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LGBT+ Inclusion Guide

A Guide for LGBT+ Inclusion

This guide is intended to help Canadian tourism-based businesses with their LGBT+ inclusion strategy and implementation. Also included are insights and best practices to support long-term inclusion results.

The Canadian tourism industry is expected to continue growing, and to support it, the federal government has implemented multiple initiatives to attract and retain new customers. The LGBT+ traveller has been recognized as a valued customer who spends more than the average Canadian traveller on leisure and is known to become loyal repeat customers of products and services that provide great experiences. Canadian LGBT+ travellers are estimated to spend over $12 billion,[1] indicating they are a sizable customer segment for Canadian tourism. For Canadian tourism companies to attract and retain LGBT+ travellers to their products and services, properly implementing an LGBT+ inclusion strategy is essential.

Before we get started, let's first clarify misconceptions pertaining to the acronym "LGBT+." LGBT+ is used to collectively describe characteristics around gender identity, sexual orientation, and gender expression, not as a description of a person's sexual behavior or activity. The LGBT+ community is very diverse and includes men and women, people with various ethnic origins, races and religions, people with a variety of experiences and educational achievements and people with disabilities, plus the community crosses multiple generations and includes varying family statuses. The diversity within the LGBT+ community speaks to the importance of inclusion for everyone.

The purpose of having an LGBT+ strategy is because inclusion requires conscious, intentional and consistent effort across all parts of an organization. An LGBT+ strategy will support the transformation of your organization. It provides an outline of required actions to remove behaviours and barriers that previously excluded members of the LGBT+ community from working authentically as an employee or business partner or being served appropriately as your customer.

A strategy provides a framework that guides the various parts of the organization on how they will incorporate LGBT+ inclusion practices. It will also identify all the cross-functional departments and roles that are involved and how they will be impacted by LGBT+ inclusion efforts. It includes the long- and short-term goals for inclusion, the organization's direction, what is in-scope and out-of-scope and how resources will be deployed to achieve inclusion goals.

The primary goal for tourism businesses to implement an LGBT+ inclusion strategy is to ensure that LGBT+ travellers feel safe and welcomed when visiting or consuming Canadian tourism products and services. However, the other significant part of the goal is to ensure LGBT+ employees have the same experiences and feel like they belong and are valued in Canadian tourism organizations. This ensures all employees feel welcomed and encouraged to participate and perform at their highest level and in return treat every travel customer as equal and valuable, regardless of their identity and diverse characteristics.

Contents

Prepare

01

Prepare

For an inclusion strategy to be successful, it requires preparatory work in order to create a sustainable and supportive environment that is conducive to change and growth for all employees. This begins with ensuring business owners and leaders are aligned on the strategy then moves on to reviewing mission/vision statements, updating company values and setting goals to drive the inclusion strategy forward. Operational updates such as policies and procedures can begin once the alignment has been completed. This will ensure there is alignment and support for all decisions and initiatives taken by the organization. Furthermore, in order to prepare the organization for the changes, it is critical to keep clear communication across the organization to all employees.

Leadership

Deploying an inclusion strategy is never a quick fix – it is a journey that takes time to implement across an organization. The owners and leaders of an organization need to align on the priority of implementing an inclusion strategy, ensure all leaders consistently model and communicate the same level of urgency toward the strategy, facilitate the implementation and be accountable for sustaining the strategy's goals. Leadership must also self-elect a sponsor who will represent the leadership as an advocate and remove barriers in support of the inclusion strategy. The owners and leaders will need to demonstrate year-round commitment in order for employees, partners and LGBT+ travellers to trust that the initiative is genuine. The level of alignment and the display of consistent commitment through action will determine the level of trust and buy-in from employees, suppliers, customers and the general public.

Using insights, education and reflection, leadership will also be responsible for setting and sharing what the goals and targets will be for LGBT+ inclusion both within the organization and externally.

