pronouns.¹²³

Toronto-Dominion (TD) Bank

Has several programs that support 2SLGBTQI+ colleagues, including Employee Resource Groups, Gender Identity, Expression e-Learning and comprehensive benefits.¹²⁴

National Bank of Canada

Has a 2SLGBTQI+ network called the MOI (Motivating, Open and Inclusive) Network. Some of their achievements include publishing a directory of training and awareness activities on 2SLGBTQI+ experiences, organizing awareness events, and publishing testimonials of 2SLGBTQI+ employees.¹²⁵

Sage Canada

Has a Colleague Success Network (ERG) called Pride that promotes 2SLGBTQI+ visibility and inclusion through awareness and education.¹²⁶

Ubisoft

Has seven global ERGs, including UbiProud (2SLGBTQI+ communities) and a Women and Non-Binary ERG.¹²⁷

D2L Corporation

Has a D2SLGBTQ+ ERG that champions 2SLGBTQI+ needs in the workplace, provides training resources for managers and employees, and leads social opportunities like get-togethers.¹²⁸

Osler

Has an employee resource group called the Osler Women Lawyers' Network that encourages not only the advancement of women but is also welcoming and advocating for transgender, non-binary and other gender-diverse individuals. They also have the Osler Pride Network which is a national network committed to supporting 2SLGBTQI+ professionals.¹²⁹

Blakes'

Pride@Blakes ERG was founded in 1999 and is one of the largest 2SLGBTQI+ affinity groups at any Canadian law firm. Their web page lists many 2SLGBTQI+-focused organizations that they are partnered with. They also take on many pro bono cases for equity-seeking groups, including those in 2SLGBTQI+ communities, such as representing the Calgary Sexual Health Centre in defending Gay–Straight Alliances in Alberta and representing QMUNITY and the Skipping Stone Foundation at the Supreme Court of Canada in *Hansman v. Neufeld*.¹³⁰

EY

Has a 2SLGBTQI+-focused ERG, EY Unity. In their 2024 Impact Report, they noted a 90% increase in membership over fiscal 2023. The ERG also hosted at least one monthly event, including three in support of Canadian not-for-profits Rainbow Railroad, Pride at Work and QueerTech. They also work closely with not-for-profit organizations that support 2SLGBTQI+ communities, including the Bill 7 Awards and Canada's 2SLGBTQI+ Chamber of Commerce.¹³¹

The City of Vancouver

Has various employee resource groups, including a dedicated Trans, Gender diverse and Non-binary Employees group.¹³²

Toronto Metropolitan University

Has a staff and faculty affinity group called the Positive Space Faculty and Staff Network for queer and trans employees. They collaborate with campus groups, committees, and community networks to build inclusive spaces and organize events across campus for queer and trans faculty and staff.¹³³

Health benefits and supports

In addition to standard health and wellness benefits, organizations can offer coverage that supports gender-affirming care and transition support.

Osler

Offers an extensive employee benefits program that includes gender affirmation benefits.¹³⁴

Scotiabank

Has expanded benefits coverage in Canada and the United States to include enhanced gender affirmation healthcare.¹³⁵

Ernst & Young Canada

Offers employees up to \$25,000 in coverage for gender-affirming care.¹³⁶

McCarthy Tétrault

Has implemented trans and non-binary inclusive practices, including gender-inclusive policies, education, enhanced insurance coverage, and transition support.¹³⁷

The City of Toronto

Has a document that summarizes all the gender-affirming care benefits that are available to Toronto city staff. It also includes eligibility criteria, approval procedures, and a link to the application form.¹³⁸

Toronto Metropolitan University

Offers gender affirmation benefits for employees. These benefits supplement coverage for surgeries not covered under Ontario public health care. The coverage has an annual maximum of \$10,000 and a \$50,000 lifetime maximum that will be reimbursed.¹³⁹

Measurement & Tracking of EDI

Measurement is an important aspect of advancing trans inclusion, as benchmarking and measuring current goals and objectives help to track improvement in organizational practices.

WHAT THIS LOOKS LIKE IN PRACTICE



Pay equity audits to ensure that employees are being compensated equally for work of equal value, regardless of gender



Employee engagement surveys to understand the experiences of trans employees



Measuring representation and setting goals to increase representation of trans employees across various levels of the organization.

