

# Beyond Diversity Representation in Global Affairs Canada

*How enhancing LGBTQ2+ and Indigenous inclusion  
in Canada's federal department for global affairs  
can translate into better policy outcomes*

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*This report reflects the views of the author and should not be  
viewed as representing the views of Global Affairs Canada  
(GAC), nor those of Harvard University or of its faculty.*



***"There is no such thing as a model or ideal Canadian.... A society which emphasizes uniformity is one which creates intolerance and hate.... What the world should be seeking, and what in Canada we must continue to cherish, are not concepts of uniformity but human values: compassion, love, and understanding."***

**- Pierre Elliott Trudeau (Canada's 15<sup>th</sup> Prime Minister)**



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### NOTE

This report focuses on LGBTQ2+ and Indigenous diversity and inclusion because the two groups offer an interesting compare-and-contrast for the analysis – Indigenous staff are legally included in Canada's *Employment Equity Act* while LGBTQ2+ staff are not. The author also chose these two groups based on consultation with the client and research interests.



Kent Monkman, a Cree artist & member of Fisher River Cree Nation in Treaty 5 Territory (Manitoba), *Sunday in the Park*, 2010, Acrylic on canvas, 72" x 96"  
Image courtesy of Kent Monkman

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## GLOSSARY

Key Terms	Description
<b>Aboriginal Network</b>	Global Affairs Canada's Aboriginal employee network
<b>Bisexual</b>	A person who is sexually attracted to people of their sex and people of a different sex*
<b>Gay</b>	A person who is sexually attracted to people of their sex; typically refers to men*
<b>Heterosexual</b>	A person who is sexually attracted to people of a different sex*
<b>Indigenous peoples</b>	A collective name for the original peoples of North America and their descendants. Often, 'Aboriginal peoples' is also used.*
<b>Intersex</b>	A person whose primary sexual characteristics at birth do not meet the medical criteria of the male or female sex*
<b>Lesbian</b>	A woman who is sexually attracted to women*
<b>Negative discrepancy / difference</b>	When a diversity group's PSES response is more negative than the control group's
<b>Not out</b>	Someone who may identify as LGBTQ2+ but has not voluntarily revealed one's sexual orientation or gender identity*
<b>Positive discrepancy / difference</b>	When a diversity group's PSES response is more positive than the control group's
<b>Pride Network</b>	Global Affairs Canada's LGBTQ2+ employee network
<b>Queer</b>	A person whose sexual orientation or gender identity differs from the normative binary vision of gender and sexuality*
<b>Transgender</b>	A person whose gender does not align with their gender assigned at birth*
<b>Two-Spirit</b>	An Indigenous person who embodies both female and male spirits or whose gender identity, sexual orientation, or spiritual identity is not limited by the male or female dichotomy*

\* = Sourced from Government of Canada's *Gender and Sexual Diversity Glossary* (2009)

Key Acronyms	Description
<b>BTQ2+</b>	Bisexual, Transgender, Queer, Two-Spirit, Other Sexual Orientations
<b>D&amp;I</b>	Diversity and Inclusion
<b>DFAT</b>	Department of Foreign Affairs and Trade (Australia)
<b>EEAS</b>	European External Action Service (European Union)
<b>GAC</b>	Global Affairs Canada
<b>HR</b>	Human Resources
<b>IEN</b>	Indigenous Employee Network (Australia)
<b>LES</b>	Locally-Engaged Staff
<b>LGBTQ2+ / LGBTQ2</b>	Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit, Other Sexual Orientations. Note that LGBTQ2+ is more commonly used in Canada and LGBTI ("I" being Intersex) is more commonly used by the global community.
<b>MFAT</b>	Ministry of Foreign Affairs and Trade (New Zealand)
<b>PSES</b>	Public Service Employee Survey
<b>RAP</b>	Reconciliation Action Plan (Australia)

## THE PROJECT IN A FEW NUMBERS

### 46 Experts Consulted ...

- **18 GAC Employees** (including LGBTQ2+ staff, Indigenous staff, and ally staff)
- **18 International Experts** from various foreign ministries and international organizations
- **6 Academic Professors** from Harvard University
- **4 Canadians Experts** (including researchers and government officials)

### 1,000 ... and 1,000+ Data Points Analyzed ...

- **1,000+ Data Points** from the 2019 Public Service Employee Survey (PSES)
- **20+ Data Points** on diversity representation from census data and government reports
- **18 GAC Employees** providing qualitative data on GAC's D&I efforts and challenges

### 3 ... to Articulate 3 Types of Foreign Policy Implications from D&I ...

- **Organizational:** more inclusive, credible, and legitimate policies
- **Team-level:** more comprehensive and flexible approaches
- **Individual:** more access to critical networks and staff-led initiatives

### 2 ... and to Identify 2 Challenges at GAC for LGBTQ2+ & Indigenous D&I ...

- **BTQ2+ Safety & Wellbeing:** Bisexual, Transgender, Two-Spirit, and Other Sexual Orientation staff less satisfied with GAC's anti-discrimination and anti-harassment efforts
- **Indigenous Safety & Wellbeing:** Indigenous staff more likely to experience higher levels of stress, discrimination, and harassment

### 6 ... Resulting in 6 Core Recommendations for GAC

1. Conduct an **internal LGBTQ2+ staff survey** to better understand employees' challenges
2. Develop a dedicated (and institutionalized) **LGBTQ2+ workplace strategy**
3. Encourage **LGBTQ2+ staff to offer input** into external, LGBTQ2+-related strategies
4. Encourage **Indigenous staff to offer input** into external, Indigenous-related strategies
5. Have **Post Representatives** who act as nodes for the Aboriginal Network
6. Create a **formal mentorship program** that is accessible to all Indigenous staff



## EXECUTIVE SUMMARY

Canada is a nation built on diversity, and inclusion is at the heart of Canada's identity. Global Affairs Canada (GAC) represents Canada's diversity and inclusion abroad through diplomatic relations, consular services, international trade, international development, international assistance, and other activities. **Yet, within GAC, Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit, and other sexual orientation (LGBTQ2+) staff and Indigenous staff experience significant challenges related to stress, discrimination, and harassment.** Ensuring that these staff feel safe and accepted as full members of GAC is critical to enhancing Canada's foreign policy outcomes. This report aims to answer: 1) What is diversity and inclusion (D&I) and why does it matter for GAC; 2) What does D&I look like for LGBTQ2+ staff and Indigenous staff at GAC; and 3) How can GAC enhance D&I for these staff?

### **1) What is D&I and Why Does it Matter for GAC?**

D&I means recognizing individuals' visible and invisible traits and creating an environment that is accepting, respectful, and supportive of these individuals. In consultation with the client and based on research interests, I focus on LGBTQ2+ and Indigenous D&I. **At GAC, at least 4.1%<sup>1</sup> of its workforce identify as LGBTQ2+ (238 staff) and 5.6%<sup>2</sup> identify as Indigenous (329 staff).**<sup>3</sup> Through interviews and case studies, I show how these two groups are critical to Canada's foreign policy design and implementation.

At the organizational level, promoting D&I within GAC can translate into greater soft power abroad to attract diverse and top-notch, locally-engaged staff (LES). A competitive advantage in talent attraction allows GAC to leverage the best LES (for their expertise and networks) to better navigate the local culture, tailor GAC's approaches, and deliver better outcomes. At the team-level, LGBTQ2+ staff and Indigenous staff offer intersectional insights that help teams create more comprehensive approaches (e.g., incorporating LGBTQ2+ considerations in GAC's global health programs). At the individual level, these groups have access to powerful networks and chartered unique initiatives to advance Canadian interests abroad. To unlock more of these benefits and implications requires GAC to further empower and integrate staff. **When staff feel safe and supported, they seek new initiatives, access informal networks, and share information. Their full involvement improves the capacity of teams to unlock critical insights and adopt more comprehensive and flexible approaches. This in turn creates more inclusive, credible, and legitimate policies and greater soft power at the organizational level.**

### **2) What does D&I look like for LGBTQ2+ staff and Indigenous staff at GAC?**

To assess how empowered and integrated staff at GAC feel, I analyze data from Canada's Public Service Employee Survey (PSES)<sup>4</sup> and staff interviews. By aggregating and comparing the PSES responses of LGBTQ2+ vs. Heterosexual staff and Indigenous vs. non-Indigenous staff, I show how LGBTQ2+ staff and Indigenous staff face greater workplace challenges – especially in feeling safe and a sense of wellbeing.

1 Based on 2019 PSES results; however, there may be staff who did not disclose their sexual orientation or answer the survey.

2 As of March 31, 2019. (GAC Human Resources 2019)

3 Total number of relevant staff unknown because there is limited public data on staff with intersectional identities (e.g., Indigenous staff who is LGBTQ2+).

4 A federal employee survey with over 80 questions that measure staffs' opinions and experiences.

At the aggregate level, LGBTQ2+ staff appear to have similar experiences to Heterosexual staff, but when disaggregated (to exclude Lesbian / Gay staff), data shows that BTQ2+<sup>5</sup> staff have more negative experiences. When compared to Heterosexual staff, **BTQ2+ staff are less satisfied with GAC's efforts to prevent discrimination (by 20 percentage points, or pp.) and harassment (by 16pp.) and with how GAC resolves these issues (by 15pp.)**. This likely explains why BTQ2+ staff report more stress from discrimination / harassment, negatively impacting their mental health, productivity, and retention – as evidenced by PSES data and staff commentary. These experiences consequently limit their ability to fully contribute in teams.

Separately, compared to non-Indigenous staff, **Indigenous staff report more stress from a heavy workload (by 13pp.) and information overload (by 11pp.)** – likely because they report not getting the proper training to do their job. They are also more likely to request accommodation measures (e.g., training), which are unmet 37% of the time, suggesting that they may not be empowered at work. **Additionally, 21% of Indigenous staff report experiencing harassment (vs. 13% of non-Indigenous staff) and 16% report experiencing discrimination (vs. 9% of non-Indigenous staff)**; of the Indigenous staff experiencing harassment, none filed a grievance or formal complaint in fear of reprisal or believing doing so would not make a difference. These findings backed by interviews suggest that this environment has pressured some Indigenous staff to conceal their Indigeneity, preventing them from bringing their full authentic selves to work and fully contributing.

### **3) How can GAC enhance LGBTQ2+ and Indigenous D&I?**

To address these challenges and unlock the full potential of LGBTQ2+ and Indigenous D&I, GAC should prioritize enhancing staff safety and wellbeing. By conducting a peer benchmarking analysis, a global expert survey, and staff interviews, I identify 26 common D&I activities and prioritize the most impactful and relevant ones for GAC.

To better support BTQ2+ staff (including Lesbian / Gay staff), GAC should:

- I. Conduct a confidential, internal LGBTQ2+ staff survey to better understand employees' concerns;**
- II. Develop a dedicated LGBTQ2+ workplace strategy that institutionalizes efforts to enhance LGBTQ2+ safety and wellbeing; and**
- III. Encourage LGBTQ2+ staff to offer input into external, LGBTQ2+-related strategies.**

To better support Indigenous staff, GAC should:

- IV. Encourage Indigenous staff to offer input into external, Indigenous-related strategies;**
- V. Have Post Representatives who act as GAC Aboriginal Network nodes to support staff regionally; and**
- VI. Create a formal mentorship program that is accessible to all Indigenous staff.**

**These six recommendations would cost GAC roughly \$18,500-\$39,000 in initial setup and \$265,000-\$311,000 annually, representing less than 0.5% of GAC Human Resources' 2020-2021 budget.** Implementing these recommendations not only empowers and integrates LGBTQ2+ staff and Indigenous staff but mobilizes *all of GAC* to collaborate and contribute to Canada's foreign policies, ensuring Canadian prosperity and security in a just, inclusive, and sustainable manner.

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5 Bisexual, Transgender, Queer, Two-Spirit, and other sexual orientation.



## PROBLEM STATEMENT

In recent years, Canada's ministry for foreign affairs and international trade, or Global Affairs Canada (GAC), has made great strides in workplace D&I (e.g., promoting female leaders<sup>6</sup>, adopting a Gender-Based Analysis Plus approach in policy design, etc.). However, LGBTQ2+ staff and Indigenous staff at GAC are more likely to experience workplace challenges with stress, discrimination, and harassment (than non-LGBTQ2+ staff and non-Indigenous staff).<sup>7,8</sup> These adverse experiences limit an employee's productivity and ability to fully contribute to Canada's foreign policy design and implementation. Addressing these challenges not only is the right thing to do, but also can make GAC a more inclusive environment and help GAC deliver on its commitments to "preserve and support Canadian prosperity and security, and to contribute to a more just, inclusive, and sustainable world, in a gender-responsive manner" (GAC 2017).

## RESEARCH QUESTIONS

This report intends to assess how LGBTQ2+ and Indigenous D&I impacts foreign policy outcomes and how GAC can better support LGBTQ2+ staff and Indigenous staff. To do so, this report aims to answer:

1. **What is D&I and why is it important in organizations? Specifically, what are the benefits of D&I and what are the implications for Canadian foreign policy?**
2. **What does D&I look like for LGBTQ2+ staff and Indigenous staff at GAC?**
3. **How can GAC better enhance D&I for LGBTQ2+ staff and Indigenous staff?**



Canadians in the Washington, D.C. area join the Embassy of Canada in Washington, D.C. to celebrate in the Capital Pride Parade on June 10, 2017.

(Credit: Global Affairs Canada; image sourced from: [www.international.gc.ca/world-monde/stories-histoires/2017/capital\\_pride\\_washington.aspx?lang=eng](http://www.international.gc.ca/world-monde/stories-histoires/2017/capital_pride_washington.aspx?lang=eng))

6 As of March 31, 2019, women represented over half of GAC's workforce and 44% of executive positions – compared to 42% of executive positions in 2016. (GAC HR 2019)

7 Based on anecdotal evidence and validated in *Key Question 2*.

8 At GAC, there are at least 238 LGBTQ2+ staff (4.1% of GAC's workforce) and 329 Indigenous staff (5.6% of GAC's workforce); overlaps between the two groups not accounted for given data limitations (PSES 2019 and GAC 2019)

## RESEARCH METHODOLOGY

To answer each question, I apply a mix of methods using top-down and bottom-up approaches (see *Appendix 1* for additional details).

### For Question 1:

- Literature review of legislations, departmental reports and plans, academic papers, policy reports, industry reports, textbooks, and other sources.
- Top-down scan of D&I's benefits through interviews with 4 Canadian and 18 international experts (see *Appendix 1* for interview guide and catalogue).
- Bottom-up validation of D&I's benefits in foreign policy through interviews with 18 GAC employees.

### For Question 2:

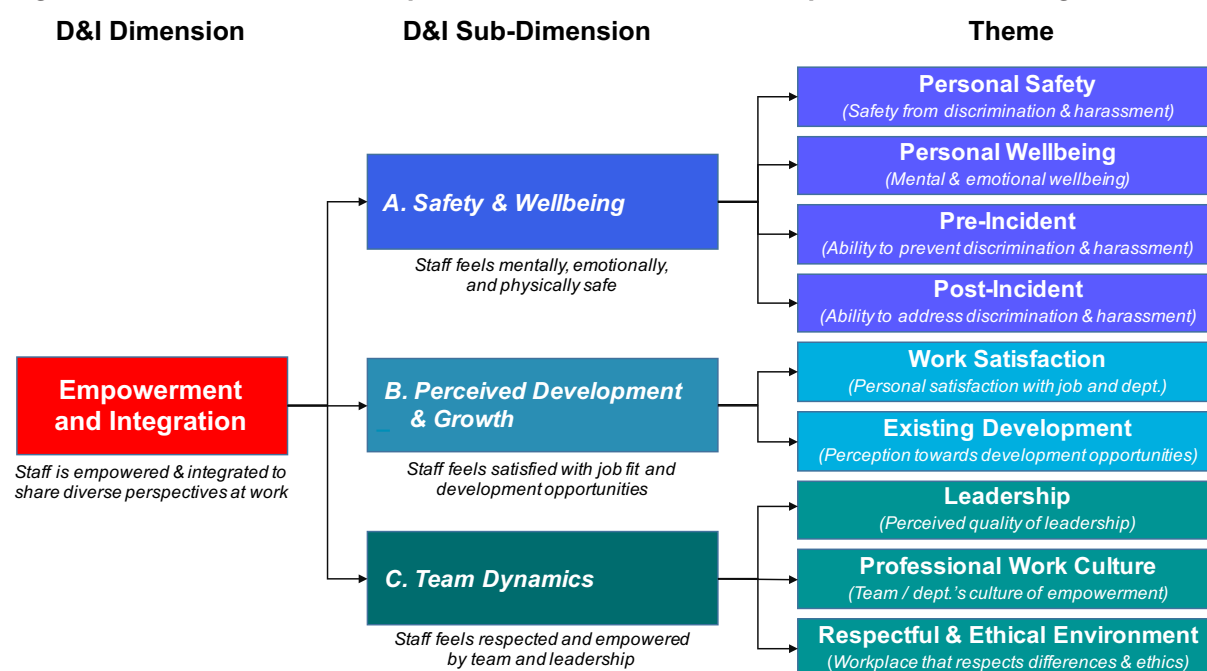
- Literature review.
- Top-down scan of GAC's key challenges in LGBTQ2+ and Indigenous D&I through a quantitative analysis of the Treasury Board of Canada Secretariat's 2019 Public Service Employee Survey (PSES) – a federal survey with over 80 questions that measures staff experiences with well-being, leadership, etc.
- Bottom-up validation of the key challenges through interviews with 18 GAC employees.

**Note:** For the PSES analysis, I first partner with the client and tag each PSES question to an associated D&I dimension (e.g., Empowerment and Integration), sub-dimension (e.g., *Safety & Wellbeing*), and theme (e.g., Personal Safety) – see **Figure 1** for hierarchy and *Appendix 2* for tagging by question. This structure is part of a D&I framework that I developed with the client.

Second, I filter the responses for the diversity groups of interest versus the control groups at GAC:

- LGBTQ2+ (N=238)
  - Includes: Lesbian / Gay (N=160)
  - Includes: Bisexual, Transgender, Two-Spirit, Other Sexual Orientations<sup>9</sup>, BTQ2+, (N=78)
  - Excludes: "Prefer not to say"<sup>10</sup> (N=570)
- Heterosexual (N=3,019)
- Indigenous (N=79)
- Non-Indigenous (N=3,757)

**Figure 1: Framework Used to Map PSES Questions Related to Empowerment and Integration**



<sup>9</sup> Bisexual (N=64) and Other Sexual Orientation (N=14) respondents combined to ensure a sufficient sample size.

<sup>10</sup> No data on this group's sexual orientation and therefore excluded from the analysis.



Third, for each question I conduct a difference in proportions test, comparing the proportion of the diversity group's positive responses (i.e., strongly agree + agree) to the proportion of the control group's. The raw data splits LGBTQ2+ responses by: Lesbian / Gay, vs. Bisexual vs. Other Sexual Orientation. I differentiate Lesbian / Gay from BTQ2+ because researchers find that BTQ2+ people are more likely to be invisible and marginalized in society and that commingling LGBTQ2+ data does not help to set targeted priorities to improve outcomes for BTQ2+ people (Movement Advancement Project 2016). To derive these responses, I weight each demographic group's individual responses proportional to their sample size before combining them. For example, to derive BTQ2+ aggregate responses (in %), I use the calculation:

$$\frac{(\% \text{ Strongly Agree}_{\text{Bisex.}} + \% \text{ Agree}_{\text{Bisex.}}) \times N_{\text{Bisex.}}}{N_{\text{Bisex.}} + N_{\text{Other Sex.}}} + \frac{(\% \text{ Strongly Agree}_{\text{Other Sex.}} + \% \text{ Agree}_{\text{Other Sex.}}) \times N_{\text{Other Sex.}}}{N_{\text{Bisex.}} + N_{\text{Other Sex.}}}$$

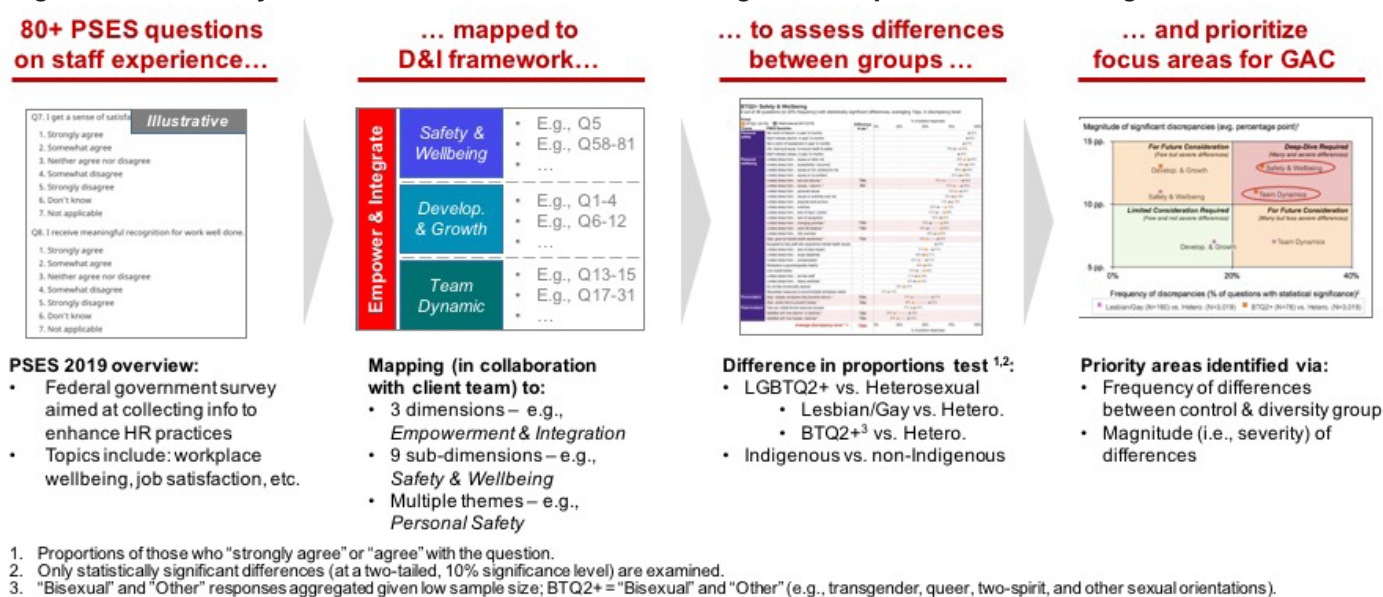
Using the null hypothesis  $P_{\text{diversity group}} - P_{\text{control group}} = 0$ , I assume that there is no difference between the two proportions at a two-tailed, 10% significance level<sup>11</sup>. Lastly, I use the difference in proportions results to

create (at the sub-dimension level - e.g., *Safety & Wellbeing*) two indices: i) the frequency of significant differences in a sub-dimension<sup>12</sup> and ii) the magnitude of significant differences<sup>13</sup>. Using these indices as axes of a graph, I then plot each diversity group's difference-in-proportion results to identify priority areas for further analysis. **Figure 2** below summarizes these four steps.

### For Question 3:

- Literature review
- Top-down scan of best practices through interviews with 6 Harvard professors and 18 international experts.
- Top-down impact evaluation (i.e., effectiveness and sustainability) of 26 common D&I activities through an expert survey that I developed. Leaders of D&I networks (from comparable foreign ministries) were asked to rate an activity's impact on a given sub-dimension (e.g., *Safety & Wellbeing*) using a sliding scale between 0 and 100 (where 0 = no impact and 100 = high impact). I then average scores for each activity to develop a ranking of the 26 activities by impact level.
- Bottom-up validation of options' impact and relevance through interviews with 18 GAC staff.

**Figure 2: PSES Analysis Used to Assess LGBTQ2+ and Indigenous Empowerment and Integration**



<sup>11</sup> Two-tailed, 10% significance level used to capture both positive and negative differences.

<sup>12</sup> The number of statistically significant questions divided by the total number of questions in a sub-dimension.

<sup>13</sup> The (absolute) average percentage point difference between the diversity group's and control group's response (for statistically significant differences).

## LIMITATIONS

### Scope limitations

This report highlights the benefits of D&I in Canadian foreign policy and analyzes individual perceptions and experiences with D&I at GAC. These objectives are only a first step towards improving overall D&I at GAC. This project is not a comprehensive strategy to enhance D&I for all diversity groups. **Figure 3** summarizes what is in-scope versus out-of-scope.