Investigation

As the organization begins to plan for an inclusion strategy, they will need to evaluate where they are compared to where they want to be. This can be accomplished by performing a SWOT analysis. Look at what is and is not performed well as a company (strengths and weaknesses), identify what tends to hinder progress when changes were attempted (threats), and see what scenarios or circumstances are possible (opportunities). Taking a reflective look will allow an organization to use what they do well to propel their inclusion work, prepare for and avoid the usual hindrances and downfalls that may have slowed other change initiatives and intentionally take advantage of situations and circumstances to promote and sustain LGBT+ inclusion in the organization.

Starting with an internal review of employee surveys, feedback from advisory groups and exit interviews can be useful. Look at the current company values and consider some of these questions:

- ☐ Who is missing from the perspective of inclusion?
- ☐ What does the leadership team and employee demographics look like?
- ☐ What types of language, comments and jokes are commonly shared around the organization?
- ☐ How do managers react to change?
- ☐ How well is important communication shared across the company?
- ☐ What is the cultural climate for LGBT+ inclusion?
- ☐ Who in the company takes the lead to help implement changes?
- ☐ What other changes are happening currently in the organization?
- ☐ What language is used in job postings, and where are they posted?
- ☐ If there is a website, is inclusive language, graphics and content included?

Remember to consider the nuances of geographical location and market types that may impact SWOT results in situations where the organization has multiple locations.

For external insights, look at surveys, comment cards or other sources where customers have provided feedback to or about the organization, products or services. Also look for rating boards or online reviews.

- ☐ What events are currently supported or not, and why?
- ☐ What does current marketing and advertising look like?
- ☐ Who is the target audience for current marketing?
- ☐ What language is used?

All of the questions and observations should be discussed and documented with leaders and/ or consultants to ensure they are addressed and incorporated into building an LGBT+ inclusion strategy. Create goals and targets for areas of opportunity, and use them to drive progress and maintain on improvements even after implementation has been completed.

Values

Company values are important as they set expectations, build the organization's culture and drive decision-making. To welcome members of the LGBT+ community to work and patronize products and services, it is essential to ensure the company values that support inclusion practices and behaviours are included. It is important to review and update the company values accordingly.

Refer to the list of values below that foster LGBT+ inclusion:

- Demonstrating **trust** and **respect** for everyone
- Valuing **diverse** people and experiences
- Always acting with **integrity**
- Maintaining **professionalism**
- Providing **equitable** options and practices
- Ensuring mental and physical **safety** for everyone
- Treating all customers and employees **equally**

Policies, Procedures & Processes

It is imperative to have updated and/or create policies, procedures and processes in place that create consistent standards, guidelines and expectations for employees, especially when working with LGBT+ travellers. Specific language for gender identification, orientation and expression needs to be incorporated to ensure inclusion is clearly defined and identified. Where possible, examples should also be used.

Company policies, such as non-discrimination, that support LGBT+ inclusion will aid in the reduction of discrimination of LGBT+ employees and travellers. These policies should be updated/created to reflect both LGBT+ employees' and LGBT+ travellers' requirements for safety and equality; for example, being aware of human rights laws that protect the rights of LGBT+ employees and customers and reviewing benefits to ensure they are inclusive to all employees and potential employees. Below are some examples of policies that should be reviewed for both audiences:

For LGBT+ employees:	**For LGBT+ travellers:**
• Anti-discrimination	• Anti-discrimination
• Anti-harassment	• Anti-harassment
• Health insurance (include trans support, etc.)	• Guest policies
• Privacy and confidentiality	• Privacy and confidentiality
• Adoption assistance	• Washroom and change facilities
• Bereavement leave	
• Parental leave	
• Washroom and change facilities	
• Dress code	

Begin reviewing processes and procedures by identifying which processes will require updating and where there may be process gaps. Ensure that key processes and procedures clearly identify what sequence of events needs to be performed, timelines and the correct participants who need to be involved. Are clear procedures in place to guide employees on how to approach each step in a safety process?