Measurement and tracking of EDI

The following are examples of how to measure and track progress in trans inclusion from other Canadian organizations.

Equal pay for equal performance

Pay audits and pay transparency are crucial for establishing pay equity to help close wage gaps across diverse groups. Organizations should regularly conduct pay audits to evaluate whether gender-diverse employees are paid equally for equal performance.

Lululemon's

Pay Transparency report is inclusive of non-binary employees. In their 2024 British Columbia Pay Report, they found that women and non-binary employees earn \$0.87 on average for every \$1.00 men earn.¹⁴⁰

Best Buy Canada's

Pay Transparency report is inclusive of non-binary employees. In 2023, their Pay Transparency report found that women earn \$1.02 for every \$1.00 men earn, and non-binary individuals earn \$0.96 for every \$1.00 men earn.¹⁴¹

Employee engagement surveys

Organizations can create and distribute employee engagement surveys to track and measure employee engagement. Employee engagement can also be analyzed by demographics, such as gender identity, to measure feelings of belonging.

McGill University Health Centre (MUHC) and the Research Institute of the MUHC

Completed an EDI study within their workforce, including racism and discrimination, and included demographic data. Results showed that about 7.2% of respondents self-identified as members of 2SLGBTQI+ communities.¹⁴²

Niagara Region

In 2020, as part of its EDI action plan, conducted surveys and focus groups to understand EDI experiences. Survey results were presented in an EDI experience report, which outlines not only 2SLGBTQI+ representation but also experiences with EDI issues, such as discrimination..¹⁴³

Self-identifying demographic data

Although self-identifying demographic data allows organizations to track and measure inclusion of diverse populations, organizations need to be mindful of the reasons for collecting data, who has access, and where the data is stored, to protect anonymity and confidentiality for highly sensitive demographic information, such as trans identity.

IBM Canada

Uses a self-identification system where gender data is stored in a secure database separate from other HR-related information and accessible to only a few authorized individuals, ensuring confidentiality and allowing employees to self-ID their gender identity safely.¹⁴⁴

Organizations should also make self-identification of demographic information optional for employees, to ensure that only employees that feel comfortable disclosing their identity do so. Another consideration is to ensure that employees are able to modify or delete their self-identification data if they change their mind.

Toronto Metropolitan University's

Employment Equity Self-Identification Questionnaire has an option to select "Prefer not to answer/opt out" for each question.¹⁴⁵

York University

Has an Employment Equity Self-Identification Survey that is voluntary for employees, and employees are able to update their self-identification responses in their HR portal at any time.¹⁴⁶

University of British Columbia

Uses a confidential Employment Equity Survey that specifically asks about trans experience.¹⁴⁷

Setting and tracking goals

Organizations can set and track goals to measure progress within their organization or for their programs and initiatives.

Scotiabank

Set a goal to increase the representation of employees identifying as 2SLGBTQI+ to 7% or greater by 2025.¹⁴⁸

BMO

Through its Zero Barriers to Inclusion 2025 strategy, BMO set a five-year workforce representation goal of 3% for 2SLGBTQI+ employees.¹⁴⁹

Canada Media Fund's

Annual report has an annual report analyzing the demographic representation across key roles, including directors, producers, and screenwriters, and ownership in funded productions. Members of 2SLGBTQI+ communities saw gains in representation, rising from 11% in key roles and 7% in ownership in 2023–2024.¹⁵⁰

CAE's

Gender Equality Report includes board diversity data on 2SLGBTQI+ representation (currently 8%) and has an action plan with targets to increase representation of diverse groups, including 2SLGBTQI+ communities.¹⁵¹

Diversity Across the Value Chain

Organizations can also build trans-inclusive practices into their day-to-day business operations, such as research and design, supply chain and procurement, marketing and communications, and customer service.

WHAT THIS LOOKS LIKE IN PRACTICE



Embed supplier diversity and social procurement that recognizes trans-owned businesses



Design products and services with diverse users.



Market authentically and spotlight trans people's stories.



Train customer-facing teams to support diverse customers.

Diversity across the value chain

The following are examples of how to integrate trans inclusion across the value chain from other Canadian organizations.

Figure 4: Value chain



Procurement

Procurement shapes how organizations buy goods and services to support their operations. Several resources exist to help organizations pursue these efforts, including supplier diversity certification programs and social procurement programs.