**Figure 3: In-Scope versus Out-of-Scope Items of the Research Project**

What this project IS...	What this project IS NOT...
<ul style="list-style-type: none"> <li>✓ A report on the <u>key benefits of D&amp;I and their implications</u> on Canadian foreign policy</li> <li>✓ An <u>analysis of individual perceptions</u> and experiences with D&amp;I at GAC</li> <li>✓ An <u>overview of best practices</u> used by other foreign affairs ministries</li> <li>✓ A <u>list of recommendations</u> that can help empower LGBTQ2+ and Indigenous staff</li> </ul>	<ul style="list-style-type: none"> <li>✗ A <u>comprehensive strategy document</u> to enhance all D&amp;I dimensions at GAC</li> <li>✗ An <u>exhaustive consultation</u> with all relevant stakeholders</li> <li>✗ An employment <u>equity group action plan</u></li> <li>✗ A report that addresses <u>all diversity groups</u></li> <li>✗ A <u>review of GAC's HR efforts</u> (e.g., hiring, promotion, professional development, etc.)</li> </ul>

### Research limitations

#### Qualitative limitations

- **The views of the interviewed staff do not represent those of all staff:** I interviewed 18 staff at GAC – ranging from LGBTQ2+ to Indigenous to ally staff, junior to senior staff, headquarter to on-posting staff, etc. In consideration of staff privacy and safety (see *Appendix 3* for ethical considerations), the interviewees were employees who were willing to speak. These factors may reduce the internal validity of the research, but I leverage the PSES survey data and interviews with LGBTQ2+ staff and Indigenous staff to project and understand the experiences of staff who were not interviewed.

#### Quantitative limitations

- **There is limited data on LGBTQ2+ representation and on Indigenous employees' access to opportunities:** Since LGBTQ2+ people are not included in Canada's *Employment Equity Act*, GAC's Human Resources (HR) is not required to collect data on them. The number of LGBTQ2+ employees is also difficult to specify because of the complexities in managing one's sexual orientation and gender identity (see *Appendix 4*). Separately, there is limited public data on Indigenous employees' access to development opportunities. Thus, this report focuses on assessing staff empowerment and integration. These limitations do not bias the findings but are future considerations for GAC.



- **The PSES is imperfect, but is the best, available proxy to assess staff empowerment and integration:** The PSES is based on staff perceptions and experiences and GAC's response rate was approximately 63%. Thus, some employees' experiences may be overlooked. This limitation reduces the research's internal validity, but I address it by conducting staff interviews to validate the findings.
- **Intersectionality and branch/team-level data cannot be assessed:** Due to confidentiality and data collection policies, the Treasury Board of Canada Secretariat does not disclose detailed PSES data beyond what is publicly available. This limitation makes it difficult to specify the unique challenges faced by staff with intersectional identities (see *Appendix 5*). For example, transgender and two-spirit are genders and sometimes also sexual orientations; however, for the gender question in the PSES (Question 105), less than 10 respondents chose "other gender". Therefore, I focus on sexual orientation data (Question 112) and this limitation does not bias the findings significantly.



A Canadian flag waving with Canada's Parliament Buildings in the background.

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# KEY QUESTION 1: WHAT IS D&I? WHY IS IT IMPORTANT?

## Section Summary:

- D&I means creating an environment that is accepting, respectful, and supportive of an individual's visible and invisible traits.
- Organizational implications: E.g., LGBTQ2+ staff and Indigenous staff have increased GAC's credibility and legitimacy in UN discussions on human rights and Indigenous peoples.
- Team-level implications: E.g., LGBTQ2+ staff and Indigenous staff can offer critical, intersectional insights to make GAC's policies and programs more comprehensive and flexible.
- Individual level implications: E.g., LGBTQ2+ staff and Indigenous staff have chartered new initiatives to advance intelligence gathering and Canada's diplomatic relations.
- When staff feel empowered and integrated, they seek initiatives, access networks, and share insights. Their full involvement improves the capacity of teams to unlock knowledge and create more robust policies. This in turn creates more inclusive and credible policies and greater soft power for Canada.



Autumn Peltier, a teenage activist from Wiikwemkoong First Nation (on Manitoulin Island, Ontario), addresses the event to launch the International Decade for Action titled "Water for Sustainable Development 2018–2028" (2018).

(Credit: UN Photo/Manuel Elias)



## 1.1. Defining Diversity and Inclusion (D&I)

Canada is a nation built on diversity, and inclusion is at the heart of Canada's identity. According to the Treasury Board of Canada Secretariat (2017, pp. 7), a diverse workforce is one "made up of individuals who have an array of identities, abilities, backgrounds, cultures, skills, perspectives, and experiences that are representative of Canada's current and evolving population." It is important to note that individuals have many different traits and identities (or intersectional identities<sup>14</sup>), which can include visible traits (e.g., race) and invisible traits (e.g., religion) – see *Appendix 6*.

An inclusive workforce is one that is "fair, equitable, supportive, welcoming, and respectful, [and one that] recognizes, values and leverages differences in identities, abilities, backgrounds, cultures, skills, experiences, and perspectives that support and reinforce Canada's evolving human rights framework." In short, D&I is about creating an environment that is accepting, respectful, and supportive of an individual's visible and invisible traits.

**"D&I means bringing your authentic self to work and being able to have those intersectional identities in the workplace and not having to curate them for the purposes of transiting from the home to the office."**

**– Senior Manager #4, GAC**

Thus, an organization needs to understand these identities and create a workplace that empowers individuals with different lived experiences and realities. Based on consultation with the client and research interests, I focus on LGBTQ2+ and Indigenous D&I.

### LGBTQ2+ D&I

As organizations think about LGBTQ2+ D&I, it is important to note groups from each letter of the acronym have different experiences and the acronym mixes sexual orientations and genders. For example, a transgender employee does not necessarily share the same experiences as a lesbian employee. Additionally, not all LGBTQ2+ staff are out (i.e., choosing to publicly disclose their sexual orientation or gender identity) at work or outside of work. This can create multiple complexities and challenges for those who try to manage their identities.

### Indigenous D&I

In Canada, Indigenous peoples are also known as Aboriginal peoples and comprise mainly of First Nations, Inuit, and Métis peoples. Each group has its own history, language, and culture. Not all Indigenous staff choose to publicly disclose their Indigeneity; this can also create complexities and challenges for them in managing their identities.



Kathleen Cayer, Douglas Cardinal, and Elder Rose Wawatie at the UN's 5th Regional Platform on Disaster Risk Reduction in the Americas.

(Credit: Flickr/Government of Canada; image sourced from [www.flickr.com/photos/aandcanada/34456539832/in/album-72157680570809444/](https://www.flickr.com/photos/aandcanada/34456539832/in/album-72157680570809444/))

14 The complex composition of different identities (e.g., ethnicity, sexuality, etc.) that shape and influence an individual.



## 1.2. The Benefits and Implications of D&I in Foreign Policy

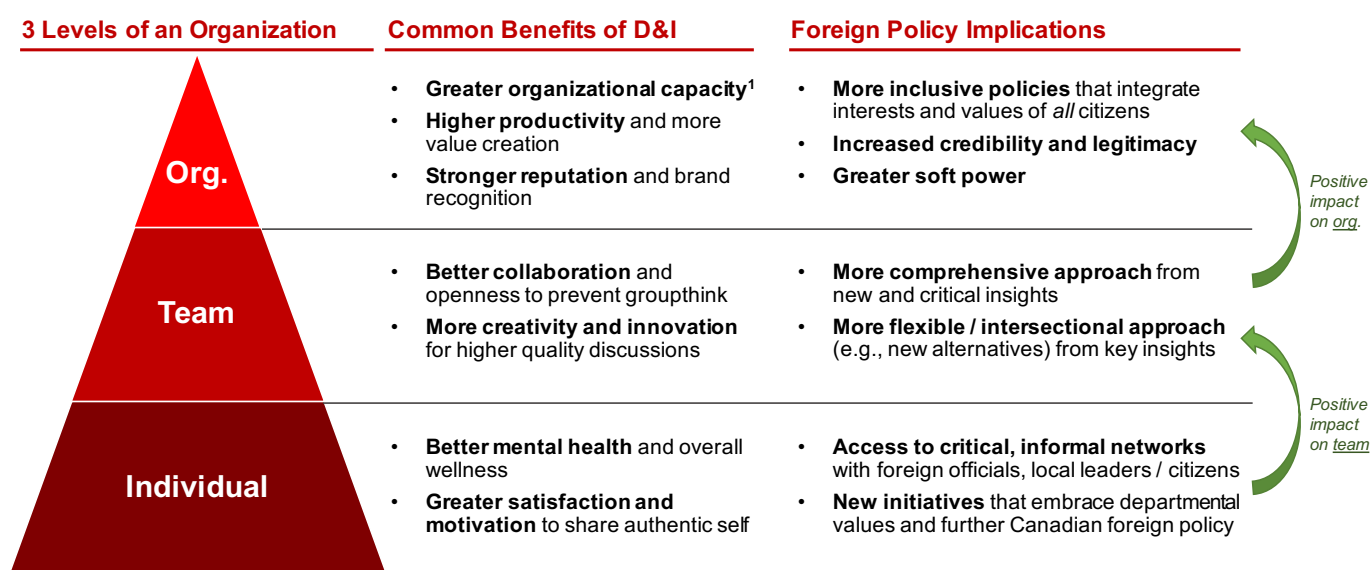
The benefits and implications of D&I can be understood across three levels: organizational, team, and individual level. Through literature review and expert interviews, I summarize the common (i.e., traditional) benefits of D&I and foreign policy implications in **Figure 4**.

Evaluating how the common benefits of D&I materialize requires starting from the individual level (see **Figure 5**). When organizations promote D&I, individuals feel more empowered and integrated. This not only makes staff feel satisfied and motivated but also allows them to collaborate and contribute creatively and innovatively in teams. This in turn creates greater organizational capacity (e.g., talent management), higher productivity, and an enhanced reputation at the organizational level. (See *Appendix 7* for literature review.)

**Figure 5** also shows another theory of change that applies to unlocking D&I's foreign policy implications. When empowered and integrated, individuals are more likely to access informal networks, take initiative, and share information. Doing so unlocks critical insights to develop more comprehensive and flexible approaches for teams. This in turn can create more inclusive, credible, and legitimate policies and greater soft power at the organizational level.

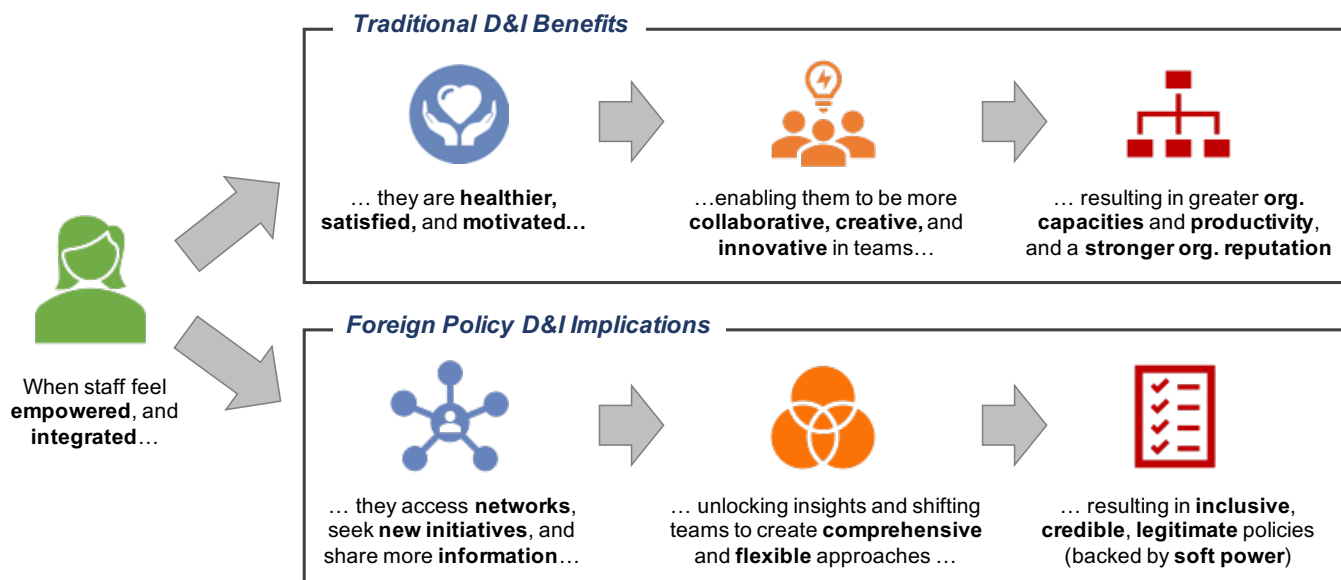
The remainder of this section details D&I's foreign policy implications – at the organizational, team, and individual level. In *Key Question 2*, I analyze the specific challenges for GAC to unlock them – starting from the individual level.

**Figure 4: Summary of D&I's Benefits and Implications Across Three Levels of an Organization**



1. Refers to an organization's ability to recruit talent and retain talent, thus influencing an organization's ability to develop a competitive advantage vis-à-vis its people  
Source: Literature Review, Case Studies, Chu Wang Analysis

Figure 5: Two Theories of Change to Unlocking D&I's Benefits and Implications



The Heads of Delegation for the six Indigenous Permanent Participant organizations at the Senior Arctic Officials' meeting in Juneau (2017).

(Credit: Arctic Council Secretariat/Linnea Nordström)

## A. Organizational Implications

At the organizational level, enhancing D&I can translate into better policy outcomes that incorporate the interests and values of a nation's citizens, more credibility and legitimacy, and greater soft power to recruit and persuade allies.

**“A strong and diverse workforce enhances [GAC’s] effectiveness in representing Canada, at both the national and international level.”**

**– Employment Equity Action Plan 2018-2022, GAC**

### Organizational Implication #1: More inclusive policy-making and outcomes

Greater organizational diversity within the public sector workforce is related to outcomes that better integrate the interests of a nation's citizens (Galinsky et al. 2015). For GAC, this can mean fostering more trust between various communities and the Canadian Government while advancing Canada's interests abroad.

When GAC negotiated the United States-Mexico-Canada Agreement (USMCA), it involved many National Chiefs and Indigenous experts who enhanced the organization's ability to understand Indigenous needs and to negotiate a more inclusive agreement.<sup>15</sup> Through Indigenous advisory boards and consultations, GAC successfully introduced important provisions so that parties act in the interests of Indigenous peoples (e.g., guaranteeing duty-free treatment of Indigenous handcraft goods). Consequently, Assembly of First Nations Chief Perry Bellegarde (2018) praised the USMCA as the “most inclusive international trade agreement for Indigenous peoples to date.”

### Organizational Implication #2: Increased credibility and legitimacy

Embracing D&I enhances an organization's legitimacy when it works on certain issues or with certain groups (Ely and Thomas 2001). For GAC, this means accessing diverse international markets or better promoting human rights, inclusive governance, and democracy.

GAC is often seen as champion in promoting LGBTQ2+ rights because it backs its good intentions with action. In 2017, the Embassy of Canada to France – for the first time – joined *Embassies For Equality* (a network that offers support to diplomatic representations in Paris to defend LGBTQ2+ rights) to march in Paris's Pride Parade. According to the network's founder, “[the] Embassy of Canada to France [has been] one of our greatest contributors from day one... and offers interesting events to the Parisian [LGBTQ2+] community. When Pride Parade Day arrives, they always walk proudly inside the diplomatic corps and stand by the community, often receiving [public applause].”<sup>16</sup> This means that an inclusive GAC can empower LGBTQ2+ staff *and* allies to participate in public diplomacy and champion Canadian values, further legitimizing Canada's positions on human rights.



The Embassy of Canada to France joins *Ambassades Pour L'Égalité* to celebrate Pride Parade Day in Paris, France (June 2019).

(Courtesy of Ambassades Pour L'Égalité/Arnaud Gauthier-Fawas)

15 Senior Manager #6, GAC, author interview, December 20, 2019, Ottawa, Canada.

16 Arnaud Gauthier-Fawas, *Embassies For Equality*, author interview, March 31, 2020, Cambridge, MA.



## Case Study: Highlighting Indigenous Voices and Peoples at the International Level

### What happened?

Indigenous representation is critical for Canada's credibility. One Canadian Senator described the positive feedback that she had received at the 10<sup>th</sup> Anniversary of the United Nations Declaration on the Rights of Indigenous Peoples. The Senator noted that with a large Indigenous delegation, Canada "definitely left an impression on other countries." For example, foreign officials praised Canada for the outstanding size of its large Indigenous delegation, which included many Indigenous youths. From the viewpoint of foreign officials, "Canada had succeeded in making Indigenous affairs intergenerational."



(Credit: UN Photo/Kim Haughton)

### What are the implications?

Within Canada, conducting proper consultations with Indigenous stakeholders can ensure more accountability and foster more trust with Indigenous communities. Outside of Canada, highlighting Indigenous voices can allow foreign partners to view Canada as a leader in D&I and that Canada's foreign policy positions are in harmony with GAC's organizational values. These are particularly important if Canada wants to develop more clout and leverage in international negotiations (e.g., in human rights, arctic policy, climate policy, inclusive trade, etc.).

Grand Chief Wilton Littlechild, a Cree Chief from Canada, makes a ceremonial call on the occasion of the International Day of the World's Indigenous Peoples and the 10th anniversary of the United Nations Declaration on the Rights of Indigenous Peoples (2017).

Source: Senator, *Senate of Canada*, author interview, November 21, 2019, Cambridge, MA and Chu Wang analysis

### Organizational Implication #3: Greater soft power to achieve foreign policy objectives

GAC's reputation on D&I can also give Canada an advantage in exercising soft power to persuade like-minded countries or donors to support Canada's foreign policies. For example, given Canada's strong reputation in promoting D&I, GAC successfully led and convened members of the Organisation of American States (OAS) to adopt a resolution on the power of inclusion and the benefits of diversity.<sup>17</sup>

Another way to leverage soft power is through locally-engaged staff (LES). A Canadian staff explained that GAC is often the "employer of choice abroad for LES"<sup>18</sup> – especially LGBTQ2+ LES – because of Canada's progressive reputation. This means that a competitive advantage in talent attraction allows Canada to leverage outstanding LES for their expertise and networks, enabling GAC to better navigate the local setting, tailor its approaches, and deliver better outcomes.

<sup>17</sup> Staff #2, GAC, author interview, November 5, 2019, Cambridge, MA.

<sup>18</sup> Senior Manager #1, GAC, author interview, October 8, 2019, Cambridge, MA.

## B. Team Level Implications

Empowering staff can improve the team's capacity to unlock insights and develop more robust policies.

### Critical perspectives to create more robust policies

LGBTQ2+ perspectives can entail reflexive research and critical analyses of gendered and sexed dynamics in post-conflict work and security studies (Picq and Thiel 2015). This means that LGBTQ2+ perspectives can be especially meaningful in helping teams enhance GAC's international assistance, development and peace and stabilization efforts (e.g., peacebuilding).

One employee explained the importance of inter-sectional perspectives in GAC's global health efforts.<sup>19</sup>



Canada's first-ever LGBTQ2 trade mission to the U.S., led by former Minister of International Trade Diversification, the Hon. Jim Carr (2018).  
(Courtesy of the Canadian Gay & Lesbian Chamber of Commerce)

The employee was asked by teams to offer insights on HIV programming and unique healthcare needs for transgender people to strengthen GAC's health assistance programs. These insights aided relevant teams to design more holistic health programs.

Indigenous realities of trans-communal relations can help teams understand the material and environmental needs of communities (De Costa 2009). This means that for GAC, Indigenous insights can help teams tailor and fortify their approach to advancing inclusive trade for Indigenous peoples and protecting the rights of Indigenous peoples abroad.

**"In policymaking, having Indigenous peoples with different life experiences can help avoid [the] echo chamber and break groupthink."**

**– Staff #5, GAC**

## Case Study: The Consequences of Missing Indigenous Insights in Group Work

### What happened?

A Canadian Mission hosted a fashion show abroad to showcase an Indigenous and a non-Indigenous designer. Yet, the non-Indigenous designer appropriated Indigenous culture by violating Indigenous intellectual property (i.e., misusing textiles) and creating inappropriate designs. This offended local Indigenous attendees and damaged the Canadian Mission's relationships with the local community. A senior manager noted that this could have been prevented if the team included Indigenous staff and perspectives.

### What are the implications?

This lack of representation perpetuated groupthink and prevented the team to understand cultural sensitivities. Especially in countries that have a significant Indigenous population, empowering Indigenous staff within GAC can unlock critical insights and perspectives that allow teams to avoid groupthink (and foreign policy mistakes) and to collaborate more effectively with local communities. Doing so can also strengthen Canada's relations with the host country and its constituents.

Source: Senior Manager #6, GAC, author interview, November 13, 2019, Ottawa, Canada and Chu Wang analysis.

<sup>19</sup> Staff #3, GAC, author interview, November 8, 2019, Ottawa, Canada.

## C. Individual Level Implications

At the individual level, enhancing D&I can empower staff to develop networks and encourage them to take initiatives that better Canadian foreign policy outcomes.

### Individual Implication #1: Access to critical networks

Promoting and implementing Canada's foreign policy requires working with external stakeholders. A prime way of creating links with these stakeholders is through informal networks. When LGBTQ2+ and Indigenous staff feel safe and empowered, they can more easily access local identity-based networks to gather intelligence and insights and leverage these networks to help promote and implement Canada's policies.

**"If there are no LGBTQ2+ staff in a Canadian embassy, then you lose the tool [to build your networks for advice, intelligence, and analysis].... You need to have access to all tools of diplomacy."**

**- Senior Manager #7, GAC**

In practice, one senior manager leveraged his gay identity to connect with LGBTQ2+ expats in a socially conservative country.<sup>20</sup> This gave him to access LGBTQ2+ expats who worked in international aid organizations, foreign ministries, and local human rights organizations. This informal network supported the manager's mental wellbeing and gave him important intel on local LGBTQ2+ rights violations (since formal channels censored this information). Consequently, the manager was able to deliver a more accurate assessment of the human rights situation and the necessary policy response.

Another senior manager highlighted that local LGBTQ2+ networks act as a forum to gather insights

to enrich policy analyses and informally connect with Canada's allies to "talk shop" and align on strategic priorities. The manager explained that the LGBTQ2+ network goes beyond advancing LGBTQ2+ rights because it has helped advance other foreign policy areas, including Canada's relationship with the U.S. Congress, international trade, and global health.<sup>21</sup>

### Individual Implication #2: New initiatives that better Canadian foreign policy

Staff who "go the extra mile" enrich an organization's culture to be more altruistic, virtuous, collaborative, and conscientious (Miller and Parker 2018). A daughter of a Poundmaker First Nation and an Ahtahkakoop First Nation, Deborah Chatsis (retired) served as Canada's Ambassador to Guatemala. She recalls, "I am Indigenous... and I understand some of the challenges that they have.... And it was really amazing [to] see how much I connected [with locals]."<sup>22</sup> By understanding the local realities, Ambassador Chatsis went beyond her mandate to promote Indigenous cultural events and create an Indigenous role in the embassy to advise on bilateral projects. In bringing her authentic self to work, she positively impacted local Indigenous communities and enhanced Canada's reputation.



Ambassador Deborah Chatsis (retired) raises the Pride flag in the first ceremony of its kind for the Embassy of Canada to Guatemala (2017).

(Credit: Embassy of Canada in Guatemala; image sourced from: [www.canadainternational.gc.ca/ci-ci/eyes\\_abroad-coupdoeil/2017-08-14\\_guatemala.aspx?lang=eng](http://www.canadainternational.gc.ca/ci-ci/eyes_abroad-coupdoeil/2017-08-14_guatemala.aspx?lang=eng))

<sup>20</sup> Senior Manager #4, GAC, author interview, November 22, 2019, Cambridge, MA.

<sup>21</sup> Senior Manager #7, GAC, author interview, January 24, 2020, Ottawa, Canada.

<sup>22</sup> "Transcript – Episode 17: Chat with Deborah Chatsis" GAC, 26 Oct. 2018, <https://www.international.gc.ca/gac-amc/podcasts-transcript-balados-transcription-ep17.aspx?lang=eng>



### 1.3. The Downsides of D&I?

Despite the benefits and implications, some researchers explain how promoting D&I can result in backlash. Dover et al. (2016) found that people may discount claims of unfair treatment when diversity policies are in place. Even diversity rhetoric may result in inaccurate and counterproductive beliefs. Separately, Dobbin and Kalev (2016) found that the positive effects of mandatory diversity training rarely last and some can activate bias or backlash. To mitigate these risks, Dover et al. recommend D&I initiatives that are well-researched, assessed for effectiveness, and implemented to ensure actual inclusion. Dobbin and Kalev advocate for D&I initiatives that do not attempt to “control” staff but rather engage managers and allies and expose people to different diversity groups.