Below are a few examples of the procedures and processes that should be incorporated for LGBT+ employees and travellers:

- Recruiting and promotions
- Vendor selection
- LGBT+ traveller or employee complaints
- Soliciting feedback
- Data collection and utilization
- Correct gender pronouns usage

Ensure that all policies, procedures and processes are easily accessible for all employees and that appropriate training and awareness of any changes will be provided. Policies should also be reviewed periodically to ensure they are maintained with the latest terminology and legislation. All employees should understand what their roles and responsibilities are and how to perform them inclusively.

Communication

A critical component before beginning implementation of the LGBT+ strategy is the effectiveness and consistency of communication across the organization to all of its employees and any impacted business partners about developing an LGBT+ inclusive company culture. The objectives of the communications are to convey the priority of the initiative, identify the company's expectations, share expected goals and provide context as to why the inclusion strategy is important to the organization. This will begin to foster commitment and attention to the strategy and its importance to the organization.

Organizations should provide early communication to employees with context and timing regarding updates on policy, procedures and processes, participation in mandatory training and workshops, potential structural changes and so on. Feedback from employees should be solicited regularly to ensure any potential obstacles are addressed in a timely manner. Communication to employees should be both in verbal and written formats to ensure it is clearly documented for future reference.

To obtain additional support, external partners and surrounding communities should also be made aware of the company's inclusion strategy and any changes. Communication should be written and, when possible, discussed verbally with representatives to obtain their feedback and support.

Considerations

The LGBT+ community has special considerations that must be addressed when building and implementing an inclusion strategy. The first is their need for physical and psychological safety. The policies, procedures and processes should have addressed some of these concerns; however, there could also be requirements for structural changes to ensure LGBT+ travellers and employees are safe during their participation or consumption of Canadian tourism products and services.

Belonging is another important consideration. The LGBT+ inclusion strategy must create and sustain a welcoming environment that generates a feeling of belonging for LGBT+ travellers and employees to want to patronize or work at Canadian tourism organizations. To support LGBT+ employees, consider creating an employee resource group (ERG) where any employees looking to support LGBT+ inclusion can bond and share their feelings and experiences and contribute to implementing the inclusion strategy.

LGBT+ travellers rely on referrals from family and friends and LGBT+ blogs and websites when selecting tourism products and services. For employment opportunities, the LGBT+ community is also cautious and thorough around understanding how they will be welcomed, accepted and treated when working at a company before they consider applying.

By using supportive language such as gender pronouns as part of the service or product experience, tourism companies can quickly begin to show their support and recognition of the LGBT+ community. Another way to show support for LGBT+ travellers and employees is through community sponsorship, donation and/or participation in local community groups or events.

It should also be noted that a company's ability to create and sustain an LGBT+ inclusive culture attracts talented employees and other travel customers while strengthening an organization's brand. Everyone benefits from LGBT+ inclusion.

Resources such as this guide, training, marketing and other operational updates are important for preparing to implement and sustain an LGBT+ inclusion strategy. See a comprehensive list on page 26 of this guide.

LGBT+ Inclusion Committee

In addition to the senior management sponsor, it is beneficial to have a committee of volunteers from within the organization who will focus on supporting the LGBT+ inclusion strategy co-ordination and implementation. Ideally the committee would have representatives across a variety of roles and levels within the organization and include a diverse group of employees (gender, age, culture, ethnicity, disability, etc.), which is reflective of the LGBT+ community. The committee could be responsible for organizing and supporting the implementation of the inclusion strategy, such as creating training schedules, providing company resources, soliciting and collecting employee feedback around concerns or questions and providing insight and solutions for testing ideas before implementing as part of the strategy. Some of the important benefits the committee will provide are insights from the employee perspective, informed support to their colleagues and fast reaction time for solutions to solve issues that may arise. Creating the committee will also provide development opportunities for employees and encourage cross-functional work throughout the organization.