The City of Toronto's Social Procurement Program

Embeds supplier diversity into procurement practices by encouraging participation from organizations majority-owned by equity-deserving groups. The program explicitly recognizes trans and Two-Spirit-owned businesses among its recognized diverse suppliers, alongside other equity-deserving groups, and invites certified suppliers to bid on eligible procurement opportunities.¹⁵²

Business Development Bank of Canada's

Supplier diversity program encourages diverse organizations, including those majority-owned by 2SLGBTQI+ communities, to register as suppliers and bid for procurement opportunities.¹⁵³

Canadian Queer Chamber of Commerce

Is the main certifying body for 2SLGBTQI+-owned businesses in Canada.¹⁵⁴ CQCC and Tourism HR Canada also developed **Rainbow Registered**, an accreditation program that recognizes organizations with 2SLGBTQI+-inclusive policies and practices. The Rainbow Registered website also provides a search function to help locate 2SLGBTQI+-inclusive organizations across sectors and industries in Canada.¹⁵⁵

Inclusive, people-centred product and service design

Organizations can work with diverse users of their products in the design process to ensure that their product meets their specifications, leading to both customer satisfaction and a better designed product.

Simons

Launched a “Unisex Edition” clothing collection in 2016 to move beyond traditional gender norms in fashion.¹⁵⁶

Sherbourne Health

Offers the Trans and Non-Binary Career Connections program which provides career mapping, skills-building workshops, and peer support sessions that consider the needs of trans and non-binary individuals through guidance from a mental health counsellor.¹⁵⁷

Inclusive marketing and communications

Inclusion in marketing is essential for building brand trust, increasing customer loyalty, and reaching wider audiences by authentically representing diverse backgrounds, genders, abilities, and identities. Organizations should ensure their marketing efforts demonstrate that they are supportive of diversity and the transgender community.

KPMG Canada

Posted a social media post on their LinkedIn page for Transgender Day of Visibility. In their post, they highlight some practices at KPMG that are transgender inclusive, such as providing ongoing education on gender diversity, having Pride networks, offering a benefits package that includes a \$10,000 gender affirmation benefit for employees and dependents, and equal parental leave benefits for employees.¹⁵⁸

McMaster University

Posted about Transgender Day of Remembrance on their website in November 2024 and reaffirmed their commitment to trans, non-binary and gender-diverse inclusion.¹⁵⁹

Ownr

Posted a blog post during Pride month which spotlights 10 queer-owned businesses in Canada to support. They also suggest other ways to support 2SLGBTQI+ communities, including attending Pride parades and donating money to 2SLGBTQI+ organizations such as Egale or QMUNITY.¹⁶⁰

TELUS

Wrote a blog post highlighting Jalisa Luces-Mendes, owner of Toni Marlow, a gender-inclusive and gender-affirming undergarment brand. Toni Marlow has donated portions of their sales to Egale Youth OUTreach, which helps improve the lives for people in 2SLGBTQI+ communities and issues through research, education, awareness, and advocating for human rights and equality. In honour of Pride month, TELUS also donated \$2,500.¹⁶¹

Spotlight on trans people

By spotlighting and celebrating the stories of trans people, organizations can demonstrate with real examples that their culture is welcoming to all genders. Organizations can spotlight employees as part of their career page, on social media posts, or in blog posts.

TELUS

Posted a spotlight of Cass Turner, Team Manager in Client Loyalty & Retention. Turner's identity as a non-binary, queer person is highlighted in the post.¹⁶²

Maple Leaf Foods

Posted a story for Transgender Day of Visibility in 2023 on Ava Wright, a Food Safety and Quality Assurance Manager who is a trans woman. In the story, she reflects on her personal experiences growing up and working at Maple Leaf Foods, as well as some guidelines on trans inclusion.¹⁶³

Magna

Spotlights an employee's experience transitioning while working at Magna International for International Transgender Day of Visibility.¹⁶⁴

Accessible customer service policy

Organizations should ensure that their customer facing employees are adequately trained to support diverse customers that may have unique needs.