### 1.4. One Approach to D&I Measurement

While I considered various D&I frameworks from Ely and Thomas (2001), Galinsky et al. (2015), and others, I propose **Figure 6**'s framework because of its comprehensiveness and applicability to GAC.

This framework has three dimensions:

- **Representation** – This is the first step of enhancing D&I and requires a diversity group to be represented in an organization. A goal can be to achieve *at least* proportional representation in the organization (i.e., mirroring the diversity of the population or labour force) to represent the diversity of Canada. To achieve this requires recruiting, selecting, and retaining diverse staff.
- **Access to authority & opportunity** – Once there is representation, diverse staff should have equal access to positions of authority and professional opportunities. This requires the organization to think about D&I in promotion decisions, staffing and mobility decisions, and performance management and review.

- **Empowerment & integration** – Even with all that, staff need to be further empowered and integrated. This requires an organization to care for staffs' safety and wellbeing, ensure that staff have positive perceptions of their development and growth, and maintain respectful and empowering team dynamics.

While representation and access to authority & opportunity are important, empowerment & integration is the most critical dimension in developing an inclusive environment.

**“A welcoming, inclusive workplace where differences are accepted and valued, make an organization stronger and more successful”**

**– Employment Equity Action Plan 2018-2022, GAC**

**Figure 6: Three Dimensions to Enhance Diversity and Inclusion at Global Affairs Canada**



## KEY QUESTION 2: WHAT DOES LGBTQ2+ AND INDIGENOUS D&I LOOK LIKE AT GAC?

### Section Summary:

- To unlock the full potential of LGBTQ2+ and Indigenous D&I, GAC should empower and integrate staff starting at the individual level.
- When disaggregated from the LGBTQ2+ group, BTQ2+ staff report lower satisfaction with GAC's efforts to prevent and resolve discrimination & harassment. Compared to Heterosexual staff, BTQ2+ staff are 20pp. *less likely* to believe that GAC creates a workplace that prevents discrimination and *more likely* to report stress from it. These experiences negatively impact BTQ2+ staffs' mental health, productivity, and retention, limiting their ability to fully contribute to Canadian foreign policy.
- Indigenous staff report more stress and higher rates of harassment and discrimination. They are more likely to report stress from a heavy workload and request accommodation measures, but 37% of the time these needs are not met. Compared to non-Indigenous staff, Indigenous staff are also more likely to report harassment (*by 8pp.*) and discrimination (*by 7pp.*). These experiences can adversely affect Indigenous staffs' willingness to bring their full authentic selves to work, making them feel less empowered to fully contribute.



The Embassy of Canada in Tunisia flies the rainbow flag for the International Day Against Homophobia and Transphobia (IDAHO) on May 17, 2015 - a significant decision in that Canada was the first country to fly the LGBT flag at one of its embassies in the Arab world.

(Credit: Embassy of Canada in Tunisia; image sourced from: <https://twitter.com/CanadaTunisia/status/599289760654430209/photo/1>)

## 2.1. Historical Context on LGBTQ2+ and Indigenous Federal Employment

### LGBTQ2+ Employment

During the 1950s to 1990s, LGBTQ2+ public servants were targeted by a systematic campaign of oppression by the Canadian Government, also known as “The Purge” (Prime Minister of Canada 2017). This discriminatory campaign led to the firing, discharge, and intimidation of LGBTQ2+ staff and ruined numerous careers and lives. Since then, the Canadian Government has introduced legislations (e.g., *Canadian Human Rights Act*), policies (e.g., *Values and Ethics Code for the Public Sector*), and resources (e.g., *Support for trans employees: A guide for employees and managers*) to promote more inclusive employment practices. In 2017, Prime Minister Justin Trudeau also acknowledged “The Purge” and delivered a formal apology. At GAC, the department has also made efforts to enhance LGBTQ2+ employment by establishing a D&I Council, the GAC Pride Network, the LGBTQ2+ Champion, and more.

### Indigenous Employment

Indigenous peoples have been subject to assimilation and discriminatory policies that have disadvantaged their health, education, and employment opportunities (MacDonald and Steenbeek 2015). Given these systemic issues, the Canadian Government has introduced legislations (e.g., *Employment Equity Act*), policies (e.g., *Values and Ethics Code for the Public Sector*), training and funding strategies (e.g., *Aboriginal Skills and Employment Training Strategy*), recruitment and career development programs, and other resources. For example, the *Employment Equity Act* (S.C. 1995, c. 44) requires employers to: 1) identify and eliminate employment barriers against women, Aboriginal peoples, persons with disabilities, and visible minorities and 2) institute positive employment policies and practices for these groups. At GAC, the department has enhanced Indigenous employment by reporting and establishing numerical goals to increase Indigenous representation. Among its initiatives, GAC also has an Aboriginal Network and Aboriginal Champion.



Norval Morrisseau (1932-2007), an Anishinaabe artist from Bingwi Neyaashi Anishinaabek First Nation, *Animal Unity*, 1978, Acrylic on canvas, 49" x 108"

(Credit: Flickr/Norval Morrisseau)



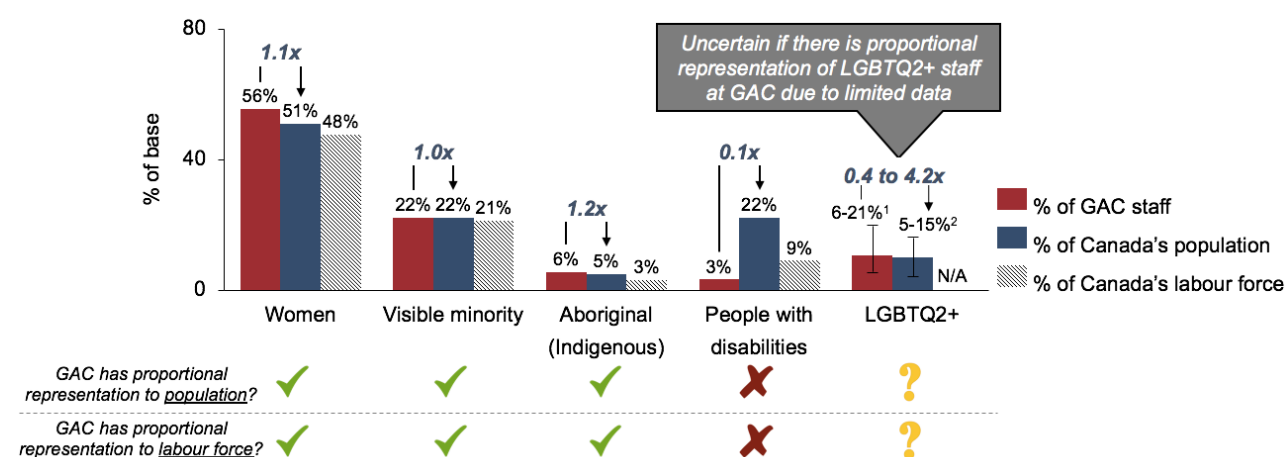
## 2.2. Caveats on Assessing D&I at GAC

Ideally, GAC should be assessed on each dimension of the D&I framework. In **Figure 7**, the data suggests that most of Canada's employment equity groups – including Indigenous peoples – are proportionally represented (see *Appendix 8* for GAC's performance compared to peers). However, it is uncertain if there is proportional LGBTQ2+ representation given the data limitations.

With insufficient public data on the “access to authority and opportunity” dimension (see **Research Limitations**), the remainder of this report focuses on the “Empowerment & Integration” dimension.

**Figure 7: Representation Across Canada's 4 Employment Equity Groups, Plus LGBTQ2+ People**

Proportional Representation in Most Groups, but Uncertainty Over LGBTQ2+ Representation



Note: Data from most recent sources available

Note: Limited precise data on LGBTQ2+ people and staff at GAC

1. For % of GAC staff, lower bound based on % of LGBTQ2+ staff from GAC's PSES 2019 and upper bound includes staff who "Prefer not to say" about their sexual orientation

2. For % of Canada's population, LGBTQ2+ data based on estimates from the Jasmin Roy Sophie Desmarais Foundation

Source: Statistics Canada (2016, 2018, 2019), Canadian Survey on Disability Reports 2017, GAC Employment Equity Action Plan, PSES 2019, Fondation Jasmin Roy

## 2.3. Assessing Empowerment and Integration

Empowerment and integration can be assessed by understanding employees' perceptions and experiences. Using the 2019 PSES data, I analyze the responses from each diversity group compared to the control group along 3 sub-dimensions (see **Research Methodology**):

- **Safety & Wellbeing:** staff feel mentally, emotionally, and physically safe;
- **Perceived Development and Growth**<sup>23</sup>: staff feel satisfied with their job fit and development opportunities; and
- **Team Dynamics:** staff feel respected and empowered by their team and leadership.

23 Not to be confused with employees' actual access to career and development opportunities

## Prioritizing Sub-dimensions for Further Deep-dive

To help GAC prioritize the areas that require the most focus, I use the difference-in-proportions results at the sub-dimension level to create two indices:

1. **Frequency of discrepancies:** the relative number of questions that have statistically significant differences.
2. **Magnitude of discrepancies:** the average difference between the diversity group's response and the control group's response (for statistically significant differences).

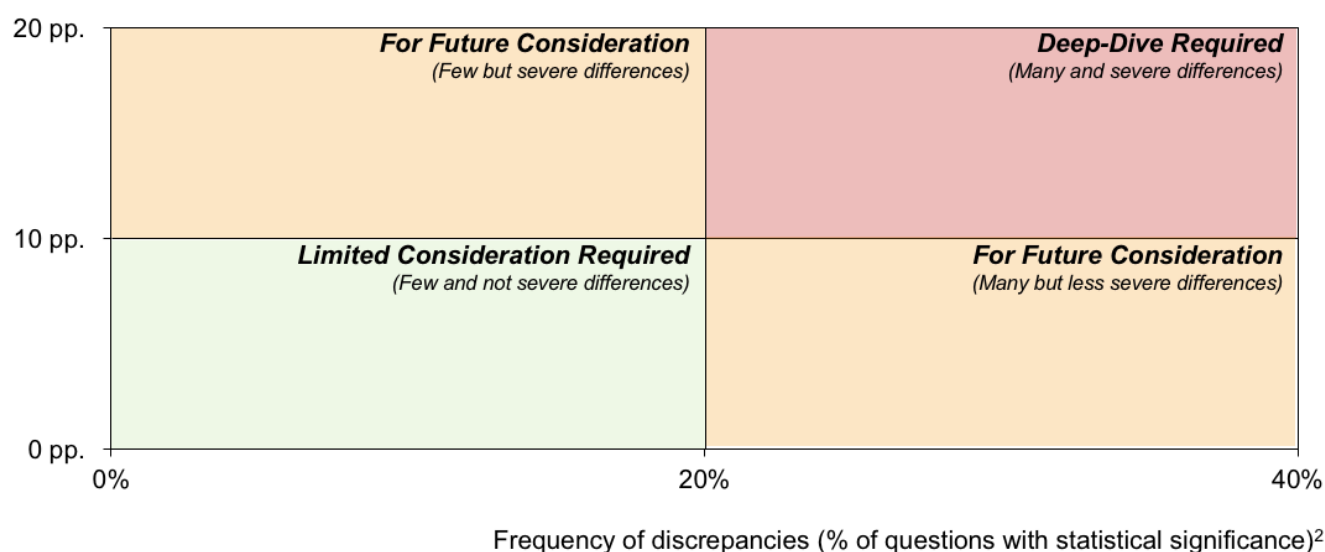
I also use these two indices as axes of a graph:

- Along the x-axis (frequency of discrepancies): If more than 20% of the questions elicit a significant difference between the diversity and control group, then there are many differences in that sub-dimension.
- Along the y-axis (magnitude of discrepancies): For the significant differences, if the average difference is greater than 10 percentage point (pp.), then there are severe differences in that sub-dimension.

This delineation creates a two-by-two matrix to prioritize GAC's attention (see **Figure 8**). In the following sub-sections (2.3.1 and 2.3.2), I first use this prioritization matrix to assess which areas require a further deep-dive. In each deep-dive, I then analyze: what are these differences, why do they matter, how have they changed over time, and what is driving these differences.

**Figure 8: Matrix to Prioritize Diversity Group's Empowerment & Integration Challenges**

Magnitude of significant discrepancies (avg. percentage point)<sup>1</sup>



Note: Discrepancy refers to the difference between the diversity group's perceptions and experiences vs. the control group's perceptions and experiences  
 Note: Analysis based on difference in proportions tests at a two-tailed, 10% significance level

1. Average of absolute percentage point differences (i.e., average of difference in proportions) for questions that have statistical significance

2. Percent of questions that have statistical significance vs. total questions in a given category

Source: 2019 PSES Data, Chu Wang analysis

### 2.3.1. LGBTQ2+ Staff: Severe Challenges in BTQ2+ Discrimination and Harassment

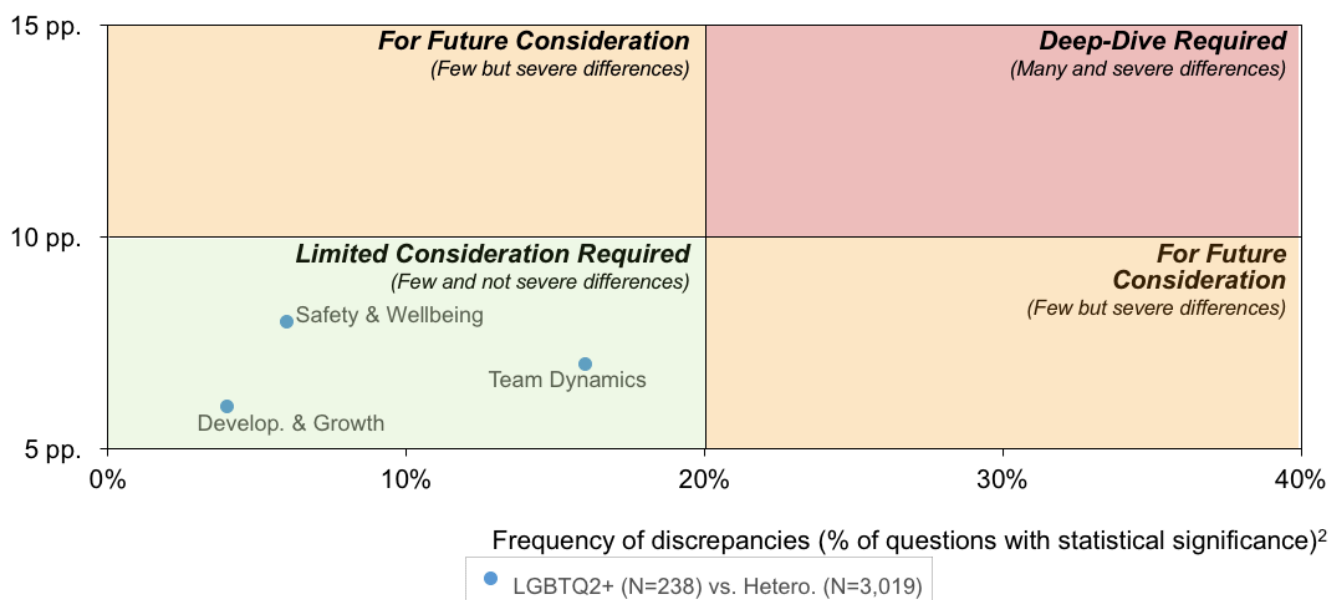
**Sub-Section Takeaways:** Within the LGBTQ2+ aggregate, BTQ2+ staff experience the most significant differences in *Safety & Wellbeing* and *Team Dynamics* (compared to Heterosexual peers). For *Safety & Wellbeing*, BTQ2+ staff report lower satisfaction with GAC's anti-discrimination and anti-harassment efforts. In 2019, 37% of BTQ2+ staff compared to 57% of Heterosexual staff believed that GAC creates a workplace that prevents discrimination (20pp. negative difference). This may explain why BTQ2+ staff report more stress from discrimination / harassment, thus negatively impacting their mental health, productivity, and retention and limiting their ability to fully contribute. For *Team Dynamics*, BTQ2+ staff report more negative experiences in some areas (e.g., ethical environment) and more positive experiences (e.g., work culture). Given these mixed experiences, GAC should prioritize BTQ2+ *Safety & Wellbeing* since it has more negative areas. Thus, GAC should further understand why BTQ2+ are unsatisfied with existing anti-discrimination and anti-harassment efforts and raise employees' awareness of BTQ2+ discrimination and harassment.

The total number of LGBTQ2+ staff at GAC is unknown. Based on estimates from the 2019 PSES, 238 staff identified as LGBTQ2+ (or 4.1% of GAC's workforce) – 160 respondents identified as Lesbian / Gay and 78 respondents identified as BTQ2+. These numbers likely underestimate the true population, but these responses are the best, available proxy to assess LGBTQ2+ empowerment and integration.

According to **Figure 9**, no areas require a deep-dive at the aggregate LGBTQ2+ level. However, this is misleading because researchers find that BTQ2+ people are more likely to be invisible and marginalized in society (Movement Advancement Project 2016). This idea is validated when I disaggregate the responses into Lesbian / Gay responses and BTQ2+ responses.

**Figure 9: Frequency and Magnitude of Differences – LGBTQ2+ Aggregated Responses**

Magnitude of significant discrepancies (avg. percentage point)<sup>1</sup>



Note: Discrepancy refers to the difference between the diversity group's perceptions and experiences vs. the control group's perceptions and experiences  
Note: Analysis based on difference in proportions tests at a two-tailed, 10% significance level

1. Average of absolute percentage point differences (i.e., average of difference in proportions) for questions that have statistical significance

2. Percent of questions that have statistical significance vs. total questions in a given category

Source: 2019 PSES Data, Chu Wang analysis



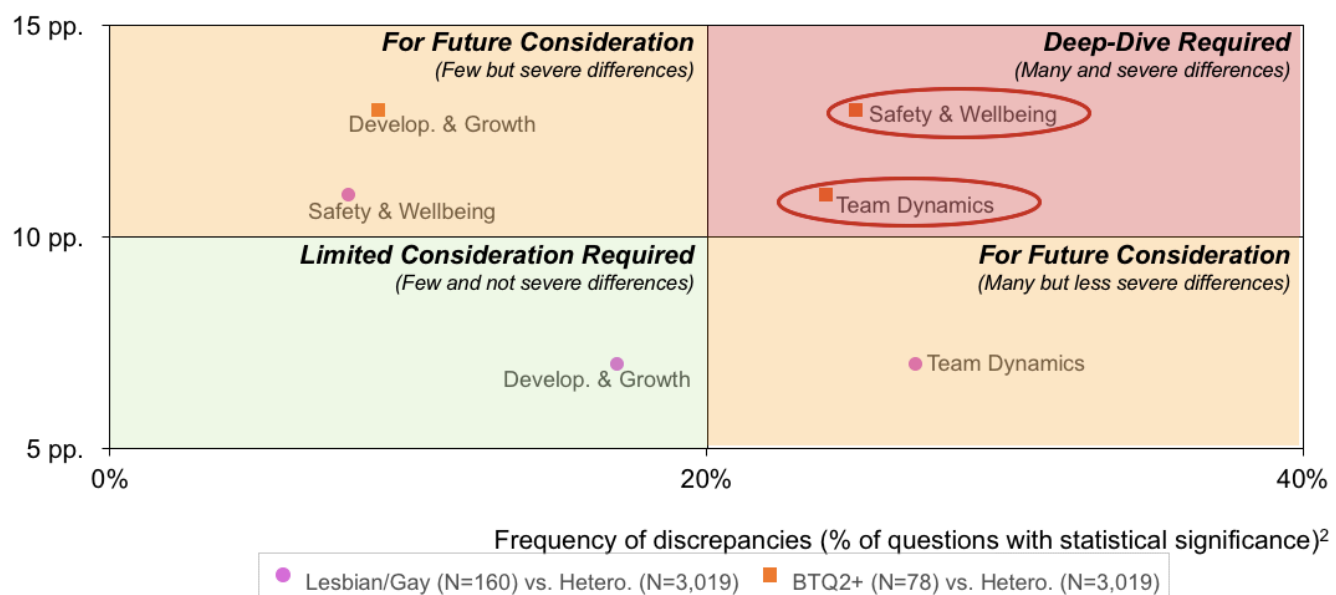
Based on **Figure 10's** matrix prioritization, Lesbian / Gay staff report some different responses than Heterosexual staff; however, Lesbian / Gay staff typically report more positive experiences (see *Appendix 9* for details). Interestingly, BTQ2+ staff have many and highly different experiences in *Safety & Wellbeing* and *Team Dynamics*. The remainder of this sub-section focuses on these two areas, which solicit a further deep-dive.

**"I haven't felt any particular discrimination or less rights or less opportunities because of my sexual orientation"**

**- Staff #2, GAC**

**Figure 10: Frequency and Magnitude of Differences - LGBTQ2+ Disaggregated Responses**

Magnitude of significant discrepancies (avg. percentage point)<sup>1</sup>



Note: Discrepancy refers to the difference between the diversity group's perceptions and experiences vs. the control group's perceptions and experiences

Note: Analysis based on difference in proportions tests at a two-tailed, 10% significance level

1. Average of absolute percentage point differences (i.e., average of difference in proportions) for questions that have statistical significance

2. Percentage of questions that have statistical significance vs. total questions in a given sub-dimensions (e.g., *Safety & Wellbeing*)

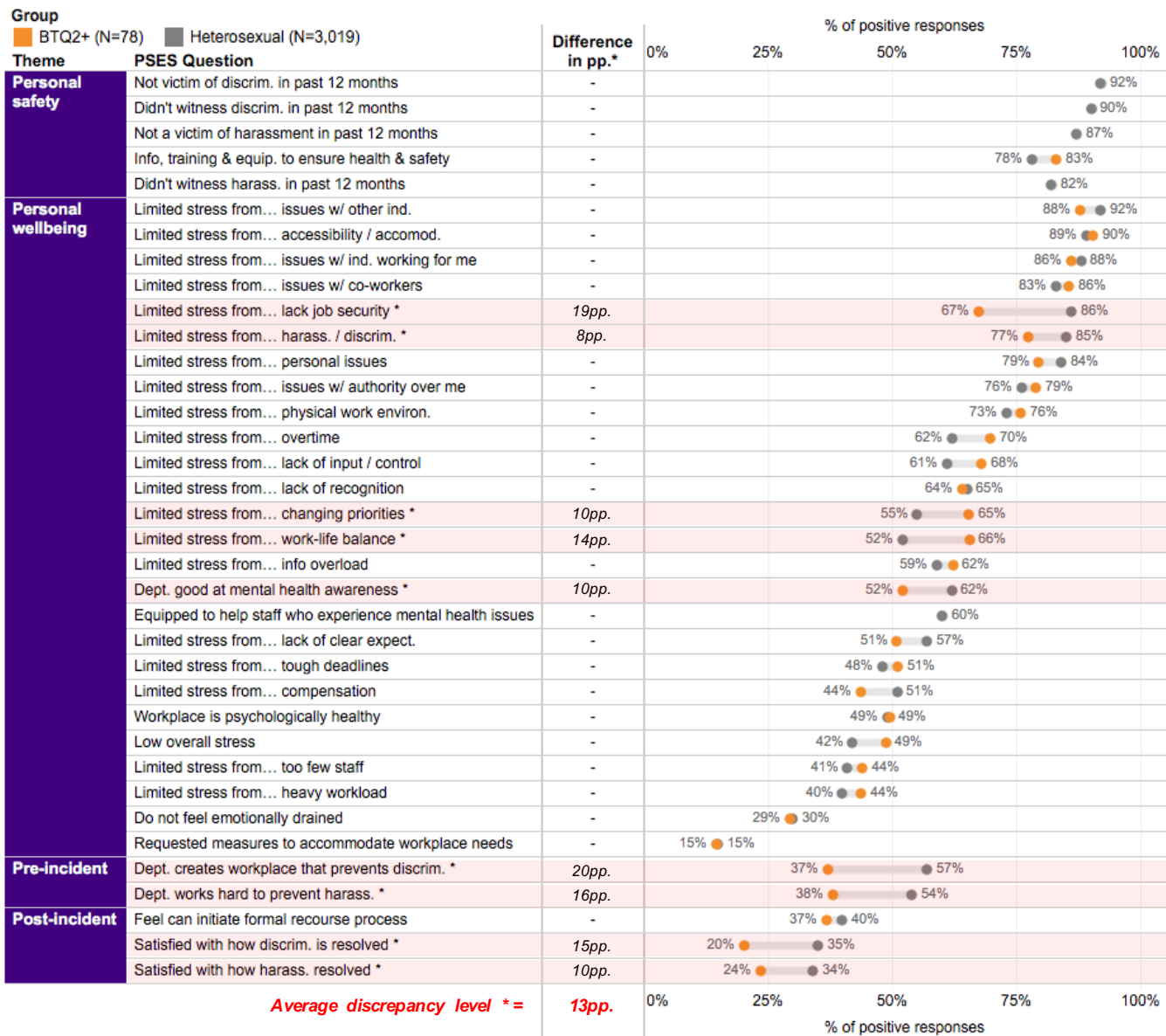
Source: 2019 PSES Data, Chu Wang analysis

**BTQ2+ Deep-dive: Safety & Wellbeing (25% Frequency; 13pp. Magnitude)**

Compared to Heterosexual peers, BTQ2+ staff report the most different experiences in *Safety & Wellbeing*. On 25% of the questions posed (9 of 36 questions), BTQ2+ staff report significantly different responses than Heterosexual peers – with the differences averaging 13pp. (see **Figure 11**). Generally, BTQ2+ staff report: a) lower satisfaction with GAC's discrimination and harassment prevention and resolution efforts and b) mixed experiences with stress.