The committee should ensure that all parts of the organization are addressing and incorporating Inclusive practices, processes and behaviours throughout their roles and responsibilities. Outside of human resources and the legal department, who should already be involved, departments such as marketing, sales, communications and public relations, customer service, information technology, product design and procurement, maintenance and all other departments must also be included. For example, if there is a procurement department, the strategy should entail a framework around inclusive vendor selection, document language and so on (see page 15 to learn more). The committee can support by providing feedback or raising and addressing concerns presented by each of the departments.

Partnerships

As part of an LGBT+ inclusion strategy, fostering partnerships with other like-minded companies provides a way to demonstrate support for LGBT+ inclusion. LGBT+ tourism partnerships will promote belonging and safety for LGBT+ travellers and employees, provide future business opportunities and create brand awareness across the tourism sector. For a great example, refer to the successes Whistler in British Columbia had with its partnerships.[2]

Canadian tourism companies can begin building partnerships with representatives in the surrounding communities and organizations such as municipal chambers of commerce, event organizers and others who support their local LGBT+ community. Partnerships can be found by becoming members of organizations such as the International LGBTQ+ Travel Association (IGLTA). They can also be established by participating in support groups such as PFLAG and joining boards and associations such as Canada's LGBT+ Chamber of Commerce (CGLCC), which can refer tourism companies to neighbouring or other organizations that are also supporting LGBT+ communities.

Partnerships provide business opportunities. There are a variety of ways to use partnerships to promote and support LGBT+ inclusion. Partnerships often combine resources for mutually beneficial marketing and promotions materials, festivals and other celebratory events such as Pride Month activities, product development and much more. Partnerships can also be beneficial in reducing costs or increasing the breadth or size of audiences by combining investments for advertising and promotions. Whatever the reason for the collaboration, the end result should be to support and foster inclusion for LGBT+ travellers and employees.

Road Map

With the variety of updates, information, contributors, requirements and timelines, it is important to have the implementation strategy outlined on a chart or map. It should include the list of milestones, deliverables, participants and a timeline to ensure the strategy is implemented and tracked. To support tracking and insights into the implementation, feedback from employees should be solicited, which will foster greater support and alignment across the organization.

Systems, Templates, Formats

During LGBT+ inclusion implementation, several new data fields such as pronouns or gender identification will require a company to review how it collects and stores additional information. This will likely require updates such as adding data fields to templates, editing fixed text or expanding character fields in software. Consider the following examples. On an online hotel reservations software form, guests may wish to identify themselves as a lesbian couple with two children, but the current software does not provide separate orientation fields. Another instance could occur when soliciting feedback on products using a survey, but the interviewee does not identify as a male or female, and the form does not provide an option for self-identification. Or a venue that is hosting a business seminar provides name badges for attendees, who are disappointed to discover that their name badges do not enable them to identify their pronouns. There are many more examples that need to be considered before implementation begins to ensure LGBT+ inclusion is consistent throughout experiences with products and services.

Cost Considerations

Depending upon what structural and operational changes are selected as part of the LGBT+ inclusion strategy, an estimate of costs should be included as part of the plan. Determine if structural changes are needed. This could include constructing a gender-neutral washroom, updating all public signage/labelling on premises or products or redesigning marketing assets such as webpages, social media campaigns and advertising. Other costs such as updating software, packaging and marketing campaigns, hiring consultants or support staff, training and workshops, new partner memberships and event sponsorship should all be amalgamated, and estimates should be submitted for approval as early as possible to avoid implementation disruptions.

Implement

02

Implement

Vision/Mission Statements

All areas of the organization will need to be reviewed to ensure they align with inclusive practices and behaviours. Since vision and mission statements are used to drive each company forward and define the who, what, where and why the company exists, it is critical for both statements to align with the LGBT+ inclusion strategy. Examine the language used for words that potentially exclude parts of the LGBT+ community.