CIBC

Implements the following practices at their organization: equipping frontline team members with training to support and service members of queer and trans communities, providing insurance coverage for gender affirmation surgeries, fertility treatments, surrogacy and adoption, and partnering with community organizations including Tent and the Rainbow Railroad.¹⁶⁵

TD

Acknowledging that 2SLGBTQI+ customers may have unique needs and challenges, it introduced a dedicated 2SLGBTQ+ team that is specifically trained to support customers through unique scenarios, such as tax considerations and estate and family law considerations.¹⁶⁶

Dialogue

Is an integrated health platform for organizations. Their platform is fully inclusive of gender variance, and allows members to indicate their chosen name, gender, and pronouns. In addition, its trans-affirmative employee guide equips all care teams at the company to provide compassionate care to all members of the transgender and gender non-conforming community, and their care team members comply with the World Professional Association for Transgender Health.¹⁶⁷

Outreach & Expanding the Pool

Organizations can independently or in partnership with other organizations work on projects external to their work to show support for trans communities.

WHAT THIS LOOKS LIKE IN PRACTICE



Participating in or hosting career fairs targeted toward the trans community to diversify the talent pool.



Philanthropic work that provides free services or donations to support the trans community.



Additional outreach activities that demonstrate support of the trans community.

Outreach and expanding the pool

The following are examples of projects that support trans inclusion from other Canadian organizations.

Building the pipeline of talent

Organizations can form partnerships to access diverse communities and create programs that will build the pipeline of talent.

Ubisoft Canada

Joined the QueerTech Qareers Fair & Conference to connect the 2SLGBTQI+ tech community with recruiters from Ubisoft Toronto and Montreal. The conference is hosted by QueerTech, a non-profit organization that helps 2SLGBTQI+ communities in Canada's tech industry.¹⁶⁸

LGBTQ Corporate Directors Canada Association

And consulting firm **Capgemini** held a Mentor Dinner for Aspiring LGBTQ+ Directors, bringing together a group of twenty existing corporate board directors with board-ready 2SLGBTQI+ candidates.¹⁶⁹

Philanthropic work to support the community

Organizations can pursue additional philanthropic work to show support for the trans community.

Lush

Documents all the campaigns and initiatives they have participated in that support trans rights, which have raised over \$850,000 for organizations supporting the trans community.¹⁷⁰

Jackson-Triggs

Has a Celebrate with Pride program across Canada. They have donated a \$75,000 across four Canadian charities that support 2SLGBTQI+ communities.¹⁷¹

Dew of The Gods

Has partnered with Trans Lifeline, a North American trans-led organization that provides the trans community with support and resources. They donated 100% of proceeds from their partnered merchandise to Trans Lifeline.¹⁷²

TD

Has introduced an item to their precious metals store, a ½ oz TD Pride Silver Round, where 100% of the net proceeds are donated to Rainbow Railroad, a Canada- and U.S.-based non-profit that helps at-risk people in 2SLGBTQI+ communities get to safety around the world through emergency relocation, crisis response and other forms of assistance.¹⁷³

Bank of Montreal (BMO)

Ran a “Rainbow Deposits” campaign for three consecutive years, where customers were encouraged to “deposit” pictures of rainbows, and for every picture deposited, BMO would donate \$1 to Rainbow Railroad, up to \$50,000 CAD.¹⁷⁴

McCarthy Tétrault

Lawyers and students, as part of their pro bono work, support. **The 519's TransID Clinic** to help clients with ID applications, name changes, gender marker changes, and other related needs.¹⁷⁵

TD

Through the TD Ready Commitment, TD supported the Skipping Stone Foundation in Calgary, which provides spaces and programs for trans and gender-diverse individuals.¹⁷⁶

RBC

Partnered with 50 companies and 14 community organizations to sign a business statement to support transgender equality.¹⁷⁷

Bell

Through the Bell Let's Talk Community Fund, Bell has provided grants to organizations like the LGBT YouthLine to help fund mental health support for 2SLGBTQI+ youth across Ontario.¹⁷⁸

Hydro One

Energizing Life Community Fund has provided grants to organizations supporting the 2SLGBTQI+ community, such as Trans Wellness Ontario.¹⁷⁹

External communications of support

In addition to regular marketing and communications, organizations can demonstrate their support of the trans community through additional outreach activities.