**Figure 11: BTQ2+ vs. Heterosexual Perceptions for Safety & Wellbeing****BTQ2+ Safety & Wellbeing**

25% (9 of 36 questions) statistically significant, averaging 13pp. in discrepancy level



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSSES 2019, Chu Wang Analysis

### a) BTQ2+ Staff are Less Satisfied with GAC's Anti-Discrimination and Anti-Harassment Efforts

Targets of discrimination and harassment may experience more stress, depression, and even post-traumatic stress disorder (Lewis et al. 2002). For GAC, this means that discrimination and harassment can limit an employee's ability to seek initiative or collaborate with the team to enhance Canadian foreign policy.

As **Figure 11** shows, BTQ2+ staff report many negative experiences relating to GAC's efforts to prevent and resolve discrimination and harassment.

- E.g., 37% of BTQ2+ staff compared to 57% of Heterosexual staff believe that GAC creates a workplace that prevents discrimination (*negative difference of 20pp.*).
- E.g., 20% of BTQ2+ staff compared to 35% of Heterosexual staff are satisfied with how discrimination is resolved (*negative difference of 15pp.*).

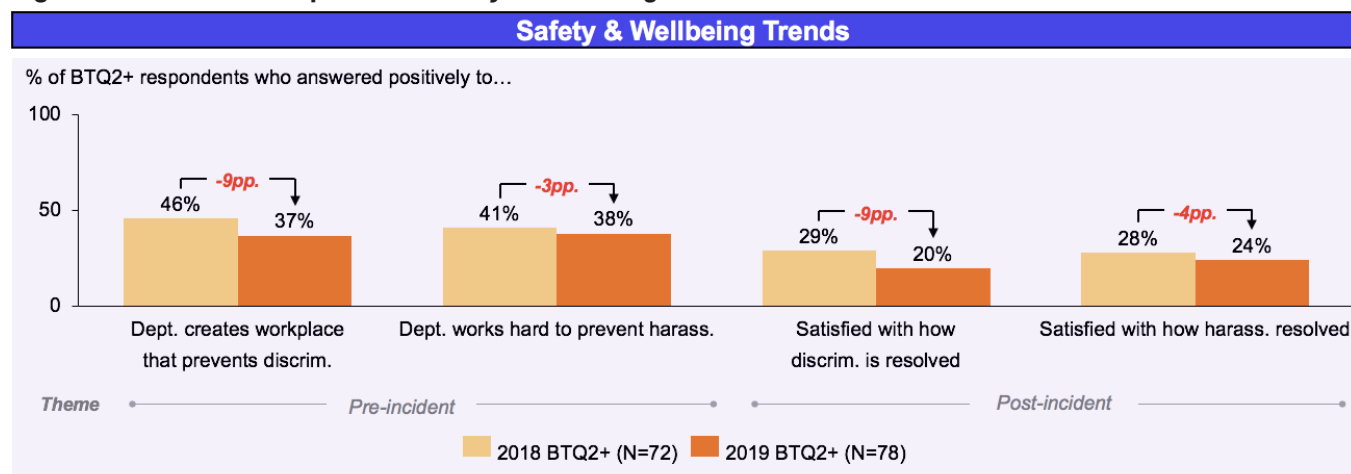
Over time, these rates have worsened<sup>24</sup> (see **Figure 12**). These findings suggest that despite GAC's good intentions, BTQ2+ staff continue to feel unsatisfied with the department's efforts. This may shed insight into why BTQ2+ staff are 8pp. less likely than Heterosexual staff to report limited stress (i.e., BTQ2+ staff experience

more stress) from discrimination or harassment; more stress may also negatively impact employees' mental health and productivity. Another implication is that these experiences may also contribute to lower staff retention since BTQ2+ staff are 10pp. more likely than Heterosexual staff to intend on leaving their current position.<sup>25</sup>

BTQ2+ staff may feel this way because, historically, LGBTQ2+ public servants have experienced the "purge," and some continue to distrust the department.<sup>26</sup> Moreover, BTQ2+ staff represent a minority group in the LGBTQ2+ community and often face unique challenges (e.g., bisexuals can face discrimination from both lesbians / gays and heterosexuals when disclosing their identity). Therefore, GAC should better understand the unique discrimination and harassment challenges that BTQ2+ staff face and identify ways to better inform them of the resolution channels.

Note: Due to a limited sample size (and subject to data confidentiality policies), discrimination and harassment rates for BTQ2+ staff are not public.

**Figure 12: Historical Snapshot for Safety & Wellbeing – Pre- and Post- Conflict Areas**



Note: Results show proportion of BTQ2+ respondents who strongly agree or agree to a survey statement

Note: 2017 not available

\* = Statistically significant at a two-tailed 10% significance level

Source: 2019 Public Service Employee Survey (Treasury Board of Canada), Chu Wang analysis

24 Not statistically significant, but practically significant; trends are negative and GAC should monitor over time.

25 Question 54 (not shown in Figures) from PSES 2019

26 Staff #3, GAC, author interview, November 8, 2019, Cambridge MA.



## b) BTQ2+ Staff Report Different Levels of Stress

Higher stress levels can damage an employee's mental and physical health and work quality, and, in some cases, lead to burnout and withdrawal at work (Weber and Jaekel-Reinhard 2000). For GAC, these factors can limit an employee's productivity and ability to contribute.

Work-related stress is not unique to BTQ2+ staff, but **Figure 11** shows that BTQ2+ staff report *more stress* due to job insecurity and harassment / discrimination.

- E.g., 67% of BTQ2+ staff compared to 86% of Heterosexual staff perceive *limited* stress from a lack of job security (*negative difference of 19pp.*)

In contrast, BTQ2+ staff report *less stress* due to work life balance and changing priorities.

- E.g., 66% of BTQ2+ staff compared to 52% of Heterosexual staff perceive *limited* stress from balancing work and personal life (*positive difference of 14pp.*)

Over time, these areas have either remain unchanged or improved (see **Figure 13**). One explanation for why BTQ2+ staff report higher stress from job insecurity and harassment / discrimination may be that they feel

**“GAC is not considerate of non-monogamous or untraditional marriage unions. It currently allows employees to go on vacation with their spouse but not boyfriend.”**

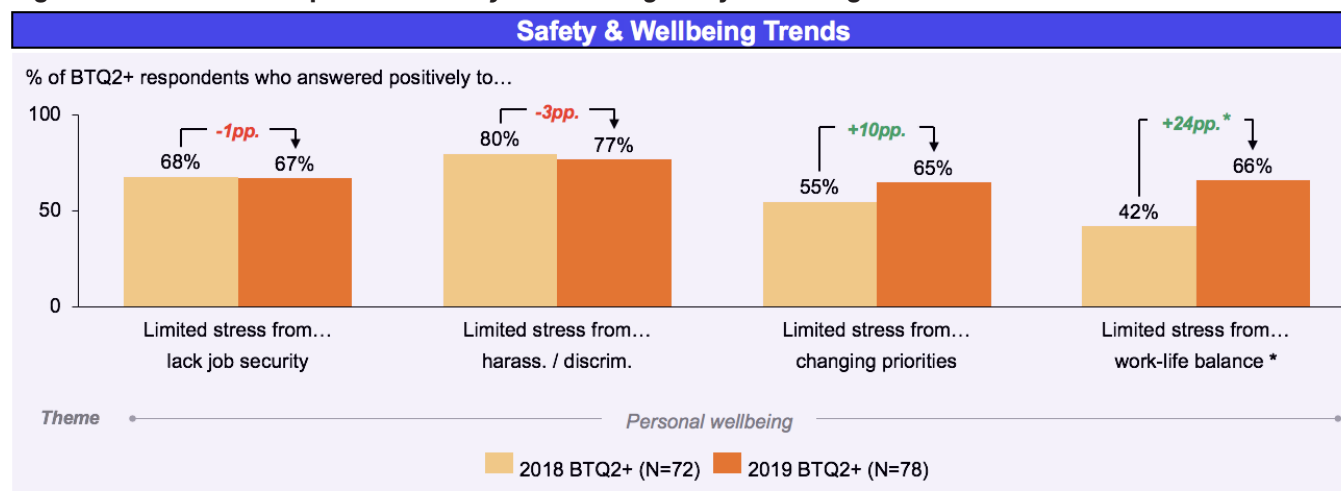
**– Staff #3, GAC**

less confident in GAC's ability to prevent and resolve harassment and discrimination (as previously noted). Some staff also reported significant stress from having to constantly come out on postings and at events.<sup>27</sup> However, given BTQ2+ staffs' mixed experiences with stress, GAC should first focus on preventing and resolving BTQ2+ discrimination and harassment.

**“[Being posted abroad] requires constantly coming out to people especially if a lot of diplomatic events are socials.”**

**– Senior Manager #3, GAC**

**Figure 13: Historical Snapshot for Safety & Wellbeing – Key Wellbeing Areas**



Note: Results show proportion of BTQ2+ respondents who strongly agree or agree to a survey statement  
Note: 2017 not available

\* = Statistically significant at a two-tailed 10% significance level

Source: 2019 Public Service Employee Survey (Treasury Board of Canada), Chu Wang analysis

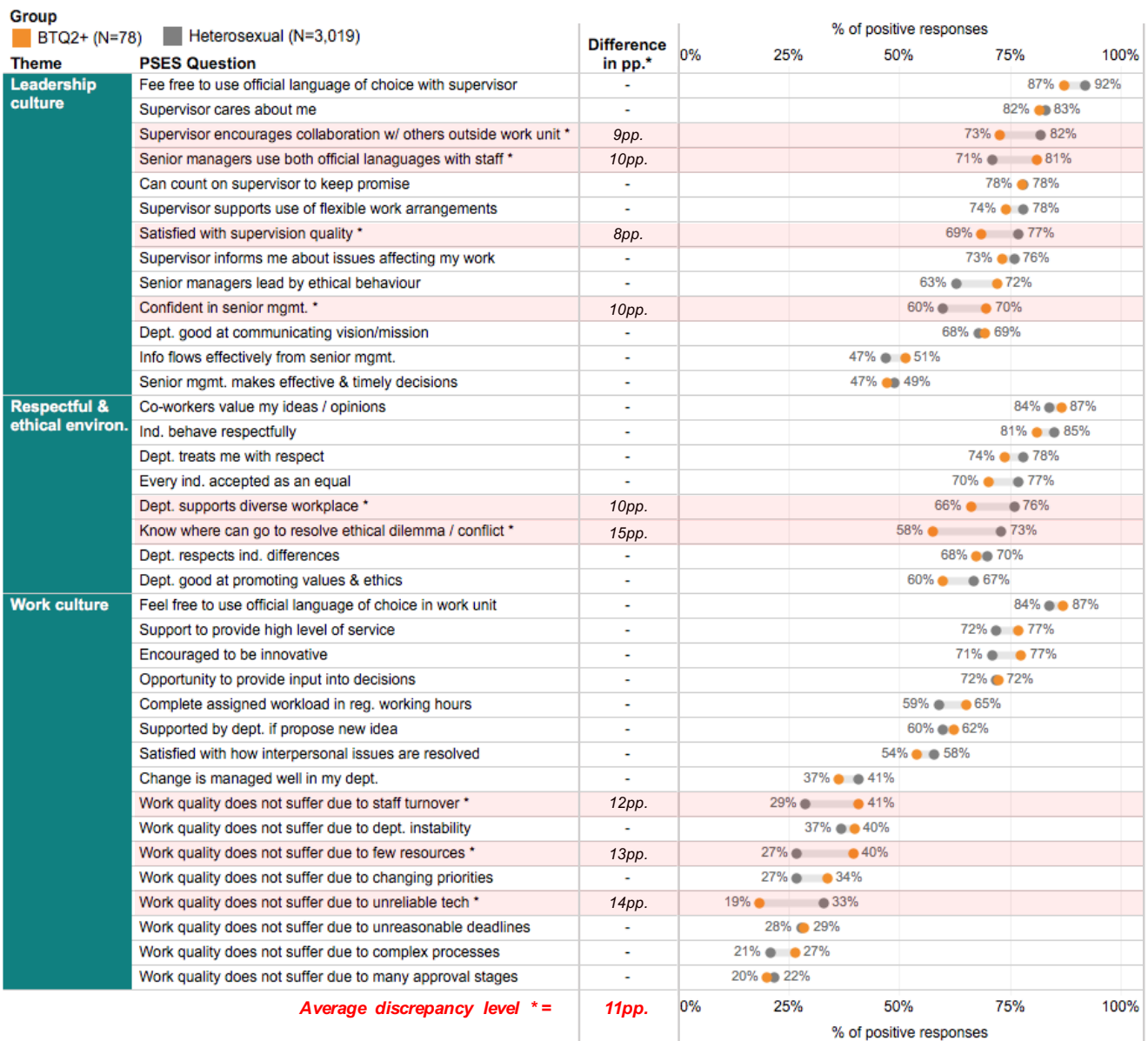
27 Senior Manager #3, GAC, author interview, November 21, 2019, Cambridge MA.

**BTQ2+ Deep-dive: Team Dynamics (24% Frequency; 11pp. Magnitude)**

BTQ2+ staff also have different experiences in *Team Dynamics*. On 24% of the questions posed (9 of 37 questions), BTQ2+ staff report significantly different responses than their Heterosexual peers – with the differences averaging 11pp. (see **Figure 14**). BTQ2+ staff report: a) a lower sense of working in a respectful and ethical environment and b) mixed experiences with leadership and work culture. However, BTQ2+ *Team Dynamics* should be a future consideration for GAC because BTQ2+ staff report both positive and negative experiences (which result in the high frequency and magnitude score).

**Figure 14: BTQ2+ vs. Heterosexual Perceptions for Team Dynamics****BTQ2+ Team Dynamics**

24% (9 of 37 questions) statistically significant, averaging 11pp. in discrepancy level



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis

### a) BTQ2+ Staff Report a Lower Sense of a Respectful and Ethical Workplace

A respectful and ethical workplace induces a sense of inclusion, which impacts an employee's willingness to engage psychologically and behaviourally with the team and to invest in the team's mission (Ellemers et al. 2013). For GAC, this is critical to empowering staff to contribute to more comprehensive and flexible policies.

**Figure 14** shows that BTQ2+ staff have the most negative experiences relating to knowing where to go to resolve an ethical dilemma / conflict between values and whether GAC supports a diverse workplace.

- E.g., 58% of BTQ2+ staff compared to 73% of Heterosexual staff know where to go to get help to resolve an ethical dilemma / conflict (*negative difference of 15pp.*)
- E.g., 66% of BTQ2+ staff compared to 76% of Heterosexual staff believe the department supports a diverse workplace (*negative difference of 10pp.*)

**"My sexual orientation can make it harder [for me] to weigh in on conversations. People are hesitant to approach me or ask me the wrong questions. It's easier [for me] to not speak up, but then people say, 'we don't really know you'"**

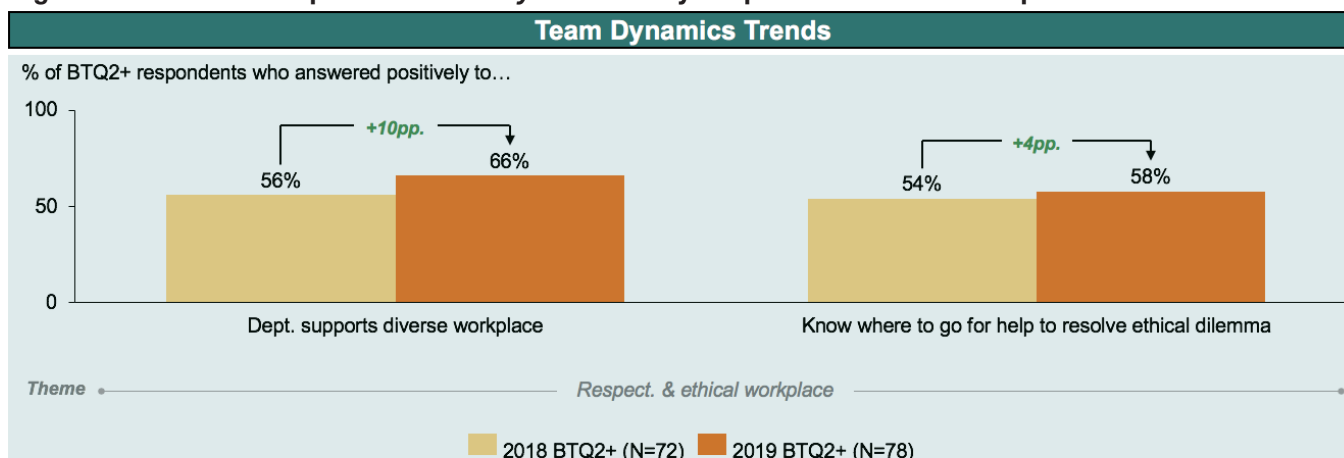
**- Staff #3, GAC**

Over time, these rates have improved<sup>28</sup> (see **Figure 15**). These findings suggest that GAC has been somewhat effective in its internal D&I efforts; however, there is an opportunity to be more supportive and better provide BTQ2+ staff with the resources to resolve ethical dilemmas.

One explanation for why BTQ2+ staff perceive GAC to not support a diverse workplace is due to a lack of understanding about BTQ2+ people and the limited interactions between BTQ2+ staff and their Heterosexual peers. For example, one BTQ2+ staff reported that others are hesitant to approach the staff member and afraid to ask the wrong questions or unintentionally offend the staff member.<sup>29</sup> This reduced interaction can translate into BTQ2+ staff bringing less of their authentic selves to the team and feeling socially excluded.

One explanation for why BTQ2+ staff do not know how to resolve an ethical dilemma is that they are less aware of the appropriate channels. However, GAC should first investigate whether (and why) BTQ2+ staff are unaware or unsatisfied with existing channels and increase employees' awareness of the available resources to resolve ethical dilemmas.

**Figure 15: Historical Snapshot for Team Dynamics – Key Respectful & Ethical Workplace Areas**



Note: Results show proportion of BTQ2+ respondents who strongly agree or agree to a survey statement

Note: 2017 not available

\* = Statistically significant at a two-tailed 10% significance level

Source: 2019 Public Service Employee Survey (Treasury Board of Canada), Chu Wang analysis

<sup>28</sup> Not statistically significant, but practically significant; trends are negative and GAC should monitor over time.

<sup>29</sup> Staff #3, GAC, author interview, November 18, 2019, Cambridge MA.



**b) BTQ2+ Staff Have Mixed Experiences with Leadership and Work Culture**

**Figure 14** shows that BTQ2+ staff have different experiences with leadership and work culture (compared to Heterosexual peers) – *more positive* experiences in some areas (e.g., confident in senior management) and *more negative* ones in others (e.g., satisfaction with supervision quality). While these differences are notable, they are mixed. Therefore, to prioritize its efforts, GAC should first focus on addressing BTQ2+ *Safety & Wellbeing* (with some focus on creating a respectful and ethical workplace) and de-prioritize BTQ2+ *Team Dynamics* as a future consideration.



Laurence Philomène, a non-binary photographer based in Montréal, Canada, *Rainbow hands*, 2019, photograph.

(Image courtesy of Laurence Philomène)

## 2.3.2. Indigenous Staff: Key Challenges in Stress and Discrimination & Harassment

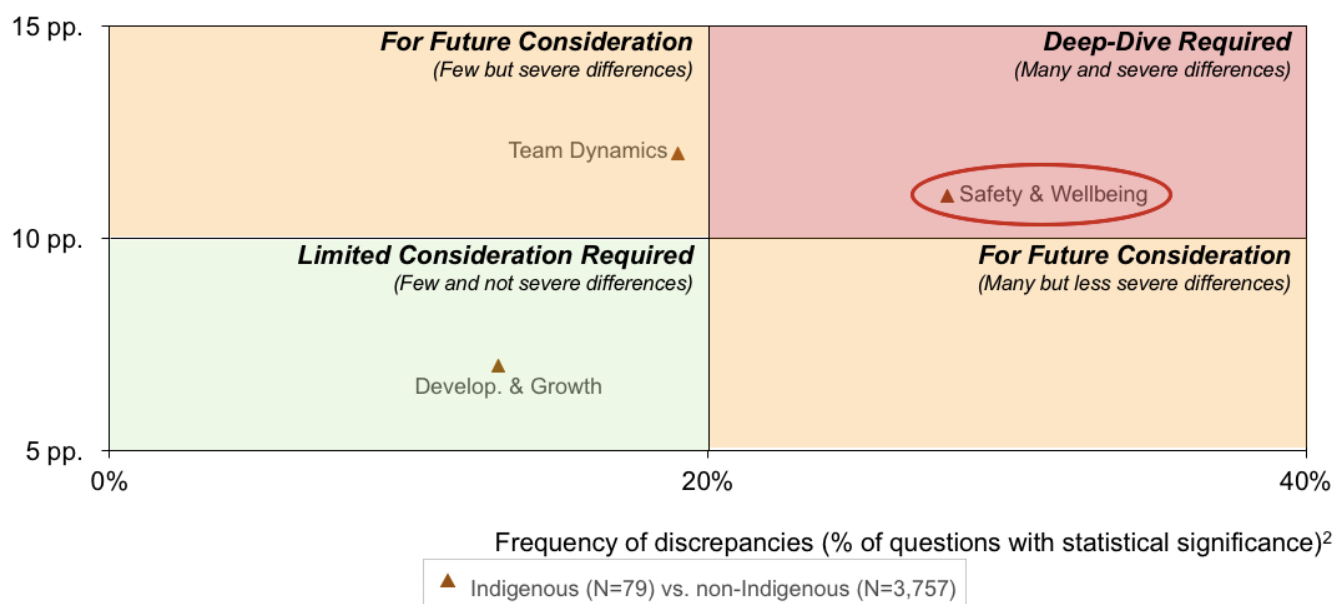
**Sub-Section Takeaways:** Indigenous staff report more stress and higher rates of harassment and discrimination. Compared to non-Indigenous staff, Indigenous staff are 13pp. more likely to report significant stress from a heavy workload, likely because their training needs to do the work are unmet. They are also more likely to request accessibility / accommodation measures – which are unmet 37% of the time – and report more stress from these issues. Indigenous staff also report higher rates of harassment (*by 8pp.*) and discrimination (*by 7pp.*) – both of which have worsened over time. These factors can adversely affect Indigenous staffs' mental health and productivity, while making them feel less empowered to contribute. Thus, GAC should better understand staffs' accessibility / accommodation needs and identify other channels for staff to report their incidents.

According to GAC's HR team, there are 329 Aboriginal employees (or 5.6% of GAC's workforce) as of March 31<sup>st</sup>, 2019. However, only 79 survey respondents identified as Aboriginal in the 2019 PSES, representing 24% of the total Aboriginal employee base. However, their responses are the best, available proxy to assess Indigenous empowerment and integration.<sup>30</sup>

Based on the matrix prioritization in **Figure 16**, data shows that Indigenous staff have the most and different experiences in *Safety & Wellbeing*, which the remainder of this sub-section details.