Once complete, the updates should be part of the communication to all employees, business partners and potential customers and associates. If no changes are required, continue to promote the alignment of the LGBT+ inclusion strategy with the established vision/mission statements.

Training

Training is a crucial requirement for the LGBT+ inclusion strategy to be successful. It will provide an understanding of language and unconscious bias, identify stereotypes and discrimination and teach inclusive behaviours. It will also provide methods to sustain inclusive programs such as inclusive procurement programs and employee resource groups (ERGs) and will provide updates and best practices.

Training must be mandatory for all employees and suggested for business partners. Periodically, refresher courses or workshops should be provided to all employees and also be included as part of all onboarding for new employees. People managers should receive specific leadership training around diversity and inclusion to ensure they understand and are comfortable on how to use and apply inclusion policies and procedures and implications to customer experience. Managers also need to know how to consistently model inclusive behaviours for all employees and partners.

In order to sustain LGBT+ inclusion standards and practices, it is important to ensure all employees complete their training and that they have easy access to all supportive documents, policies, processes and procedures that reinforce what was learned. Training leads to building confidence for each employee to apply and to understand how they can contribute to an inclusive work environment or customer experience. To understand the benefits and applications of diversifying an organization's supplier base, tourism companies should also consider receiving training and implement an inclusive procurement program.

Communication

An LGBT+ inclusion strategy should be treated the same as any other strategy. Communication must be maintained throughout all stages of the strategy with employees and partners. It needs to be consistent and provided both verbally and in writing in order to maintain awareness and visibility and remind everyone of what the next priorities will be on the road map.

Internal communication content (to employees) should include a reminder of the inclusion strategy goals; the location of resources including committee contact names for more information or to provide feedback, timelines and deliverables; updates from the LGBT+ strategy committees or ERGs; and celebration when achieving a milestone. It should also indicate the status of progress toward achieving the goals. The communication can be included at town hall meetings, team meetings, newsletters and emails. Senior leaders or owners should be delivering the communication directly to their employees, ensuring the information is consistent and with the appropriate level of detail.

External communication should also be tailored to the intended audience. If it is for business partners or vendors, the communication should include a high-level overview of the company's priorities, values, timelines and, if applicable, the expected impacts from the changes. When communication is directed toward an audience of new customers, it should include the company mission and values and examples of what LGBT+ inclusion means for the company. External communication can be in the form of advertising at local establishments, website updates, media campaigns, partner advertising and event sponsorship.

Additional Implementation Tips

When implementing any strategy, the voice of the customer (internal and external) needs to be considered and addressed. Some resistance may occur but should not be ignored. Canadian tourism companies must be prepared to have difficult conversations with employees, suppliers and sometimes other customers about why they are choosing this inclusion strategy. Be clear that besides inclusivity being the right thing to do, everyone benefits from diversity. Canadian tourism companies need to reflect the global demographics of their customers. To be truly inclusive means organizations cannot partially exclude anyone, especially since the LGBT+ community has so much diversity within.

Leaders need to be trained on how to handle employees and business partners who may not be aligned with LGBT+ inclusion. Employees will also need to be trained on how to handle customers or vendors who may disagree with the strategy. The solutions or communication should be trained and made easily accessible for reference as part of policies and procedures. Refer to Pink Iceland's five-year plan of LGBT+ tourism. The company established and relied upon its values to guide its strategy and implementation that was supported by training and research. The strategy was focused on the company's LGBT+ travel customers, and Pink Iceland has achieved consistent business growth as a result.[2]

The usage of gender pronouns is a way to begin demonstrating the organization's value and respect for its LGBT+ travellers and employees. Employees can display their gender pronouns on their name badges, email signatures, business cards and social media and as part of their introductions to each other, partners and travellers. For example, "Hello! My name is Malcolm, and I identify as he/him. Welcome to _____."