Air Canada

Operated its first all-2SLGBTQI+ crew flight in June 2025 to celebrate Pride Month.¹⁸⁰

Air Transat

Has an aircraft with a LGBTQ+ livery that is on display year-round.¹⁸¹

Flair Airlines

Hosted a special Pride-themed flight to Guadalajara in time for the well-known Guadalajara Pride celebration, which included drag performances and was organized in partnership with Drag Academy and Rainbow Railroad.¹⁸²

Osler Hoskin & Harcourt LLP

Commemorated the International Day against Homophobia, Transphobia and Biphobia with An Evening of Reflection and Connection on 2SLGBTQI+ Inclusion, attended by 2SLGBTQI+ professionals, advocates and allies.¹⁸³

Individual level

Many cultures have centuries of history that shape our knowledge of trans people, as well as attitudes and behaviours. Understanding our own deeply rooted biases is an important starting point. There are many free resources and training sessions that can be accessed to build our awareness and understanding.

Micropedia of Microaggressions

A free online resource that allows individuals to learn more about microaggressions and their impacts, including those related to queer and trans communities.¹⁸⁴

It's Pronounced Metrosexual¹⁸⁵

Provides free online educational resources that focus on gender, sexuality, and social justice, including 30+ Examples of Cisgender Privileges¹⁸⁶ and the Genderbread Person.¹⁸⁷

Project Implicit

Offers free, publicly available Implicit Association Tests, including measures that implicit bias relates to gender identity, and helps individuals understand their attitudes and stereotypes.¹⁸⁸

The Trevor Project

Offers resources and guides that explore how social stigma affects the well-being of gender-diverse people and helps individuals identify and correct their own hidden biases. Some topics include: Guide to Being an Ally to Transgender and Non-Binary Young People¹⁸⁹ and Understanding Gender Identities & Pronouns.¹⁹⁰

The Guide to Allyship

An open-source resource that discusses principles for effective allyship with equity-deserving groups, emphasizing action and dos and don'ts.¹⁹¹

TransWhat

A free website with information on allyship and combating transphobia.¹⁹²

Digital Transgender Archive

Is free, searchable primary sources on trans history.¹⁹³

Two-Spirit Archives

Aims to support the Two-Spirit community and make Two-Spirit people visible in Canada's documentary heritage through newsletters, journals, reports, art, textiles, and other materials.¹⁹⁴

The 519

Launched a Trans Inclusion Matters campaign and educational program to challenge transphobia and foster inclusive environments. It includes workshops, toolkits, and guidelines for media.¹⁹⁵

Coursera

Offers several self-paced courses¹⁹⁶ to help increase allyship and awareness of queer and trans communities, including What does it mean to identify as Transgender or Gender Non-Conforming,¹⁹⁷ Gender and Sexuality: Diversity and Inclusion in the Workplace,¹⁹⁸ and Queering Identities: LGBTQ+ Sexuality and Gender Identity.¹⁹⁹

Egale Canada

Offers several workshops aimed at helping create workplace inclusion, including Workplace Inclusion for Gender and Sexual Diversity, Combatting Anti-2SLGBTQI Bias in the Workplace, and Trans Inclusion in the Workplace: Fostering Inclusive Teams.²⁰⁰

Conclusion

Trans inclusion is both a human rights responsibility and a business imperative. However, queer and trans people in the workplace experience persistent discrimination, barriers to advancement, and pressures to conceal their identity, among other challenges.^{201, 202, 203}

Research shows that inclusive workplaces improve belonging and retention, innovation and creativity, talent and recruitment, and organizational performance.^{204, 205, 206, 207} Meaningful inclusion requires a system-wide approach, including leadership accountability, inclusive HR policies, equitable benefits, employee resource groups, among other organizational practices.

Organizations that create safer, more inclusive workplaces allow everyone to fully contribute, thrive, and succeed. Systemic change is key, but smaller scale and interpersonal actions also matter (e.g., respecting pronouns, using inclusive language, having gender-inclusive facilities, and promoting allyship).

DI takes a holistic approach to EDI and trans inclusion in organizations. This playbook offers 100+ best practices from organizations in Canada across various sectors and industries to support trans inclusion and to guide organizations in developing policies, procedures, and practices. Each best practice serves as a reference to spark ideas and guide further exploration, and should be adapted using a trauma-informed approach to support your organization's unique needs.

The way forward for organizations is to also involve queer and trans communities, as their voices can create effective organizational policies, procedures, and practices.

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