**Figure 16: Frequency and Magnitude of Discrepancies for Indigenous Staff**

Magnitude of significant discrepancies (avg. percentage point)<sup>1</sup>



Note: Discrepancy refers to the difference between the diversity group's perceptions and experiences vs. the control group's perceptions and experiences  
 Note: Analysis based on difference in proportions tests at a two-tailed, 10% significance level

1. Average of absolute percentage point differences (i.e., average of difference in proportions) for questions that have statistical significance

2. Percentage of questions that have statistical significance vs. total questions in a given sub-dimensions (e.g., *Safety & Wellbeing*)

Source: 2019 PSES Data, Chu Wang analysis

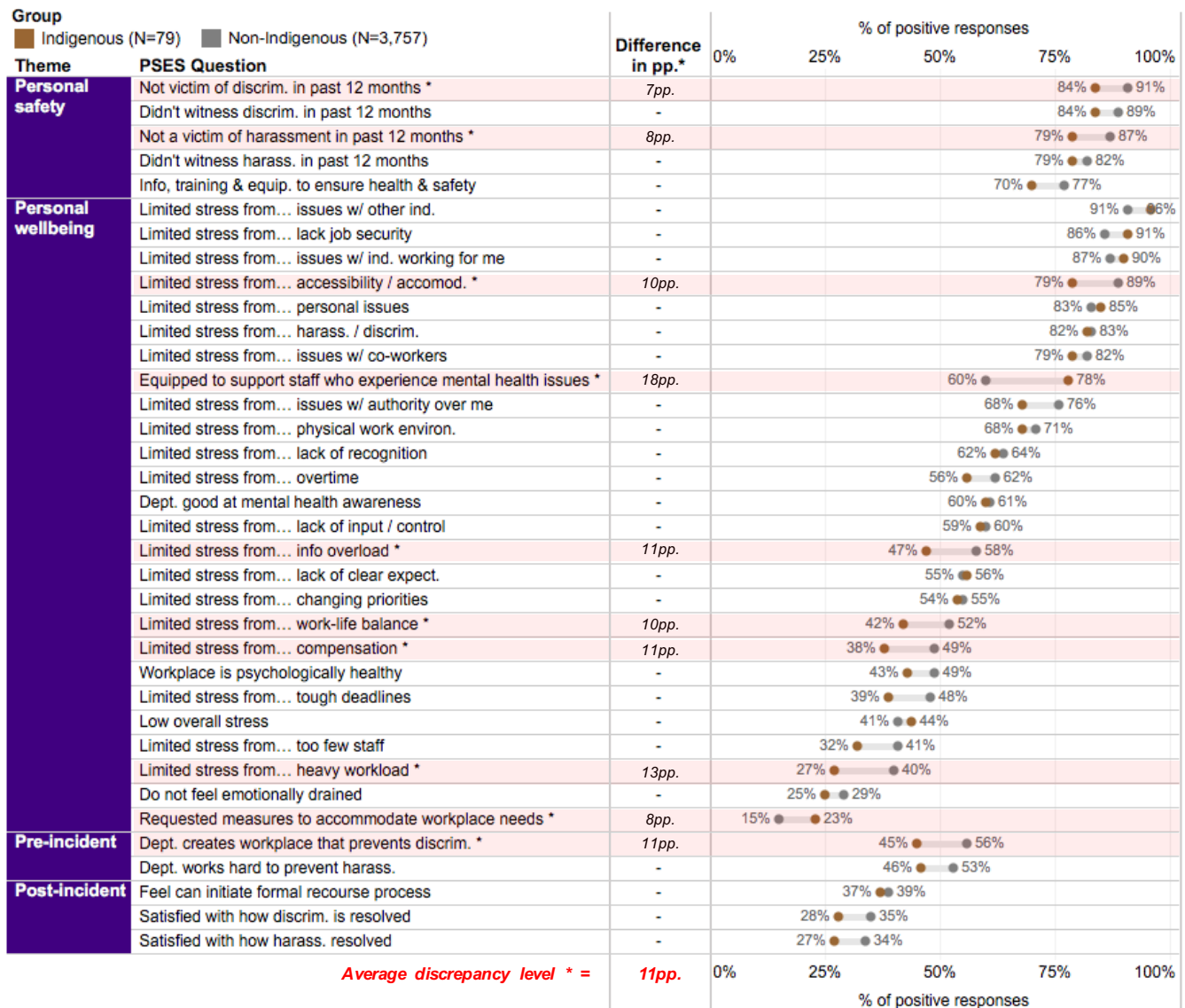
## Indigenous Deep-Dive: Safety & Wellbeing (28% Frequency; 11pp. Magnitude)

Indigenous staff experience the most challenges in *Safety & Wellbeing*. On 28% of the questions posed (10 of the 36 questions), Indigenous staff report significantly different responses than their non-Indigenous peers – with the differences averaging 11pp. (see **Figure 17**). Indigenous staff report: a) more stress and b) higher rates of harassment and discrimination.

**Figure 17: Indigenous vs. non-Indigenous Perceptions for Safety & Wellbeing**

### Indigenous Safety & Wellbeing

28% (10 of 36 questions) statistically significant, averaging 11pp. in discrepancy level



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis



### a) Indigenous Staff Report More Stress

In **Figure 17**, the highest discrepancies for work-related stress pertain to a heavy workload, information overload, compensation-related issues, work-life balance, and accessibility / accommodation issues.<sup>31</sup> These stress factors are not unique to Indigenous staff, but Indigenous staff report worse experiences.

- E.g., 27% of Indigenous staff compared to 40% of non-Indigenous staff report *zero-to-limited* stress from a heavy workload (*negative difference of 13pp.*)

Over time, many of these stress areas have worsened<sup>32</sup> (see **Figure 18**). For example, in 2017, 41% of Indigenous staff felt *limited* stress from a heavy workload, but that rate worsened to 39% in 2018 and 27% in 2019.

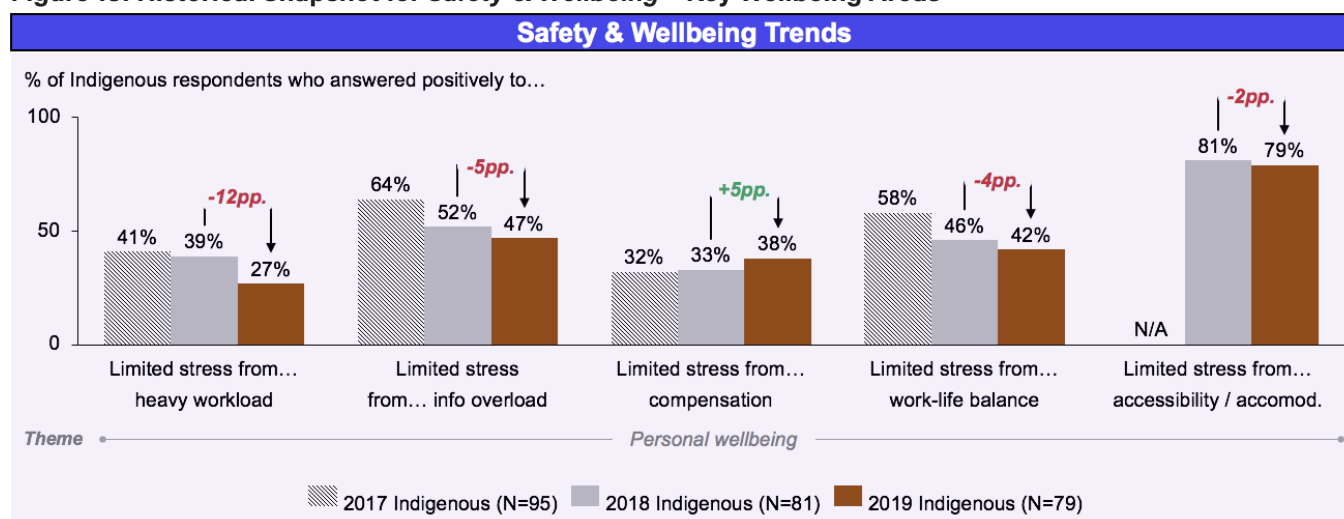
Greater workload and information overload stress can be partly attributed to the lack of training that Indigenous staff require (e.g., only 58% of Indigenous staff vs. 68% of non-Indigenous staff report getting the training to do their job<sup>33</sup>). Indigenous staff are also more likely to request measures to accommodate workplace needs and report more stress from accessibility / accommodation issues. Yet, only 63% of them report that any measures were taken – with a satisfaction rate

of 71%.<sup>34</sup> These findings suggest that some Indigenous staff are not fully supported or empowered to do their work. Thus, GAC should further investigate Indigenous staffs' training, accessibility, and accommodation requirements so that it can better support staff to fully contribute in teams and to GAC.

**“Unless it serves [GAC well] in the short term, they won’t accommodate [my training needs]. You are required to adapt to the workplace and do the job that you’re expected and that’s it.... It’s about the deliverable and getting things done.”**

**– Staff #10, GAC**

**Figure 18: Historical Snapshot for Safety & Wellbeing – Key Wellbeing Areas**



Note: Results shown are based on the proportion of Indigenous respondents who strongly agree or agree to a survey statement

Note: Depending on the survey question, the availability of the results vary by year

\* = Statistically significant (for 2018 vs. 2019 responses) at a two-tailed 10% significance level

Source: 2019 Public Service Employee Survey (Treasury Board of Canada), Chu Wang analysis

31 Note: Indigenous staff feel 18pp. better equipped to support staff who experience mental health issues.

32 Not statistically significant, but practically significant; the trend for 3 of the 5 stress areas are negative.

33 Statistically significant; Question 4 not shown in figures - see Appendix 9 Indigenous Perceived Development & Growth

34 Question 80 and 81 not shown - see PSES 2019

## b) Indigenous Staff Report Higher Rates of Discrimination and Harassment

Harassment and discrimination can cause staff to feel less safe and integrated at work, and in some cases, conceal their Indigeneity, preventing them from bringing their authentic selves to work.

**Figure 17** shows that Indigenous staff are more likely to experience discrimination and harassment.

- E.g., 16% of Indigenous staff report experiencing discrimination (vs. 9% of non-Indigenous staff)
- E.g., 21% of Indigenous staff report experiencing harassment (vs. 13% of non-Indigenous staff).

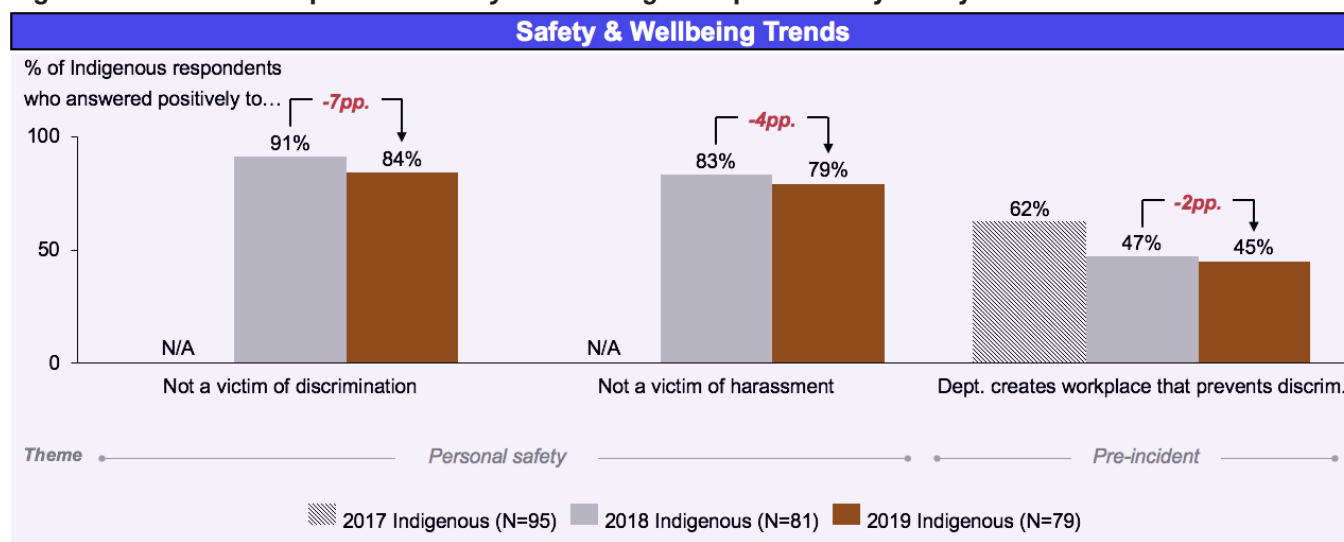
While there is generally low satisfaction – among all staff – towards post-incident measures, only 45% of Indigenous staff believe that GAC is hard working to create a workplace to prevent discrimination (vs. 56% of non-Indigenous staff). These areas have also worsened over time<sup>35</sup> (see **Figure 19**); in particular, the discrimination rate towards Indigenous staff nearly doubled from 9% in 2018 to 16% in 2019. This increase may be due to Indigenous staff feeling more comfortable reporting incidents. However, these rates remain unchanged for non-Indigenous staff; the PSES is anonymous so it is likely that staff would report discrimination and harassment with the same comfort

level year-over-year; and it is unlikely that GAC's culture changed significantly in one year. This suggests that in addition to reporting more discrimination and harassment, Indigenous staff also perceive GAC to be inadequate at preventing and resolving incidents (albeit all staff are generally unsatisfied). These conditions have further pressured some Indigenous staff to publicly conceal their Indigeneity at work<sup>35</sup>, preventing them from bringing their full authentic selves to work and contributing to GAC's success.

**“[Indigenous] employees are not bringing their identity into the workplace because they don't want people to see them moving up because of their identity.... A few times over the years, people would say: [because of her Indigenous identity] that's why she's getting a promotion.”**

**– Staff #10, GAC**

**Figure 19: Historical Snapshot for Safety & Wellbeing – Snapshot of Key Safety & Pre-Incident Areas**



Note: Results shown are based on the proportion of Indigenous respondents who strongly agree or agree to a survey statement

Note: Depending on the survey question, the availability of the results vary by year

\* = Statistically significant (for 2018 vs. 2019 responses) at a two-tailed 10% significance level

Source: 2019 Public Service Employee Survey (Treasury Board of Canada), Chu Wang analysis

35 Not statistically significant, but practically significant; trend is negative and the rate has nearly doubled.

36 Staff #10, GAC, author interview, January 21, 2020, Cambridge, MA.

Despite limited data on discrimination, there is data on harassment<sup>36</sup> (see **Figure 20**). This data suggests that when Indigenous staff experience harassment, the most common source is from authority figures (66% of incidents) and the most common type is from feeling excluded or ignored (73% of incidents). However, none of the Indigenous staff who were harassed filed a grievance or formal complaint because they were afraid of reprisal (54% of staff) and / or did not believe that doing so would make a difference (52% of staff). These two reasons may also explain why Indigenous staff are unsatisfied with the formal grievance process and with harassment resolution.

**"I'm not part of the [Aboriginal] network, but it's hard to connect with [Indigenous] peoples because of fear of persecution."**

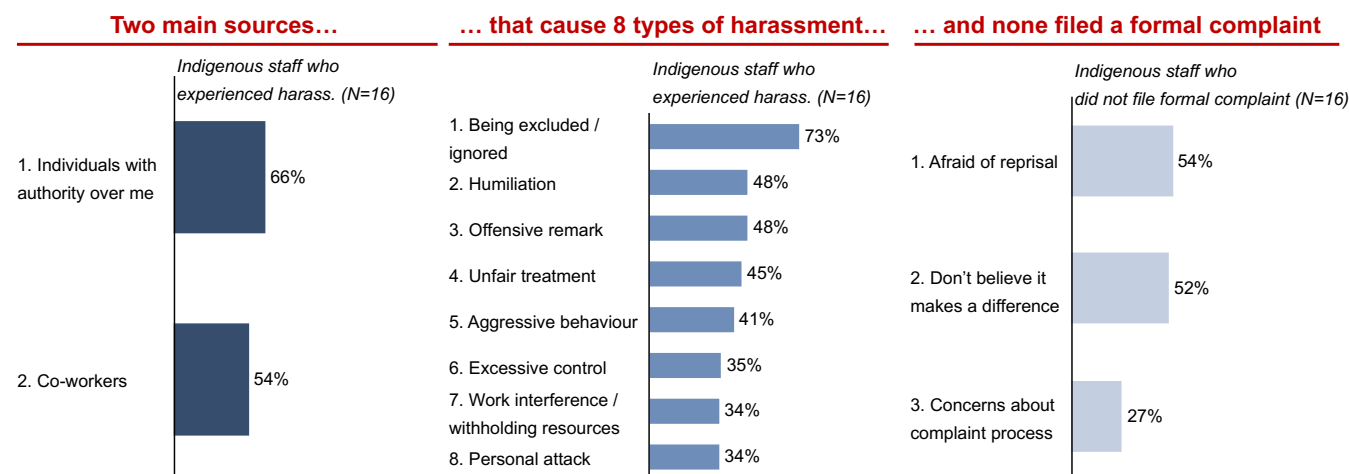
**- Staff #9, GAC**

**"This department is 'small c' conservative for opening the doors to diversity. I find it shocking that there's no effort to focus on Indigenous issues or significant efforts to increase and engage Indigenous Peoples in the department."**

**- Senior Manager #6, GAC**

An important implication for GAC is that although GAC has recently recruited new Indigenous talent, GAC needs to provide a safer and more empowering environment to retain Indigenous talent. Aside from promoting Indigenous awareness, it is also important for GAC to further investigate the root causes of stress, discrimination, and harassment and why some of the resolution channels are not being utilized or effective. Additionally, GAC should consider promoting more and effective, informal resolution channels.

**Figure 20: Detailed Breakdown of Harassment Towards Indigenous Staff**



Note: Zero values or unavailable values (due to staff confidentiality) not shown

Note: Survey question allows for multiple selection of sources, types of harassment, or reasons for not filing a grievance or formal complaint

Source: 2019 PSES Data, Chu Wang analysis

36 Low sample size (N=16), but best proxy available.



# KEY QUESTION 3: HOW CAN GAC ENHANCE D&I FOR LGBTQ2+ AND INDIGENOUS STAFF?

## Section Summary:

To enhance LGBTQ2+ Safety & Wellbeing, GAC should:

1. Conduct an internal LGBTQ2+ staff survey to better identify staffs' challenges.
2. Develop an LGBTQ2+ workplace strategy that institutionalizes efforts to enhance safety and wellbeing.
3. Encourage LGBTQ2+ staff to contribute to external, LGBTQ2+-related strategies.

To enhance Indigenous Safety & Wellbeing, GAC should:

4. Encourage Indigenous staff to contribute to external, Indigenous-related strategies.
5. Have volunteer Post Representatives who act as Aboriginal Network nodes.
6. Create a formal mentorship program that is accessible to all Indigenous staff.

Implementing these recommendations not only empowers and integrates LGBTQ2+ and Indigenous staff but mobilizes *all of GAC* to better contribute to Canadian prosperity and security.



Participants at a diversity and inclusion event at Global Affairs Canada (2019).

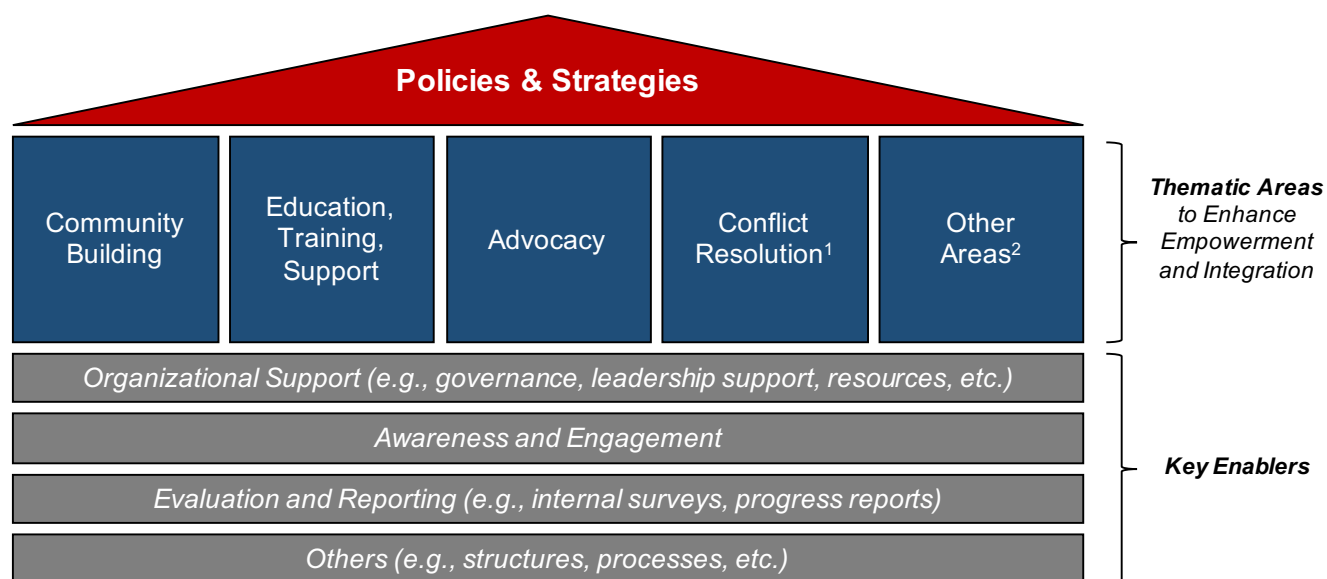
(Credit: Global Affairs Canada; image sourced from: [https://twitter.com/GAC\\_Corporate/status/1129441764643880963/photo/1](https://twitter.com/GAC_Corporate/status/1129441764643880963/photo/1))

### 3.1. Framing Empowerment and Integration Activities

In **Figure 21**, I propose a high-level framework to structure the different types empowerment and integration interventions – based a top-down scan of different D&I activities recommended by researchers (e.g., Kahneman, Thaler and Sunstein, Dobbin and Kalev, etc.) and leading organizations in D&I (e.g., Amazon, Facebook, BCG). At the macro level, there are *Policies & Strategies* that support staff. These *Policies & Strategies* require *Thematic Areas* (e.g., community-building, advocacy, etc.) to help change employees' behaviours and therefore, the organization's culture. To enable this change, organizational support, staff awareness and engagement, evaluation and reporting, and other *Enablers* are required.

Using this intervention framework, I then apply a bottom-up approach to map out 26 most common empowerment and integration activities in **Figure 22**<sup>38</sup>. These activities are derived vis-à-vis interviews with leaders of D&I networks at comparable foreign ministries and staff at GAC. This mapping is also used to identify gaps in GAC's current D&I efforts and triangulate potential opportunities for GAC.

**Figure 21: Framing Empowerment and Integration Interventions**



1. While very important in enhancing staff empowerment and integration, few foreign ministries discussed their conflict resolution activities

2. Areas that did not come up in the bottom-up analysis of various efforts that other foreign ministries have undertaken to enhance empowerment and integration (for diversity groups)

Source: Expert interviews, Chu Wang analysis

Figure 22: Twenty-Six Common Activities to Empower &amp; Integrate Diverse Staff

Type of Intervention		26 Common Empowerment and Integration Activities Performed by Networks and/or HR	
<b>Policies &amp; Strategies</b>		01. Have anti-discrimination policies in place	
		02. Have a specific internal diversity group strategy	
<b>Thematic Areas</b>	<b>Community Building</b>	03. Organize social events (e.g., afterwork gatherings)	
		04. Coordinate diversity events (e.g., Pride March, Indigenous Peoples' Day)	
		05. Offer social programming to engage allies	
	<b>Education, Training, Support</b>	06. Offer diversity briefing for all officers going on posts	
		07. Offer workplace training about diversity group	
		08. Offer e-training on being inclusive of diversity group	
		09. Offer seminars on personal matters for diversity group	
		10. Offer seminars on professional topics for diversity group	
		11. Offer formal and regular mentorship program	
		12. Offer guidance / legal advice to out-going staff on postings	
	<b>Advocacy</b>	13. Work with HR to discuss diversity issues / concerns	
		14. Provide input into related foreign policy briefings / design formally	
		15. Offer input into an external diversity strategy (e.g., LGBTQ2+ strategy)	
	<b>Conflict Resolution</b>	16. Have formal dispute / conflict resolution channels	
		17. Have informal dispute / conflict resolution channels	
<b>Key Enablers</b>	<b>Org. Support</b>	18. Have senior leadership support / champion	
		19. Recognized as official diversity group	
		20. Receive funding from department	
		21. Offer same programs / services to locally-engaged staff	
		22. Have Post Representatives acting as network nodes	
	<b>Awareness</b>	23. Present network in official on-boarding for new staff	
		24. Send out routine newsletters and updates	
	<b>Evaluation &amp; Reporting</b>	25. Conduct internal survey specifically for diversity group	
		26. Work with HR to discuss internal survey findings	

Note: Numerical ordering does not represent popularity or impact level

Source: Expert interviews and Chu Wang analysis

### 3.2. GAC's Existing Empowerment and Integration Activities

#### Support for LGBTQ2+ Staff

At the *Policy and Strategy* level, GAC applies anti-discrimination policies (e.g., Canadian Human Rights Act) and action plans, but does not have an institutionalized LGBTQ2+ workplace strategy. Moreover, GAC has focused mostly on *Community Building* activities and some *Education, Training, and Support* activities such as positive space training and partner accreditation advisory. As *Enablers*, GAC has provided some *Organizational Support* by legitimizing the Pride Network, introducing a senior LGBTQ2+ Champion, and providing limited funding to the network. While the LGBTQ2+ Champion meets with GAC's D&I Council to discuss HR topics, some staff still believe that Pride Network's scope is quite limited and there is opportunity to do more. **Figure 23** details GAC's existing LGBTQ2+ D&I efforts (compared to peers).