In cases of discrimination, companies need to address the incident and participants quickly and directly. Any lack of action or inappropriate corrective responses will be seen as setting a precedent on acceptable behaviours for employees. This includes jokes, snide comments, exclusive practices and statements that may have been previously accepted. LGBT+ inclusion requires consistent, deliberate and intentional inclusive actions and behaviour by all employees to demonstrate that the organization can be trusted. Always keep LGBT+ traveller and employee needs of safety, belonging and appreciation under consideration for all decisions the organization makes along the inclusion journey.

Sustain
& Monitor

03

Sustain & Monitor

Monitoring for Long-term Success

It is important to monitor all of the changes and initiatives implemented to ensure that standards and expectations are consistently maintained and that the organization is tracking toward the original goals and targets (you can't fix what you don't measure). This will provide visibility to the progress and speed that the implementation is taking and whether adjustments should be made to support employees.

Monitoring can be achieved through reporting, surveys and periodic feedback from internal employees, suppliers and LGBT+ travellers. Examples of monitoring include tracking changes in website visitors, attendance at events in support of LGBT+ inclusion, employee performance surveys, customer feedback surveys, number of diverse suppliers against target set, hiring and promotion results versus targets, LGBT+ traveller feedback of experience of products and services and employee or traveller complaints against targets. Remember all feedback obtained must be kept confidential and align with company policies and privacy and local confidentiality laws. Some tourism companies may also monitor length of stay, frequency of visits, social media engagement, increased sales and distribution channels, external ranking and ratings or reorder frequency to gauge how well the LGBT+ inclusion strategy is working.

When using employee engagement surveys or customer feedback surveys and comment cards, inclusive questions must be incorporated to ensure the experiences are aligned with company goals. For example, rather than asking "How did you enjoy our product/service?" incorporate more inclusive experience indicators such as "Can you provide an example of how our product/service made you feel welcomed?"

Tracking and monitoring will also alert committee members and senior leaders to any regression in progress, requirements for retraining or training updates needed and other opportunities that should be addressed. Take the time to review and reassess parts from the original SWOT analysis. Determine areas that have progressed as expected, and determine why others may not have and what resources or changes are required to achieve the desired outcomes. Constant reflection, reexamination and shifting is what makes LGBT+ inclusion a long-term success.

Affinity/Employee Resource Groups (ERGs)

To support long-term LGBT+ inclusion, affinity groups, also known as employee resource groups (ERGs), are a great way to continue providing support and a setting that is safe for LGBT+ employees. These groups are comprised of employees across the organization who identify as part of the LGBT+ community or want to support them as an ally. These groups are formally structured with regular meetings that are led by selected leader(s), are governed by a charter and work toward specific objectives. The company provides the ERG with a senior management representative who supports them by providing leadership feedback, guidance and financial support for approved initiatives. The ERG could decide to create events for fundraising as a way to support their objectives and provide the company with feedback and solutions to matters that concern LGBT+ employees. The LGBT+ ERG also provides a safe place for employees to discuss and share experiences with like-minded individuals and therefore fosters a sense of belonging for employees who identify as or are touched by being an LGBT+ community member.

There are many examples of successful ERGs in Canadian companies like Boeing Canada. It was recognized as one of Canada's Best Diversity Employers for 2020. It currently has seven affinity groups, including its Association of Gay, Lesbian, Bi, Transgender Employees and Friends.[3]

Employees not interested in joining an ERG can still support the LGBT+ inclusion work through education, attending events, practising inclusive language and adhering to policies and procedures.

Accountability

To highlight the importance of inclusion, reinforce company values and ensure all employees are contributing to the success of LGBT+ inclusion, the best practice is to incorporate accountability measures specific to company roles. For example, some companies utilize scorecards for tracking key performance indicators (KPIs) specific to employee engagement results and scores for each senior manager that would determine how much of their year-end bonus would be received. It could also include providing recognition such as individual awards to identify and celebrate employees who demonstrate company values. Corrective action plans for those who receive poor customer feedback or score below a target must also be addressed.