**"The LGBTQ2+ Network [scope] is the bare bones, but they are good with messaging issues and blog posts."**

**- Staff #8, GAC**

#### Support for Indigenous Staff

At the *Policy and Strategy* level, GAC applies similar anti-discrimination policies and maintains an *Employment Equity Action Plan*. Through HR, GAC has mainly focused on recruiting and promoting Indigenous staff. Through the Aboriginal Network and the Network Champion, Indigenous employees have been supported with some *Community Building* activities such as group lunches. For *Education, Training, and Support*, some trainings on Indigenous topics are institutionalized (through the Canada School of Public Service), but others are ad hoc (e.g., introduction session for Heads of Missions<sup>39</sup>). As *Enablers*, GAC has provided *Organizational Support* vis-à-vis official recognition of the Aboriginal Network, some leadership support, and limited financial resources. **Figure 24** details GAC's existing Indigenous D&I efforts (compared to peers).

**"The Aboriginal Network is very small and not resourced.... I didn't find they bring much value and I rarely hear about their events. Leadership needs to step up and attend."**







**- Senior Manager #6, GAC**

39 Senior Manager #6, GAC, author interview, December 20, 2019, Ottawa, Canada.



**Figure 23: Efforts Adopted by GAC vs. Peer Organizations to Support LGBTQ2+ Staff**

While GAC is Quite Advanced, Australia's DFAT Leads in Supporting LGBTQ2+ Staff; GAC's Greatest Gaps are in Evaluation & Reporting

Type of Intervention	Common Activities to Support LGBTQ2+ Empowerment and Integration	 Canada (GAC)	 Australia (DFAT)	 UN System	 E.U. (EEAS)	 New Zealand (MFAT)	 Germany (AA)
Policy & Strategy	01. Anti-discrimination policies	✓	✓	✓	✓	✓	✓
	02. Dedicated LGBTQ2+ staff strategy	Limited <sup>1</sup>	✓	✓	-	-	-
Community Building	03. Social events (e.g., afterwork gatherings)	✓	✓	✓	✓	✓	✓
	04. Diversity events (e.g., Pride Celebration)	✓	✓	✓	✓	-	✓
	05. Social programming to engage allies	✓	-	-	Limited	-	-
Education, Training, Support	06. Diversity briefing for all officers going on posts	-	Limited	-	Limited	-	-
	07. Workplace training about LGBTQ2+ issues	Limited <sup>2</sup>	✓	✓	Limited	Limited	Limited
	08. E-training on LGBTQ2+ D&I	Developing	✓	-	-	-	-
	09. Seminars on personal matters for LGBTQ2+ staff	-	-	✓	-	-	-
	10. Seminars on professional topics for LGBTQ2+ staff	✓	✓	-	Limited	✓	✓
	11. Formal and regular mentorship program	Developing	-	-	-	-	-
Advocacy	12. Guidance / legal advice to out-going staff on postings	✓	✓	Limited	✓	-	✓
	13. Diversity issues discussed with HR	✓	✓	✓	✓	✓	✓
	14. Formal input into LGBTQ2+ related policy briefings	-	✓	Limited	-	-	-
Conflict Resolution	15. Input into external-facing LGBTQ2+ strategy	-	✓	Limited	-	-	-
	16. Formal dispute / conflict resolution channels	✓	✓	✓	✓	✓	✓
	17. Informal dispute / conflict resolution channels	✓	✓	✓	✓	✓	✓
Org. Support	18. Senior leadership support / champion	✓	✓	-	-	-	-
	19. Official diversity group	✓ <sup>3</sup>	✓	Informal	Informal	✓	Informal
	20. Funding from department	✓	✓	-	-	✓	-
	21. Same programs / services to locally-engaged staff	Limited <sup>4</sup>	-	✓	-	Limited	-
Awareness & Engage.	22. Post Representatives as network nodes	-	-	✓	-	-	-
	23. Network in official on-boarding	Ad hoc	✓	Ad hoc	✓	✓	Ad hoc
Evaluation & Reporting	24. Routine newsletters and updates	Ad hoc	✓	✓	✓	Ad hoc	✓
	25. Internal LGBTQ2+ staff survey	-	Developing	Developing	✓	-	-
	26. Survey findings discussion with HR	-	-	-	✓	-	-
Total efforts in place		12 of 26 (46%)	18 of 26 (69%)	12 of 26 (46%)	11 of 26 (42%)	9 of 26 (35%)	9 of 26 (35%)

Note: Peer organizations selected based on their similarity in workforce size and foreign policy positions, clients' interests, and expert availability

Note: Numerical ordering does not represent popularity or impact level

1. GAC develops employment action plans, but not specific (institutionalized) strategies for LGBTQ2+ staff

2. Limited classroom training such as *Positive Space: Ambassador Training*




3. Pride Network has an LGBTQ2+ Champion and Representative on GAC's D&I Council, but Pride Network is not considered an Employment Equity group network

4. GAC implements *Duty to Accommodate* Guidelines but does not offer all LGBTQ2+ programming to locally-engaged staff (e.g., partner accreditation, positive space training, etc.)

Source: Expert interviews and Chu Wang analysis

**Figure 24: Efforts Adopted by GAC vs. Peer Organizations to Support Indigenous Staff**

GAC on Par with New Zealand MFAT, but Behind Australia DFAT – GAC's Greatest Gaps in Awareness &amp; Engagement and Evaluation

Type of Intervention	Common Activities to Support Indigenous Empowerment and Integration	 Canada (GAC)	 Australia (DFAT)	 New Zealand (MFAT)
Policy & Strategy	01. Anti-discrimination policies	✓	✓	✓
	02. Dedicated Indigenous staff strategy	✓	✓	-
Community Building	03. Social events (e.g., afterwork gatherings)	✓	✓	✓
	04. Diversity events (e.g., Indigenous Peoples' Day Celebration)	✓	✓	✓
	05. Social programming to engage allies	Limited	✓	Limited
Education, Training, Support	06. Diversity briefing for all officers going on posts	Limited	✓	Limited
	07. Workplace training about Indigenous peoples' issues	✓	✓	Developing
	08. E-training on Indigenous D&I	✓	Limited	-
	09. Seminars on personal matters for Indigenous staff	-	✓	✓
	10. Seminars on professional topics for Indigenous staff	-	✓	-
	11. Formal and regular mentorship program	Developing	Informal	-
	12. Guidance / legal advice to out-going staff on postings	Limited	Limited	-
Advocacy	13. Diversity issues discussed with HR	✓	✓	✓
	14. Formal input into Indigenous related policy briefings	-	✓	-
	15. Input into external-facing Indigenous strategy	-	✓	✓
Conflict Resolution	16. Formal dispute / conflict resolution channels	✓	✓	✓
	17. Informal dispute / conflict resolution channels	✓	✓	✓
Org. Support	18. Senior leadership support / champion	✓	✓	Limited
	19. Official diversity group	✓	✓	✓
	20. Funding from department	✓	✓	✓
	21. Same programs / services to locally-engaged staff	Limited <sup>1</sup>	-	-
	22. Post Representatives as network nodes	-	Limited	-
Awareness & Engage.	23. Network in official on-boarding	Limited	✓	✓
	24. Routine newsletters and updates	Ad hoc	✓	✓
Evaluation & Reporting	25. Internal Indigenous staff survey	-	✓	-
	26. Survey findings discussion with HR	-	✓	-
Total efforts in place		12 of 26 (46%)	21 of 26 (81%)	12 of 26 (46%)

Note: Peer organizations selected based on their similarity in workforce size and foreign policy positions, clients' interests, and expert availability

Note: Numerical ordering does not represent popularity or impact level

1. GAC implements *Duty to Accommodate* Guidelines but does not offer all Indigenous programming to locally-engaged staff (e.g., *KAIROS Blanket Exercise*)

Source: Expert interviews and Chu Wang analysis

### 3.3. Options Evaluation Methodology

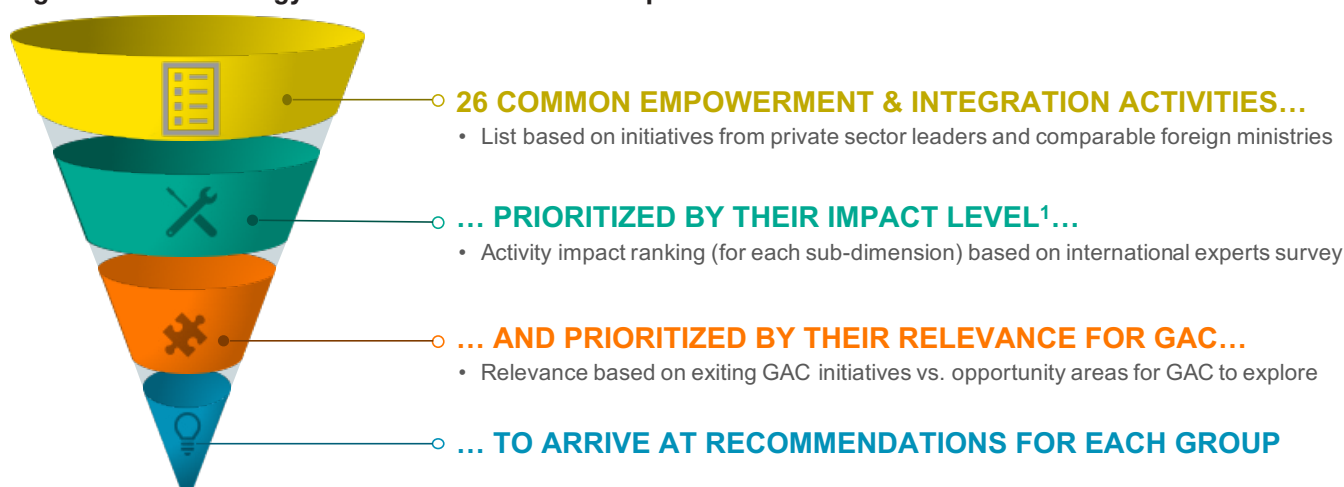
To evaluate which of the 26 activities are most useful for GAC, I assess each activity using the following criteria:

- **Impact level:** effectiveness and sustainability in resolving a specific challenge.
- **Relevance for GAC:** applicability to GAC's needs and whether GAC is already applying it.

To assess impact, I developed a survey and asked leaders of D&I networks from comparable foreign ministries to rate each activity's impact on enhancing: *Safety & Wellbeing* vs. *Perceived Development & Growth* vs. *Team Dynamics* (see **Research Methodology**).<sup>40</sup> These results form a numerical ranking of the most impactful activities by sub-dimension and differentiated between LGBTQ2+ staff and Indigenous staff.

To evaluate relevance, I assessed whether the activity is already implemented at GAC. If the activity is not implemented, then the activity is deemed relevant. It is important to note that the impact level and relevance vary for each diversity group. Therefore, the options evaluation is tailored for each group. *Appendix 10* and *Appendix 11* detail the complete assessment for LGBTQ2+ staff and Indigenous staff.

**Figure 25: Methodology to Evaluate and Prioritize Options**



1. Impact refers to the effectiveness and sustainability of an activity in addressing a specific empowerment and integration challenge (e.g., *Safety & Wellbeing*)

40 Survey does not ask respondents to assess the impact of GAC's existing activities.

### 3.4. Empowering and Integrating BTQ2+ Staff

Resolving BTQ2+ staffs' negative experiences in *Safety & Wellbeing* can also result in positive spillovers for non-BTQ2+ staff (including Heterosexual staff and those who are not out). To enhance *Safety & Wellbeing*, here are the top 10 most impactful and relevant activities to better support LGBTQ2+ staff (see *Appendix 10* for full analysis):

**Figure 26: Snapshot of Top 10 Most Impactful Activities<sup>41</sup> for LGBTQ2+ Safety & Wellbeing**

Impact Rank	Efforts Already Existing for LGBTQ2+ Staff?	Empowerment and Integration Activities (Related to LGBTQ2+ Safety & Wellbeing)
#1	✓	Recognized as an <b>official diversity group</b>
#2	✓	Work with <b>HR to discuss diversity issues</b> / concerns
#3	✓	Have <b>anti-discrimination policies</b> in place
#4	-	Conduct an <b>LGBTQ2+ survey</b> to understand staffs' challenges
#5	✓	Have <b>senior leadership</b> support / champion
#6	- <sup>1</sup>	Have a dedicated and institutionalized <b>LGBTQ2+ workplace strategy</b>
#7	✓	Receive <b>funding</b> from department
#8	Limited <sup>2</sup>	Offer <b>same LGBTQ2+ programs / services</b> to locally-engaged staff
#9	-	Allow input into <b>external-facing, LGBTQ2+ strategies</b>
#10	Limited	Offer <b>workplace training</b> about diversity group

■ = Gap in GAC's existing efforts and opportunity area to support LGBTQ2+ *Safety & Wellbeing*

Note: Impact rank and relevance only apply to LGBTQ2+ staff (and not other diversity groups)

1. GAC develops employment action plans, but not specific (institutionalized) strategies for LGBTQ2+ staff

2. GAC implements *Duty to Accommodate* Guidelines but does not offer all LGBTQ2+ programming to locally-engaged staff (e.g., partner accreditation, positive space training, etc.). While relevant for GAC to consider, this is likely logistically unfeasible to implement.

Source: GAC employee interviews (N = 18), Expert Survey on Intervention Effectiveness (N = 6), Chu Wang analysis

Based on **Figure 26**, GAC should consider 3 activities that are effective and relevant for LGBTQ2+ staff:

- i. **Conduct an internal and routine LGBTQ2+ staff survey.**
- ii. **Develop an internal and institutionalized LGBTQ2+ workplace strategy.**
- iii. **Encourage LGBTQ2+ staff to contribute to external-facing, LGBTQ2+ strategies.**

As additional considerations (based on staff interviews and peer benchmarking), GAC should:

- **Offer organizational support to scale voluntary training on LGBTQ2+ issues.**
- **Launch an awareness campaign to promote conflict resolution channels.**

While these activities are for LGBTQ2+ staff, GAC should tailor the recommendations to support BTQ2+ staff.

<sup>41</sup> Only top 10 activities shown (see *Appendix 10* for complete ranking).



## Recommendation 1: Conduct an LGBTQ2+ Staff Survey

An LGBTQ2+ staff survey can help GAC better understand the needs, perceptions, and challenges of BTQ2+ staff – including Lesbian / Gay staff and Heterosexual allies. An internal survey can uncover why staff are unsatisfied with existing resolution channels (i.e., Heterosexual staff are 15pp. more likely than BTQ2+ staff to be satisfied with how discrimination is resolved). Such a survey can also provide critical data on the number of LGBTQ2+ staff and their needs; these results can also inform new initiatives to include in an LGBTQ2+ workplace strategy (*Recommendation 2*).

### Design and implementation guidance:

- The survey should anonymously estimate the number of LGBTQ2+ staff at GAC and give the Pride Network the data to substantiate issues and concerns that staff have. The estimate should also help GAC understand the approximate number of people impacted by LGBTQ2+-related initiatives.

**“We don’t know who is in the community and the breakdown of community [in terms of LGBTQ2+ split].... Without data, [Pride Network’s] work is done blindly and based on perceived needs.”**

**– Senior Manager #1, GAC**

- The survey should act as an additional, informal channel for staff to voice their grievances and provide details on the root causes of harassment and discrimination incidents. It should uncover further details on harassment and discrimination themes.<sup>42</sup>

- The survey should help assess the effectiveness of GAC’s LGBTQ2+ initiatives and prioritize LGBTQ2+ issues that require the management’s attention. For example, asking LGBTQ2+ staff to evaluate the quality of the social events or voluntary training on D&I can be a good starting point.

**“On the surface, [LGBTQ2+ D&I] is not an issue but when you’re an invisible minority, there can be [issues] that pop up [for staff on postings].”**

**– Senior Manager #3, GAC**

- HR and the Pride Network should conduct focus groups grounded in the PSES reports and results from the proposed survey. Doing so can help GAC understand the unique challenges of BTQ2+ staff and ways for HR to better support BTQ2+ staff (and non-BTQ2+ staff).
- [Optional] GAC should consider conducting an internal survey for all staff given the low satisfaction with existing resolution methods and channels. The results from a general, internal survey can reveal the challenges that non-LGBTQ2+ staff also experience.

42 PSES is insufficient to determine specific harassment and discrimination details.

## Leading Practice: European Union Égalité's LGBTI Staff Survey

### What?

The *Égalité LGBTI Staff Survey* is an annual survey conducted by Égalité, an LGBTI network for European Union (E.U.) institutions – including the European External Action Service. The survey aims to assess how the association can better represent LGBTI staff and advocate for more inclusion. With 25 questions, the anonymous survey takes roughly 10 minutes to complete. In addition to basic demographic questions, the survey also asks (not exhaustive):

- Are out at work?
- Is there a sufficient number of role models who openly identify as LGBTI?
- If you have experienced discrimination, has it been handled appropriately? Why was it or was it not handled by the responsible HR department?
- Have you faced issues with your medical insurance system because of your sexual orientation, gender identity, or sex characteristics?
- What are main issues concerning LGBTI staff (e.g., equal rights for parental leave, equal rights for medical insurance, new LGBTI staff on-boarding, respectful and LGBTI-inclusive workplace, etc.)?
- What are your expectations towards Égalité as an association?


### How?

Égalité sends the survey to its approximately 650 members (including allies) and posts it in Égalité's Facebook group. After the deadline, Égalité's Board Members (volunteer staff) analyze the survey and discuss the results internally before sharing them with HR administrations. With this survey, Égalité has been able to resolve specific issues such as including LGBTI information in post reports. One E.U. staff indicated that with a fact-based approach, "HR has been quite receptive to [discussing the results and] issues raised by Égalité."

EGALITE LGBTI STAFF SURVEY 2019

Fields marked with \* are mandatory.

Introduction - Objective of the survey



EGALITE Survey - 2019

Since its foundation, Égalité has been combating discrimination against LGBTI+ staff within the European institutions.

The objective of this survey is to provide Égalité with an updated overview of your situation and your expectations. This is because we want to be able to represent you better and advocate for a truly inclusive work environment where all LGBTI+ colleagues feel valued, can be fully themselves and realise their full potential.

The survey is made up of 25 questions - it will take you maximum 10 minutes to complete.

Thank you for your time and your participation!

The survey is anonymous.

The results will be stored and analysed in line with the General Data Protection Regulation of the European Union.

(Courtesy of Égalité)

Source:  
Leadership, *Égalité EEAS*, author interview, November 10, 2019, Cambridge, MA.

Chu Wang analysis.

## Recommendation 2: Develop an LGBTQ2+ Workplace Strategy

An effective LGBTQ2+ workplace strategy can help address *Safety & Wellbeing* challenges. While LGBTQ2+ employees are protected under the *Canadian Human Rights Act*, they do not belong to an *Employment Equity* group. Thus, a dedicated strategy can highlight the specific challenges faced by BTQ2+ staff and formally institutionalize GAC's initiatives to better support BTQ2+ staff (including Lesbian / Gay staff).

### Design and implementation guidance:

- Leveraging the LGBTQ2+ staff survey (*Recommendation 1*), the strategy should identify news solutions and ways to strengthen existing anti-discrimination and anti-harassment efforts to support BTQ2+ staff.
- The strategy should focus on creating greater understanding and visibility of BTQ2+ staff so that senior management and supervisors are aware of this group and its needs. At a department-level, this may mean launching internal townhalls to promote dialogue between executives and BTQ2+ staff. At the team-level, this may mean encouraging meeting attendees to introduce themselves by their name and preferred pronoun(s).
- GAC should ensure that the strategy clearly articulates the roles, responsibilities, and authorities of Pride Network members, the LGBTQ2 Champion, HR, management, and allies.
- GAC should provide the Pride Network and HR teams with organizational support (e.g., leadership attention, dedicated staff, and financial resources) to design and implement this strategy.
- The Pride Network and HR should work together to evaluate and report on implementation progress.

**“The challenge with LGBTQ2+ representation and integration is that there is no protection of LGBTQ2+ people because [they are not included in the] Employment Equity Act.”**

**– Senior Manager #5, GAC**



Consul General Christopher Gibbins holds the Pride flag during Chandigarh's (India) 2018 Pride Week.

(Credit: Global Affairs Canada; image sourced from: [www.international.gc.ca/world-monde/stories-histoires/2018/turning-words-to-action.aspx?lang=eng&ga=2.18309488.896494210.1585176228-1209179320.1585176228](http://www.international.gc.ca/world-monde/stories-histoires/2018/turning-words-to-action.aspx?lang=eng&ga=2.18309488.896494210.1585176228-1209179320.1585176228))

## Leading Practice: Australia's LGBTI Workplace Strategy

### What?

In partnership with the LGBTI Network, Australia's DFAT released an internal workplace strategy in 2018 to foster a safe and supportive culture so that LGBTI employees feel respected, valued, and empowered. The strategy contains five key pillars related to HR policies and practices, LGBTI training and education, the LGBTI Network's key stakeholders, LGBTI visibility and inclusion, and LGBTI community engagement and external advocacy. The strategy outlines action items with the responsible business area(s), key performance indicators, and implementation timelines.

To enhance the *Safety & Wellbeing* of LGBTI staff, the strategy aims to:

- Encourage the use of pronouns in signature blocks to assist all employees in understanding which pronouns to use when addressing or referring to an individual
- Provide briefings on LGBTI issues (including anti-bullying, harassment, and discrimination) to all staff prior to their posting abroad
- Support a network of Diversity & Anti-Harassment Officers who work in Australia and abroad to support staff with harassment and discrimination issues

### How?

The strategy was initially developed by DFAT's HR team in consultation with DFAT's LGBTI Network and LGBTI Champion. Having received internal approvals, the strategy is currently monitored by DFAT's Corporate Management Group and the LGBTI Champion is responsible for its implementation vis-à-vis relevant business areas. The LGBTI Network is responsible for reviewing progress and the Champion is responsible for reporting the outcomes to the Head of DFAT and the LGBTI Network. One Australian DFAT senior manager highlighted the importance of the strategy because it "makes the department focus equally and weight LGBTI issues equally [to other diversity groups]."



(Credit: Australian Government - Department of Foreign Affairs and Trade)

Source:  
Senior Manager, Australian DFAT, author interview, November 11, 2019, Ottawa, Canada.

Government of Australia - Department of Foreign Affairs and Trade. Lesbian, Gay, Bisexual, Trans or Gender Diverse and/or Intersex (LGBTI) Workplace Strategy 2018-21. 2018, <https://www.dfat.gov.au/about-us/publications/Pages/lgbti-workplace-strategy-2018-21>.

Chu Wang analysis.



### Recommendation 3: Encourage LGBTQ2+ Staff to Offer Input Into External LGBTQ2+ Strategies

More interactions between a dominant and minority group can result in the dominant group developing fewer biases and stereotypes, enabling staff to engage more positively and productively at work (Jones et al. 2013). This means that by encouraging BTQ2+ staff to provide input on GAC's external LGBTQ2+ related strategies (e.g., human rights, international assistance, etc.), Heterosexual staff can increase their interactions with BTQ2+ staff. This helps GAC foster more LGBTQ2+ allies internally and develop more comprehensive and intersectional policies and programs externally.

#### Design and implementation guidance:

- GAC should introduce an informal norm (i.e., guidance from senior executives) for teams to consult with the Pride Network on foreign policy strategies that may benefit from an intersectional approach (and related to LGBTQ2+ topics).
- The Pride Network should develop an advisory committee of 2-5 members (including BTQ2+ staff) who can provide guidance on external LGBTQ2+ related strategies. While GAC's LGBTQ2+ policy team has been effective, there is an opportunity to leverage Pride Network's members who can offer insightful and intersectional perspectives.
- The Pride Network should help coordinate the consultation process and specify timelines for it to provide strategic guidance to the relevant policy or programming teams that solicit feedback.
- The Pride Network should share its services with relevant teams and successful consultation stories.

For example, Australian DFAT's policymakers often consult the LGBTI Network for guidance on the wording, framing, and content of LGBTI and human rights policies and statements. By feeling empowered and integrated at work, one member of DFAT's LGBTI Network conducted research and provided guidance on how to prioritize LGBTI rights in Australia's broader Humanitarian Strategy.<sup>43</sup> While this employee did not disclose the initiative's impact, encouraging consultations with LGBTI staff led to increased interactions between LGBTI and Heterosexual staff and translated into more holistic and innovative policy design.



As Special Advisor to the Prime Minister on LGBTQ2 Issues, Randy Boissonnault speaks to a roundtable organized by the LGBTI Core Group of the Organization of American States (OAS) in 2016.

(Credit: OEA/OAS)

43 Staff #1, Australian DFAT, author interview, November 12, 2019, Cambridge, MA.

### **Additional Consideration: Offer Organizational Support to Scale LGBTQ2+ Training**

Currently, GAC conducts positive space training, cultural bias training, and ad hoc workshops to educate staff on LGBTQ2+ and broader D&I issues. However, the LGBTQ2+ training is not scalable (i.e., constrained by the limited number of trainers) nor institutionalized in official staff training. Therefore, it is critical to provide more support for voluntary workplace training and e-training that is accessible to all employees – regardless of their sexual orientation or gender. To scale LGBTQ2+ training, GAC should provide more financial resources and ensure that HR teams are well-equipped to lead these trainings alongside LGBTQ2+ staff. Managers should also support their staff in taking time away from work to complete such trainings.

**“Canadian missions are asking for positive space training, but [there is] no capacity to deliver them at a high volume. HR is helping with the coordination (e.g., booking the room, scheduling the training, etc.), but delivery is still done by LGBTQ2+ volunteers.”**

**– Staff #3, GAC**

### **Additional Consideration: Launch an Awareness Campaign to Promote Resolution Channels**

Given the conclusions from *Key Finding 2*, GAC's HR team should increase staff awareness of existing conflict resolution channels. Currently, Lesbian and Gay employees are very satisfied with how discrimination and harassment are resolved – partially because Lesbian and Gay staff are 21pp. more likely than Heterosexual staff to contact an HR advisor (see *Appendix 9*). This is just one example of a popular resolution channel, but GAC should rollout an awareness campaign to ensure that all staff understand the available channels for reporting and addressing discrimination and harassment.



Former Political Counsellor Ayesha Rekhi with LGBTI activists from Canada, Cambodia, Lao PDR, and Thailand who participated in the Salzburg Global Forum. (Note: In August 2019, Ms. Rekhi was appointed Ambassador of Canada to the Czech Republic).

(Credit: Embassy of Canada to Thailand; image sourced from: [www.canadainternational.gc.ca/thailand-thailande/eyes\\_abroad-coupdoeil/LGBTI\\_2017\\_PL.aspx?lang=eng](http://www.canadainternational.gc.ca/thailand-thailande/eyes_abroad-coupdoeil/LGBTI_2017_PL.aspx?lang=eng))

### 3.5. Empowering and Integrating Indigenous Staff

Indigenous staff report more negative *Safety & Wellbeing* experiences – particularly in stress, discrimination, and harassment. Following the same approach applied for BTQ2+ recommendations, here are the top 10 most impactful and relevant activities to support Indigenous *Safety & Wellbeing* (see *Appendix 11* for full analysis):

**Figure 27: Snapshot of Top 10 Most Impactful Activities<sup>44</sup> for Indigenous *Safety & Wellbeing***

Impact Rank	Effort Already Existing for Indigenous Staff?	Empowerment and Integration Activities (Related to Indigenous <i>Safety &amp; Wellbeing</i> )
#1	✓	Have <b>senior leadership</b> support / champion
#2	Limited <sup>1</sup>	Work with HR to <b>discuss internal survey findings</b>
#3	-	Allow input into external-facing, <b>Indigenous peoples' strategies</b>
#4	-	Have Post Representatives acting as <b>network nodes</b>
#5	✓	Have <b>informal dispute / conflict resolution channels</b>
#6	✓	Recognized as an <b>official diversity group</b>
#7	In Development	Offer <b>formal and regular mentorship</b> program
#8	✓	Offer <b>workplace training</b> about diversity group
#9	✓	Work with HR to <b>discuss diversity issues</b> / concerns
#10	✓	Organize <b>social events</b> (e.g., afterwork gatherings)

 Gap in GAC's existing efforts and opportunity area to support Indigenous *Safety & Wellbeing*

Note: Impact rank and relevance only apply to LGBTQ2+ staff (and not other diversity groups)

1. Mostly limited but Treasury Board presents PSES findings and results dashboard to GAC's internal teams

Source: GAC employee interviews (N = 18), Expert Survey on Intervention Effectiveness (N = 6), Chu Wang analysis

Based on **Figure 27**, GAC should consider 3 activities that are effective and relevant for Indigenous staff:

- iv. **Encourage Indigenous staff to contribute to external-facing, Indigenous peoples' strategies.**
- v. **Have Post Representatives who act as network nodes for Indigenous staff.**
- vi. **Create a formal mentorship program that is accessible to all Indigenous staff.**

As additional considerations (based on staff interviews and peer benchmarking), GAC should:

- **Create an Indigenous staff survey and discuss findings with HR.**
- **Increase Indigenous staff visibility through success stories and the Aboriginal Network's activities.**
- **Promote training on Indigenous topics backed by organizational support.**

<sup>44</sup> Only top 10 activities shown (see *Appendix 11* for complete ranking).



## Recommendation 4: Encourage Indigenous Staff to Contribute to External Indigenous Strategies

Personalized interactions with Indigenous staff can reduce biases and stereotypes from non-Indigenous staff (Jones et al. 2013). This means that encouraging the Aboriginal Network's members and other Indigenous staff to contribute to Indigenous-related external strategies can be highly beneficial to fostering Indigenous allies internally. Externally, doing so can advance human rights and Indigenous peoples' rights, Canada's reconciliation and relationships with Indigenous peoples, Canada's circumpolar interests at the Arctic Council (and relevant bodies), and Canada's inclusive and diversified approach to international trade.

### Design and implementation guidance:

- GAC should introduce an informal norm (i.e., guidance from senior executives) for teams to consult the Aboriginal Network on foreign policy strategies that relate to Indigenous peoples' rights and communities.

- The Aboriginal Network should develop an advisory committee of 2-5 members who can provide strategic guidance on external-facing strategies. While GAC's Human Rights team's and International Trade team's experts on Indigenous issues have been effective, leveraging the Aboriginal Network's members can introduce insightful information to develop more flexible and holistic policies. Doing so also allows policymakers to leverage the Aboriginal Network's domestic and global network to access local Indigenous insights.
- The Aboriginal Network should define set timelines to provide strategic guidance as well as feedback and share success stories of its impact with relevant strategy teams.



Kanen'tó:kon Hemlock, Kahnaw'a:ke Mohawk Nation (Quebec, Canada), performs a traditional opening address at the high-level event held to launch the International Year of Indigenous Languages (2019).

(Credit: UN Photo/Manuel Elias)



## Leading Practice: Australia's Reconciliation Action Plan

### What?

In 2019, Australia's DFAT published its second Reconciliation Action Plan (RAP) 2019-2022 aimed at embedding respect for Aboriginal and Torres Strait Islander peoples, cultures, and histories in DFAT's work. Creating the RAP involved consultation with DFAT's Indigenous Employee Network (IEN) to cover four areas: 1) strengthening DFAT's relationship with Indigenous peoples, 2) strengthening a culturally safe, inclusive, and respectful environment, 3) closing the gap in opportunities for Indigenous peoples, and 4) ensuring effective governance, progress-tracking, and reporting. With IEN's inputs, the RAP was better able to understand how to support Indigenous staff at DFAT and reconcile DFAT's relationship with Indigenous peoples. Key actions of the plan include:

- Develop briefings on days or weeks of significance for Indigenous peoples
- Proactively seek opportunities to engage Indigenous communities and hear their views on foreign investment
- Organize annual National Reconciliation Week (NRW) events to encourage all posts to prioritize NRW in their public diplomacy strategy
- Embed cultural protocols at DFAT (e.g., Indigenous flags, Acknowledgement of Country, etc.)
- Promote Indigenous business export and investment opportunities

### How?

In a span of 6 months, DFAT, through a Working Group, developed the RAP. Key success factors of this initiative included having a structured consultation process, clear roles and accountabilities for designing and implementing the RAP, and organizational support (e.g., leadership support). For example, the Working Group consulted multiple stakeholders including the IEN, Reconciliation Australia, various DFAT divisions, DFAT's senior leadership, local Indigenous leaders, government agencies, and external organizations. To enable this strategy, the Working Group has identified key activities, roles, responsibilities, and timelines to support the plan's implementation.



(Credit: Australian Government - Department of Foreign Affairs and Trade)

Source:

Staff #2, *Indigenous Employee Network* – Australian DFAT, author interview, November 13, 2019, Cambridge, MA.

Australian Government - Department of Foreign Affairs and Trade. *DFAT Stretch Reconciliation Action Plan 2019-22*. 2019, <https://www.dfat.gov.au/about-us/publications/Pages/dfat-stretch-reconciliation-actionplan-2019-22>.

Chu Wang analysis.

## Recommendation 5: Have Post Representatives Who Act as Indigenous Network Nodes

Researchers find that staff with similar identities feel more trust and a sense of belonging and security among each other (Jones et al. 2013). For GAC, this means that having trained, Indigenous staff volunteers as post representatives for the Aboriginal Network can provide other Indigenous staff another informal channel to address their *Safety & Wellbeing* challenges. Network nodes can also enhance the network's visibility across postings, fostering a greater sense of community among Indigenous staff and allies.

### Design and implementation guidance:

- HR and the Aboriginal Network should recruit Indigenous volunteers who are on postings to be network nodes. For posts that do not have volunteers, the Aboriginal Network should identify regional nodes or headquartered volunteers to cover certain regions remotely.
- HR and the Aboriginal Network should train network nodes on discrimination and harassment policies and inform them of the various resources available to resolve conflicts.
- Network nodes should: 1) act as another informal channel for staff to discuss workplace issues and 2) provide information about the Aboriginal Network's activities and ways for staff to engage.
- The Aboriginal Network should conduct regular conference calls with network nodes to discuss key trends and opportunity areas for the Aboriginal Network to action or to flag to HR and senior management.

- To enable this initiative, the Aboriginal Network should maintain a database of network nodes and the region(s) they cover.
- HR should promote the use of network nodes and increase each mission's awareness and engagement with them.
- Senior management should also ensure that when network nodes are engaging with Indigenous staff, their time counts as work and not unpaid hours.

For example, the UNGLOBE has geographic Duty Station Coordinators and Agency Coordinators as network nodes.<sup>45</sup> This example is for the UN System's LGBTI network, but a similar model can be adapted for the Aboriginal Network. UNGLOBE Coordinators volunteer to work with the network's Board of Directors to share best practices on employment practices and flag staffs' concerns. Duty Station Coordinators organize community-building events and offer training across agencies in a region. In contrast, Agency Coordinators act as an informal channel for staff to discuss their issues and concerns and help staff navigate the resources provided by UNGLOBE, the staff union, and HR. Agency Coordinators also flag issues (such as training, mobility, and mental health) to UNGLOBE's Board of Directors who then discuss them with the staff union and HR.



Members of the Women United for Water Network of Lake Titicaca with Alex Wells and staff from the Embassy of Canada to Peru and Bolivia.

(Credit: Embassy of Canada in Peru; image sourced from: [www.international.gc.ca/world-monde/stories-histoires/2019/peru-perou-titicaca.aspx?lang=eng](http://www.international.gc.ca/world-monde/stories-histoires/2019/peru-perou-titicaca.aspx?lang=eng))

<sup>45</sup> Leadership, *UN-GLOBE at the United Nations*, author interview, March 19, 2020, Cambridge, MA.

## Recommendation 6: Create a Formal Mentorship Program Accessible to All Indigenous Staff

Currently, some Indigenous staff do not feel that they belong to the Indigenous community at GAC. Pairing a new Indigenous staff with a senior Indigenous staff can help new hires better navigate challenges and discuss issues with a confidant without fear of reprisal. GAC is currently planning to develop a departmental-level mentoring program, but a dedicated program for Indigenous staff can allow them to discuss their unique challenges and ways to navigate GAC's resources. One Indigenous employee indicated that having informal Indigenous mentors at work allowed her to talk about life on reserves and other Indigenous topics; her mentors helped her grow her voice and build her confidence to contribute in team settings.<sup>46</sup> This program can also foster a more engaged and supportive network of Indigenous staff.

**"I don't feel a part of the Aboriginal Network.... It's invisible... and disappointing and I do not feel as welcomed to the new space. I haven't made links with Indigenous staff... and there are missed opportunities to learn from each other. I feel the network is powerless."**

**- Staff #5, GAC**

### Design and implementation guidance:

- The program should be available to all Indigenous staff and aim to pair a junior Indigenous staff with a senior Indigenous staff.
- The Aboriginal Network and HR should first train mentor volunteers and coordinate the matching process (including specifying the pairing process, mentorship timelines, expectations, etc.).
- After the initial mentor-mentee meeting, mentees should submit their development objectives and a mentorship plan to the Aboriginal Network and HR.
- At the end of the program, mentees should submit a brief report on key outcomes and takeaways from the mentorship program.
- As an enabler, the Aboriginal Network and HR should regularly evaluate and report on the effectiveness of the program to senior management – including the program's uptake rate, feedback from mentors and mentees, etc.

**"I would love to have some Aboriginal women mentors."**

**- Staff #10, GAC**

In designing GAC's departmental-level mentoring program, HR should consider reverse mentorships whereby new Indigenous staff are paired with non-Indigenous senior staff. Doing so can help management better understand Indigenous issues. To implement both programs, GAC should support the Aboriginal Network with organizational enablers such as leadership commitment and HR's help in matching staff.

For example, Australia's DFAT currently has an informal mentorship program for Indigenous staff called "Friends of IEN."<sup>47</sup> With the help of HR and the IEN, non-Indigenous senior staff are offered the opportunity to mentor new Indigenous staff (reverse mentorship). While this program is an informal mentorship program, DFAT is currently in the process of institutionalizing this program.

<sup>46</sup> Staff #10, GAC, author interview, January 21, 2020, Cambridge, MA.

<sup>47</sup> Staff #2, *Indigenous Employee Network – Australian DFAT*, author interview, November 13, 2019, Cambridge, MA.

### **Additional Consideration: Create an Indigenous Staff Survey and Discuss Findings with HR**

While GAC currently collects data on the number of Indigenous staff and has flow data on Indigenous employees' career progression, there is an opportunity to better understand the needs, perceptions, and challenges of Indigenous staff. Like the anonymous LGBTQ2+ Staff Survey, the Indigenous Staff Survey should give the Aboriginal Network the data necessary to substantiate issues and concerns that Indigenous staff have. It should identify the accessibility and accommodation requirements that Indigenous staff have and the root of their stress, harassment, and discrimination. Additionally, a routine survey should help GAC to assess the effectiveness of its Indigenous initiatives and prioritize Indigenous issues that require the management's attention.



Partnering with the World Indigenous Business Network and on behalf of the Minister of International Trade Diversification, Parliamentary Secretary Alghabra leads an Indigenous trade mission to the World Indigenous Business Forum in New Zealand (2018).

(Credit: Global Affairs Canada; image sourced from: <https://www.facebook.com/CanadaTrade/photos/a.1388776564587327/1388776921253958/?type=3&theater>)

### **Additional Consideration: Increase Indigenous Visibility Through Stories and the Network**

One theme that emerged from the qualitative interviews is that the Aboriginal Network is not consistently active throughout the entire year.<sup>48</sup> Many interviewees indicated that the network is very small and poorly resourced and hosts few events (e.g., Indigenous Peoples' Day) to engage other staff. This is a challenge because Indigenous staff then become perceived to be "invisible" by the rest of the workforce.

To increase the visibility of Indigenous staff and the Aboriginal Network, GAC should consider sending quarterly newsletters – to all staff and network subscribers – that share Indigenous-related information (e.g., online training modules, Indigenous peoples' celebrations, etc.), success stories of Indigenous staff, and ways for staff to engage with the network. Doing so can continually raise the department's awareness of Indigenous events and topics and increase how empowered and integrated Indigenous staff feel.

**"There are fewer activities from the Aboriginal Network (than the Pride Network). I'm only aware of 2 to 3 Indigenous events [that took place] in the last year."**

**– Staff #8, GAC**

**"[GAC should be] providing more resources to the Champion and network to work together more... and highlighting more community members and success stories [so Indigenous staff can] be proud of their colleagues and identity."**

**– Senior Manager (Retired), GAC**

<sup>48</sup> Based on author interview with Staff #5, Staff #8, Senior Manager #6, Senior Manager (Retired) – see *Appendix 1* for interview catalogue



## Additional Consideration Offer Organizational Support to Scale Training on Indigenous Topics

Voluntary training can help increase staffs' knowledge of Indigenous peoples and cultures to foster a more understanding and inclusive workplace. Through behavioural nudging, *Appendix 12* presents one potential way to encourage more participants to opt-into voluntary training. While the Canada School of Public Service offers many online and classroom courses, staff are often not given the time to complete them or they not aware of these courses. Some GAC employees have also started to offer ad hoc workshops to teach Canadian Missions about Indigenous topics. However, these ad hoc trainings are not institutionalized and do not receive sufficient organizational support. Thus, GAC should ensure that these workshops are regular and well-staffed. Additionally, GAC should ensure that there is sufficient leadership support to promote voluntary training on Indigenous issues and behavioural nudges to encourage staff to seek voluntary training.

**"These training events are ad hoc. If the [leadership] from the Mission changes, then the invitation [to offer training on Indigenous topics and issues] may go out the window."**

**- Senior Manager #6, GAC**



To raise awareness on issues affecting Indigenous communities and to identify practical ways for both countries to collaborate on common solutions, the High Commission of Canada in Australia hosted a Canada-Australia series of three events, which included the 'Faceless Dolls' workshop at Winnunga Nimmityjah Aboriginal Health Service (2017).

(Credit: Global Affairs Canada; image sourced from: [https://www.canadainternational.gc.ca/ci-ci/eyes\\_abroad-coupdoeil/Canada\\_and\\_Australia\\_shine\\_the\\_spotlight-Le\\_Canada\\_et\\_l\\_Australie\\_mettent\\_la\\_lumiere.aspx?lang=eng](https://www.canadainternational.gc.ca/ci-ci/eyes_abroad-coupdoeil/Canada_and_Australia_shine_the_spotlight-Le_Canada_et_l_Australie_mettent_la_lumiere.aspx?lang=eng))

Figure 28 below summarizes the key challenges and recommended actions for BTQ2+ and Indigenous staff.

Figure 28: Summary of Key Challenges and Recommendations for GAC

Group	Key Findings on Empower. & Integration	Core Recommendations <sup>1</sup>
<b>BTQ2+ Staff</b>	<p><b><u>Greatest challenges in Safety &amp; Wellbeing</u></b></p> <ul style="list-style-type: none"> <li>Less satisfied (than Hetero. staff) with GAC's efforts to <u>prevent</u> discrimination and harassment*</li> <li>Less satisfied (than Hetero. staff) with GAC's efforts to <u>resolve</u> and resolution efforts*</li> <li>Mixed experience with stress (i.e., some are more positive / negative than Hetero. staffs' responses)*</li> </ul>	<ol style="list-style-type: none"> <li>1. Conduct an internal LGBTQ2+ staff survey</li> <li>2. Develop an LGBTQ2+ workplace strategy</li> <li>3. Allow LGBTQ2+ staff to contribute to external, LGBTQ2+ strategies</li> </ol>
<b>Indigenous Staff</b>	<p><b><u>Greatest challenges in Safety &amp; Wellbeing</u></b></p> <ul style="list-style-type: none"> <li>Experience <u>stress from heavy workload</u>, info overload, work-life balance (than non-Indigenous staff)*</li> <li>Higher <u>discrimination</u> rate (than non-Indigenous staff)*</li> <li>Higher <u>harassment</u> rate (than non-Indigenous staff)*</li> </ul>	<ol style="list-style-type: none"> <li>4. Allow Indigenous staff to contribute to external, Indigenous Peoples' strategies</li> <li>5. Have Post Representatives who act as Aboriginal Network nodes for Indigenous staff</li> <li>6. Create a formal mentorship program that is accessible to all Indigenous staff</li> </ol>

Note: From PSES analysis, N (BTQ2+) = 78 and N (Indigenous) = 79

\* Statistically significant at two-tailed, 10% significance level

1. Excludes recommendations that are "Additional Considerations"

Source: PSES 2019, GAC interviews, Chu Wang analysis

### 3.6. Implementation Details and Next Steps

Based on initial cost estimates, the six core recommendations would cost GAC roughly \$18,500-\$39,000 to setup and \$265,000-\$311,000 annually (see *Appendix 13* for breakdown and assumptions). This is financially feasible for GAC because these annual costs represent less than 0.5% of GAC HR Management Services' \$66.8 million budget for 2020-2021 (Treasury Board of Canada Secretariat 2020). To implement the six core recommendations and additional considerations, **Figure 29** provides approximate timelines. However,

as an immediate next step, GAC's HR team – in collaboration with the Pride Network and Aboriginal Network – should evaluate the practical feasibility of the suggested timelines and refine the cost assumptions if necessary. Furthermore, GAC should consider aligning any existing or in-development initiatives to the key recommendations and considerations. After this assessment, GAC should then revise the implementation timelines as needed.

Figure 29: Implementation Timelines

Key Recommendations	# of Months	1	2	3	4	5	6	7	8	9	10	11	12
<b>For BTQ2+ Staff...</b>	1. Design and conduct an internal LGBTQ2+ survey	Survey launched											
	2. Develop an LGBTQ2+ workplace strategy	Exec. sign-offs obtained											
	3. Allow LGBTQ2+ staff to provide input into external, LGBTQ2+ strategies	Voluntary LGBTQ2+ advisory committee launched											
<b>For Indigenous Staff...</b>	4. Allow Indigenous staff to provide input into external, Indigenous strategies	Voluntary Indigenous advisory committee launched											
	5. Have Post Representatives who acts as Aboriginal Network nodes for Indigenous staff	Network nodes identified and trained											
	6. Create a formal mentorship program that is accessible to all Indigenous staff	Initial pairings announced											
<b>Additional Considerations</b>	Offer organizational support to scale D&I training	Training accessible to all HQs & Missions											
	Increase staff awareness of existing resolution channels	Continual efforts required											
	Design and conduct internal Indigenous survey	Survey launched											
	Increase visibility of Indigenous staff	Continual efforts required											

Note: Timelines are approximate and illustrative

## CONCLUSION

For Canada to be a champion and preferred partner in making D&I a global norm, it needs to continue leading by example. At GAC, LGBTQ2+ staff and Indigenous staff have repeatedly contributed to the success of Canada's foreign policy through new initiatives and insights, creating more comprehensive and intersectional approaches and resulting in more inclusive, credible, and legitimate policies. To better support the safety and wellbeing of LGBTQ2+ and Indigenous staff, GAC should prioritize anti-discrimination and anti-harassment initiatives. Implementing the recommendations from this report not only empowers and integrates these staff but mobilizes *all of GAC* to better contribute to Canadian prosperity and security in a just, inclusive, and sustainable manner. Going forward, GAC should assess the other dimensions of D&I (e.g., access to authority & opportunity) for LGBTQ2+ staff and Indigenous staff. Additionally, GAC should conduct similar analyses to better support other groups such as people with disabilities.



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# APPENDIX

## Appendix 1: Detailed Research Methodology

### I. LITERATURE REVIEW

The literature review consists of open source documents – including government legislations, departmental reports and plans (e.g., GAC's priorities, Australia Department of Foreign Affairs and Trade's Stretch Reconciliation Action Plan 2019-2022, etc.), departmental documents (e.g., Global Affairs Canada's Employment Equity Action Plan 2018-2022, Diversity and Inclusion Council Governance Structure), academic papers, lecture notes, policy papers, research articles, textbooks, think-tank reports, industry reports, websites, and many other sources detailed in the bibliography.