Target expectations and impacts must be communicated in advance of any accountability measures. If performance is below target, there must be processes and procedures in place for providing feedback, retraining/training and followup planning toward supporting the employee to achieve the desired behaviours.

Future Communication

Communication is being emphasized in this guide due to the importance of promoting, supporting and maintaining an inclusive culture across the organization. After all of the implementation has been completed, periodical updates and results from monitoring should be shared with all employees. This could be in the form of quarterly team meetings, town hall meetings, company newsletters or emails from the owner/senior leaders or posted on an internal website/SharePoint site. The communication may include the following: how the company is tracking toward targets, sharing customer feedback stories, notification of policy or procedure updates pertaining to inclusion, updates on training, employee recognition and awards for demonstrating company inclusion values, ERG updates and so on. The objective of continuing this communication is to act as a reminder of the importance of LGBT+ inclusion and to highlight the benefits from it.

Signs of Success

Tourism organizations will know they are successful when both their LGBT+ customers and employees are consistently attracted to the company's products or services and remain loyal through repeat usage and employee retention. The LGBT+ community will share their experiences with others and strengthen the company brand, which will result in further growth for Canadian tourism organizations and the industry. This is the success that Whistler in British Columbia achieved once it reached its inclusion goals.[2]

Summary

04

Summary

Building an LGBT+ inclusion strategy is definitely the right approach to growing tourism business through attracting and retaining new customers while improving the organization's strength. Years of research and studies on the positive impacts that LGBT+ inclusion provides to an organization has been well documented. In addition to the known financial benefits that inclusion brings to an organization, it improves attraction and retention of top talent and fosters working environments where all employees feel they can reach their full potential. LGBT+ inclusive workplaces also drive innovation through better insights by reflecting the global market, and they attract business from more discerning customers and partners.[4]

Tourism organizations can attract new LGBT+ travellers, but they have to prepare, implement, monitor and measure their inclusion strategy throughout the organization for it to be considered authentic and deliver consistent long-lasting desired results. Begin with aligning leadership, assessing the current state, setting goals and learning through training and workshops, then create structure and policies to practise and promote LGBT+ inclusive behaviours and language. Don't expect perfection; there will be mistakes along the journey, but the rewards will outweigh the pain. Let's welcome the entire world to visit an inclusive Canada!

Training & Other Resources

05

Training & Other Resources

The CGLCC provides the following programs and resources to support LGBT+ inclusion:

Programs

1. Introduction to LGBT+ diversity and inclusion online course
2. Navigating LGBT+ D&I in the tourism industry workshop
3. Travel market seminars
4. Destination audits

Resource Guides

5. Implementing inclusive procurement practices
6. Building community engagement
7. Marketing toolkit
8. Trans and non-binary inclusion
9. Becoming an ally
10. Starting an ERG
11. Hosting inclusive and accessible events
12. Glossary of LGBT+ terms
13. Developing LGBT+ products and tours

Resources

1. "LGBTQ2 Travel and Tourism Study." Crestview Strategy, Apr. 2020.

2. Nelson, Dean. "LGBTQ Tourism Best Practices 2020." *Mister Whistler Consulting Corp.*, 19 Apr. 2020.

3. Leung, Kristina and Stephanie Leung. "Recognized as One of Canada's Best Diversity Employers (2020)." *Mediacorp Canada Inc.*, 5 Mar. 2020, **reviews.canadastop100.com/top-employer-boeing-canada.**

4. Hewlett, Sylvia Ann and Kenji Yoshino. "LGBT-Inclusive Companies Are Better at 3 Big Things." *Harvard Business Review*, 2 Feb. 2016, **hbr.org/2016/02/lgbt-inclusive-companies-are-better-at-3-big-things.**

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