### II. QUALITATIVE ASSESSMENTS

The qualitative assessments included one-on-one interviews (*see Interview Catalogue*) to arrive at:

- A top-down assessment of the benefits of LGBTQ2+ and Indigenous perspectives in foreign policy with 5 Canadian experts (including researchers, a Senator, and retired GAC employees);
- A top-down review of best practices vis-à-vis interviews with 18 leaders of the D&I networks of:
  - Australian Department of Foreign Affairs and Trade (DFAT);
  - Dutch Ministry of Foreign Affairs (BZ);
  - European External Action Service (EEAS);
  - Icelandic Ministry of Foreign Affairs;
  - German Federal Foreign Office (AA);
  - New Zealand Ministry of Foreign Affairs and Trade (MFAT);
  - Swiss Federal Department of Foreign Affairs (FDFA);
  - U.S. Department of State (DOS); and
  - United Nations UN GLOBE.
- A top-down perspective on the benefits of D&I and global best practices to promote D&I vis-à-vis interviews with 5 professors at the Harvard Kennedy School and a professor at the Harvard Business School; and
- A bottom-up validation of D&I's benefits and the challenges of promoting D&I at GAC vis-à-vis interviews with 18 employees at GAC (including LGBTQ2+ employees, Indigenous employees, and ally employees), spanning across various postings and seniority levels.



Each interview lasted 30 to 90 minutes and was facilitated using the interview guide that I had developed.

### Interview Guide

Category	Question
<b>Basic profile</b>	• Can you please describe your position and role in your organization?
	• How long have you worked in your organization and department?
	• Are you part of a team? If so, can you describe the team setup (e.g., size, team diversity, backgrounds, etc.)?
	• Do you think it is a good idea that GAC is trying to promote D&I?
<b>LGBTQ+ / Indigenous Perspectives and Their Impact on Foreign Policy</b>	• What does diversity and inclusion mean to you?
	• How does identifying as LGBTQ2+ or being Indigenous manifest in your work and interactions?
	• Do you believe LGBTQ2+ or Indigenous perspectives are important in foreign policymaking? If so, why?
	• Thinking about other LGBTQ2+ or Indigenous colleagues, have their approach to work / projects / team-collaboration been different?
	• Thinking about LGBTQ2+ or Indigenous supervisors, have their approach to work / projects / team-collaboration been different?
	• How you have seen LGBTQ2+ or Indigenous perspectives contribute or impact foreign policy design and implementation? <ul style="list-style-type: none"> <li>◦ E.g., Are there cases where LGBTQ2+ or Indigenous perspectives have contributed to better peacebuilding / human rights / mediation outcomes?</li> </ul>
	• Are there specific topics or projects that you think would best leverage the perspectives of LGBTQ2+ staff or Indigenous peoples?
	• What are the particular challenges for promoting D&I?
	• Are there instances when you feel pressured to conceal your identity? <ul style="list-style-type: none"> <li>◦ If so, please describe these instances.</li> <li>◦ If so, how have these instances impacted your work, performance, interaction with clients / team? How has it impacted your work satisfaction and emotional state? How has it impacted your impact at work?</li> </ul>
<b>Challenges and Ideas to Promoting D&amp;I</b>	• Have you observed any instances when an LGBTQ2+ or Indigenous supervisor or colleague was discriminated against because of their identity? <ul style="list-style-type: none"> <li>◦ If so, how did this impact the person's performance and attitudes at work? Did people challenge this person's authority or capabilities?</li> </ul>
	• What changes would you like to see in your organization that can better empower and integrate LGBTQ2+ or Indigenous staff to succeed?
	• What are some best practices from your team, department or organization that have addressed issues or barriers and better empower LGBTQ2+ or Indigenous staff? <ul style="list-style-type: none"> <li>◦ E.g., recruitment policies, internal harassment policies, diversity and inclusion training, formalized network with resources / funding, mentorship program, etc.</li> </ul>

Source: Chu Wang analysis

The insights from Canadian experts provided key hypotheses on why LGBTQ2+ and Indigenous perspectives are important. The insights from international experts were leveraged to build a peer benchmark analysis on different empowerment and integration activities that other foreign ministries and international organizations have adopted for their LGBTQ2+ or Indigenous staff. As well, analyzing these differences resulted in the identification of leading practices that GAC should consider. The insights from Harvard professors were used to help guide the direction of the research and to identify effective solutions. Lastly, the insights from GAC employees were used to: 1) validate hypotheses on how LGBTQ2+ and Indigenous perspectives aid foreign policy design and implementation; 2) provide additional context on the challenges of empowering and integrating LGBTQ2+ staff and Indigenous staff at GAC; and 3) provide insights into GAC's existing efforts to support LGBTQ2+ staff and Indigenous staff, as well as potential recommendations to enhance GAC's D&I efforts.

## Interview Catalogue: 46 Interviews by Interviewee Name, Organization, Title, and Other Details

#	Name	Organization	Title	Interview date(s)	Location(s)
1	Anonymized	GAC	Staff #1	10/10/2019	Cambridge, MA
2	Anonymized	GAC	Staff #2	11/05/2019	Cambridge, MA
3	Anonymized	GAC	Staff #3	11/08/2019, 11/18/2019	Ottawa, Canada; Cambridge, MA
4	Anonymized	GAC	Staff #4	11/26/2019	Cambridge, MA
5	Anonymized	GAC	Staff #5	11/27/2019	Cambridge, MA
6	Anonymized	GAC	Staff #6	11/28/2019	Cambridge, MA
7	Anonymized	GAC	Staff #7	12/02/2019	Cambridge, MA
8	Anonymized	GAC	Staff #8	12/13/2019	Cambridge, MA
9	Anonymized	GAC	Staff #9	12/18/2019	Cambridge, MA
10	Anonymized	GAC	Staff #10	01/21/2020	Cambridge, MA
11	Anonymized	GAC	Senior Manager #1	10/08/2019	Cambridge, MA
12	Anonymized	GAC	Senior Manager #2	11/14/2019	Cambridge, MA
13	Anonymized	GAC	Senior Manager #3	11/21/2019	Cambridge, MA
14	Anonymized	GAC	Senior Manager #4	11/22/2019	Cambridge, MA
15	Anonymized	GAC	Senior Manager #5	11/26/2019	Cambridge, MA
16	Anonymized	GAC	Senior Manager #6	12/20/2019	Ottawa, Canada
17	Anonymized	GAC	Senior Manager #7	01/24/2020	Ottawa, Canada
18	Anonymized	GAC	Senior Manager (Retired)	12/11/2019	Cambridge, MA
19	Timothy McCarthy	HKS	Professor	11/01/2019	Cambridge, MA
20	Meghan O'Sullivan	HKS	Professor	11/21/2019	Cambridge, MA
21	Robert Livingston	HKS	Professor	02/04/2020, 02/11/2020	Cambridge, MA
22	Sarah Wald	HKS	Professor	02/11/2020	Cambridge, MA
23	Iris Bohnet	HKS	Professor	03/11/2020	Cambridge, MA
24	John Beshears	HBS	Professor	03/16/2020	Cambridge, MA
25	Frances Abele	Carleton University	Professor	Over e-mail	Cambridge, MA
26	Jasmin Roy	Fondation Jasmin Roy	Founder	10/30/2019	Cambridge, MA
27	Andrew Griffith	Canadian Global Affairs Institute & the Environics Institute	Fellow	11/26/2019	Cambridge, MA
28	Arnaud Gauthier-Fawas	Ambassades Pour l'Égalité, Embassies For Equality	Founder / President	03/31/2020	Cambridge, MA
29	Anonymized	UN-GLOBE, United Nations	Leadership	10/29/2019, 11/25/2019, 03/19/2020	Cambridge, MA
30	Anonymized	Égalité, EU European External Action Service	Leadership	11/10/2019	Cambridge, MA
31	Anonymized	Rainbow (Pride Network), German Federal Foreign Office	Staff	11/11/2019	Ottawa, Canada
32	Anonymized	Icelandic Ministry for Foreign Affairs	Senior Manager	11/11/2019	Cambridge, MA
33	Anonymized	LGBTI Network, Australian DFAT	Senior Manager	11/11/2019	Ottawa, Canada
34	Anonymized	IEN, Australian DFAT	Staff #1	11/12/2019	Cambridge, MA
35	Anonymized	IEN, Australian DFAT	Staff #2	11/13/2019	Cambridge, MA
36	Anonymized	GLIFAA (Pride Network), U.S. State Department	Staff #1	11/12/2019	Cambridge, MA

37	<i>Anonymized</i>	GLIFAA (Pride Network), U.S. State Department	Staff #2	11/12/2019	Cambridge, MA
38	<i>Anonymized</i>	GLIFAA (Pride Network), U.S. State Department	Senior Manager	11/17/2019	Cambridge, MA
39	<i>Anonymized</i>	Senate of Canada	Senator	11/21/2019	Cambridge, MA
40	<i>Anonymized</i>	Pride@ (Pride Network), Facebook	Senior Manager	11/22/2019	Cambridge, MA
41	<i>Anonymized</i>	Glamazon (Pride Network), Amazon	Senior Manager	11/25/2019	Cambridge, MA
42	<i>Anonymized</i>	Swiss Federal Department of Foreign Affairs	Senior Manager	12/12/2019	Ottawa, Canada
43	<i>Anonymized</i>	Ministry of Foreign Affairs of the Kingdom of the Netherlands	Senior Manager	12/13/2019	Ottawa, Canada
44	<i>Anonymized</i>	Rainbow Network, New Zealand MFAT	Staff #1	01/15/2020	Cambridge, MA
45	<i>Anonymized</i>	Rainbow Network, New Zealand MFAT	Staff #2	01/15/2020	Cambridge, MA
46	<i>Anonymized</i>	Te Pou Māori (Indigenous Network), New Zealand MFAT	Staff #3	01/20/2020	Cambridge, MA

Note: Some interviewees anonymized to protect their safety and privacy.

## Appendix 2: Mapping of PSES Questions that Relate to Empowerment and Integration

PSES 2019 Question	D&I Dimension	Sub-Dimension	Theme
Q01. I have the materials and equipment I need to do my job.	Empower. & integration	Development & growth	Work satisfaction
Q02. When I prepare written materials, including emails, I feel free to use the official language of my choice.	Empower. & integration	Development & growth	Work satisfaction
Q03. My physical environment (e.g., office, workspace) is suitable for my job requirements.	Empower. & integration	Development & growth	Work satisfaction
Q04. I get the training I need to do my job.	Empower. & integration	Development & growth	Professional develop.
Q05. I have the information, training and equipment I need to ensure my health & safety at work.	Empower. & integration	Personal safety & wellbeing	Personal safety
Q06. I have support at work to balance my work and personal life.	Empower. & integration	Development & growth	Work satisfaction
Q07. I get a sense of satisfaction from my work.	Empower. & integration	Development & growth	Work satisfaction
Q10. I know how my work contributes to the achievement of my department's or agency's goals.	Empower. & integration	Development & growth	Professional develop.
Q11. Overall, I feel valued at work.	Empower. & integration	Development & growth	Work satisfaction
Q12. I am proud of the work that I do.	Empower. & integration	Development & growth	Work satisfaction
Q13. I have opportunities to provide input into decisions that affect my work.	Empower. & integration	Inter-team dynamics	Work culture
Q14. I am encouraged to be innovative or to take initiative in my work.	Empower. & integration	Inter-team dynamics	Work culture
Q15. I have support at work to provide a high level of service.	Empower. & integration	Inter-team dynamics	Work culture
Q16. Overall, I like my job.	Empower. & integration	Development & growth	Work satisfaction
Q17. I can complete my assigned workload during my regular working hours.	Empower. & integration	Inter-team dynamics	Work culture
Q18a. I feel that the quality of my work suffers because of... constantly changing priorities.	Empower. & integration	Inter-team dynamics	Work culture
Q18b. I feel that the quality of my work suffers because of... lack of stability in my department or agency.	Empower. & integration	Inter-team dynamics	Work culture
Q18c. I feel that the quality of my work suffers because of... too many approval stages.	Empower. & integration	Inter-team dynamics	Work culture
Q18d. I feel that the quality of my work suffers because of... unreasonable deadlines.	Empower. & integration	Inter-team dynamics	Work culture
Q18e. I feel that the quality of my work suffers because of... having to do the same or more work, but with fewer resources.	Empower. & integration	Inter-team dynamics	Work culture
Q18f. I feel that the quality of my work suffers because of... high staff turnover.	Empower. & integration	Inter-team dynamics	Work culture
Q18g. I feel that the quality of my work suffers because of... overly complicated or unnecessary business processes.	Empower. & integration	Inter-team dynamics	Work culture
Q18h. I feel that the quality of my work suffers because of... Unreliable technology.	Empower. & integration	Inter-team dynamics	Work culture
Q19. During meetings in my work unit, I feel free to use the official language of my choice.	Empower. & integration	Inter-team dynamics	Work culture
Q20. I am satisfied with how interpersonal issues are resolved in my work unit.	Empower. & integration	Inter-team dynamics	Work culture
Q21. In my work unit, every individual is accepted as an equal member of the team.	Empower. & integration	Inter-team dynamics	Respectful & ethical
Q22. In my work unit, individuals behave in a respectful manner.	Empower. & integration	Inter-team dynamics	Respectful & ethical
Q23. The people I work with value my ideas and opinions.	Empower. & integration	Inter-team dynamics	Respectful & ethical



Q24. My immediate supervisor encourages me to work collaboratively with others outside of my work unit.	Empower. & integration	Inter-team dynamics	Leadership culture
Q26. I can count on my immediate supervisor to keep his or her promises.	Empower. & integration	Inter-team dynamics	Leadership culture
Q27. My immediate supervisor keeps me informed about the issues affecting my work.	Empower. & integration	Inter-team dynamics	Leadership culture
Q28. When I communicate with my immediate supervisor, I feel free to use the official language of my choice.	Empower. & integration	Inter-team dynamics	Leadership culture
Q29. Subject to operational requirements, my immediate supervisor supports the use of flexible work arrangements.	Empower. & integration	Inter-team dynamics	Leadership culture
Q30. My immediate supervisor seems to care about me as a person.	Empower. & integration	Inter-team dynamics	Leadership culture
Q31. I am satisfied with the quality of supervision I receive.	Empower. & integration	Inter-team dynamics	Leadership culture
Q33. I am equipped to support employees in my work unit who are experiencing mental health issues. (for supervisors)	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q34. Senior managers in my department or agency lead by example in ethical behaviour.	Empower. & integration	Inter-team dynamics	Leadership culture
Q35. I have confidence in the senior management of my department or agency.	Empower. & integration	Inter-team dynamics	Leadership culture
Q36. Senior management in my department or agency makes effective and timely decisions.	Empower. & integration	Inter-team dynamics	Leadership culture
Q37. Essential information flows effectively from senior management to staff.	Empower. & integration	Inter-team dynamics	Leadership culture
Q38. Senior managers in my department or agency use both official languages in their interactions with employees.	Empower. & integration	inter-team dynamics	Leadership culture
Q39. My department or agency does a good job of communicating its vision, mission and goals.	Empower. & integration	Inter-team dynamics	Leadership culture
Q40. I feel that change is managed well in my department or agency.	Empower. & integration	Inter-team dynamics	Work culture
Q41. If I am faced with an ethical dilemma or a conflict between values in the workplace, I know where I can go for help in resolving the situation.	Empower. & integration	inter-team dynamics	Respectful & ethical
Q42. My department or agency does a good job of promoting values and ethics in the workplace.	Empower. & integration	Inter-team dynamics	Respectful & ethical
Q43. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.	Empower. & integration	Personal safety & wellbeing	Post-incident
Q44. My department or agency does a good job of supporting employee career development.	Empower. & integration	Development & growth	Professional develop.
Q46a. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Conflict between my work obligations and my family or personal obligations	Empower. & integration	Development & growth	Professional develop.
Q46b. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Lack of access to language training in my second official language	Empower. & integration	Development & growth	Professional develop.
Q46c. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Lack of access to learning opportunities	Empower. & integration	Development & growth	Professional develop.
Q46d. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Lack of access to developmental programs	Empower. & integration	Development & growth	Professional develop.
Q46e. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Lack of opportunities in my region	Empower. & integration	Development & growth	Professional develop.

Q46f. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Level of education	Empower. & integration	Development & growth	Professional develop.
Q46g. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Discrimination	Empower. & integration	Development & growth	Professional develop.
Q46h. To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Accessibility / accommodation issues	Empower. & integration	Development & growth	Professional develop.
Q47. I feel I would be supported by my department or agency if I proposed a new idea.	Empower. & integration	Inter-team dynamics	Work culture
Q48. I think that my department or agency respects individual differences (e.g., culture, work styles, ideas).	Empower. & integration	Inter-team dynamics	Respectful & ethical
Q49. My department or agency implements activities and practices that support a diverse workplace.	Empower. & integration	Inter-team dynamics	Respectful & ethical
Q50. Overall, my department or agency treats me with respect.	Empower. & integration	Inter-team dynamics	Respectful & ethical
Q51. I would recommend my department or agency as a great place to work.	Empower. & integration	Development & growth	Work satisfaction
Q52. I am satisfied with my department or agency.	Empower. & integration	Development & growth	Work satisfaction
Q58. Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past 12 months?	Empower. & integration	Personal safety & wellbeing	Personal safety
Q59a. From whom did you experience harassment on the job? Co-workers	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q59b. From whom did you experience harassment on the job? Individuals with authority over me	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q59c. From whom did you experience harassment on the job? Individuals working for me	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q59d. From whom did you experience harassment on the job? Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q59e. From whom did you experience harassment on the job? Individuals from other departments or agencies	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q59f. From whom did you experience harassment on the job? Members of the public (individuals or organizations)	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q59g. From whom did you experience harassment on the job? Other	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60a. Please indicate the nature of the harassment you experienced. Aggressive behaviour	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60b. Please indicate the nature of the harassment you experienced. Excessive control	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60c. Please indicate the nature of the harassment you experienced. Being excluded or being ignored	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60d. Please indicate the nature of the harassment you experienced. Humiliation	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60e. Please indicate the nature of the harassment you experienced. Interference with work or withholding resources	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60f. Please indicate the nature of the harassment you experienced. Offensive remark	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60g. Please indicate the nature of the harassment you experienced. Personal attack	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60h. Please indicate the nature of the harassment you experienced. Physical violence	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60i. Please indicate the nature of the harassment you experienced. Sexual comment or gesture	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60j. Please indicate the nature of the harassment you experienced. Threat	Empower. & integration	Personal safety & wellbeing*	Personal safety

Q60k. Please indicate the nature of the harassment you experienced. Unfair treatment	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60l. Please indicate the nature of the harassment you experienced. Yelling or shouting	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q60m. Please indicate the nature of the harassment you experienced. Other	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q61a. What action(s) did you take to address the harassment you experienced? I discussed the matter with my supervisor or a senior manager.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61b. What action(s) did you take to address the harassment you experienced? I discussed the matter with the person(s) from whom I experienced the harassment.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61c. What action(s) did you take to address the harassment you experienced? I contacted a human resources advisor in my department or agency.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61d. What action(s) did you take to address the harassment you experienced? I contacted my union representative.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61e. What action(s) did you take to address the harassment you experienced? I used an informal conflict resolution process.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61f. What action(s) did you take to address the harassment you experienced? I filed a grievance or formal complaint.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61g. What action(s) did you take to address the harassment you experienced? I resolved the matter informally on my own.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61h. What action(s) did you take to address the harassment you experienced? Other.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q61i. What action(s) did you take to address the harassment you experienced? I took no action.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62a. Why did you not file a grievance or formal complaint about the harassment you experienced? The issue was resolved.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62b. Why did you not file a grievance or formal complaint about the harassment you experienced? I did not think the incident was serious enough.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62c. Why did you not file a grievance or formal complaint about the harassment you experienced? The behaviour stopped.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62d. Why did you not file a grievance or formal complaint about the harassment you experienced? The individual apologized.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62e. Why did you not file a grievance or formal complaint about the harassment you experienced? Management intervened.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62f. Why did you not file a grievance or formal complaint about the harassment you experienced? The individual left or changed jobs.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62g. Why did you not file a grievance or formal complaint about the harassment you experienced? I changed jobs.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62h. Why did you not file a grievance or formal complaint about the harassment you experienced? I did not know what to do, where to go or whom to ask.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62i. Why did you not file a grievance or formal complaint about the harassment you experienced? I was too distraught.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62j. Why did you not file a grievance or formal complaint about the harassment you experienced? I had concerns about the formal complaint process.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62k. Why did you not file a grievance or formal complaint about the harassment you experienced? I was advised against filing a complaint.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62l. Why did you not file a grievance or formal complaint about the harassment you experienced? I was afraid of reprisal.	Empower. & integration	Personal safety & wellbeing*	Post-incident

Q62m. Why did you not file a grievance or formal complaint about the harassment you experienced? Someone threatened me.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62n. Why did you not file a grievance or formal complaint about the harassment you experienced? I did not believe it would make a difference.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62o. Why did you not file a grievance or formal complaint about the harassment you experienced? I intend to file a grievance or a formal complaint but I have not done so yet.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q62p. Why did you not file a grievance or formal complaint about the harassment you experienced? Other	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q63. Having carefully read the definition of harassment, have you directly witnessed harassment on the job in the past 12 months?	Empower. & integration	Personal safety & wellbeing	Personal safety
Q64. I am satisfied with how matters related to harassment are resolved in my department or agency.	Empower. & integration	Personal safety & wellbeing	Post-incident
Q65. My department or agency works hard to create a workplace that prevents harassment.	Empower. & integration	Personal safety & wellbeing	Pre-incident
Q66. Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past 12 months?	Empower. & integration	Personal safety & wellbeing	Personal safety
Q67a. From whom did you experience discrimination on the job? Co-workers	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q67b. From whom did you experience discrimination on the job? Individuals with authority over me	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q67c. From whom did you experience discrimination on the job? Individuals working for me	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q67d. From whom did you experience discrimination on the job? Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q67e. From whom did you experience discrimination on the job? Individuals from other departments or agencies	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q67f. From whom did you experience discrimination on the job? Members of the public (individuals or organizations)	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q67g. From whom did you experience discrimination on the job? Other	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68a. Please indicate the type of discrimination you experienced. Race	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68b. Please indicate the type of discrimination you experienced. National or ethnic origin	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68c. Please indicate the type of discrimination you experienced. Colour	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68d. Please indicate the type of discrimination you experienced. Religion	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68e. Please indicate the type of discrimination you experienced. Age	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68f. Please indicate the type of discrimination you experienced. Sex	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68g. Please indicate the type of discrimination you experienced. Sexual orientation	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68h. Please indicate the type of discrimination you experienced. Gender identity or expression	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68i. Please indicate the type of discrimination you experienced. Marital status	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68j. Please indicate the type of discrimination you experienced. Family status	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68k. Please indicate the type of discrimination you experienced. Genetic characteristics	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68l. Please indicate the type of discrimination you experienced. Disability	Empower. & integration	Personal safety & wellbeing*	Personal safety



Q68m. Please indicate the type of discrimination you experienced. Pardoned conviction or suspended record	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q68n. Please indicate the type of discrimination you experienced. Other	Empower. & integration	Personal safety & wellbeing*	Personal safety
Q69a. What action(s) did you take to address the discrimination you experienced? I discussed the matter with my supervisor or a senior manager.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69b. What action(s) did you take to address the discrimination you experienced? I discussed the matter with the person(s) from whom I experienced the discrimination.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69c. What action(s) did you take to address the discrimination you experienced? I contacted a human resources advisor in my department or agency.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69d. What action(s) did you take to address the discrimination you experienced? I contacted my union representative.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69e. What action(s) did you take to address the discrimination you experienced? I used an informal conflict resolution process.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69f. What action(s) did you take to address the discrimination you experienced? I filed a grievance or formal complaint.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69g. What action(s) did you take to address the discrimination you experienced? I resolved the matter informally on my own.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69h. What action(s) did you take to address the discrimination you experienced? Other	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q69i. What action(s) did you take to address the discrimination you experienced? I took no action.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70a. Why did you not file a grievance or formal complaint about the discrimination you experienced? The issue was resolved.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70b. Why did you not file a grievance or formal complaint about the discrimination you experienced? I did not think the incident was serious enough.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70c. Why did you not file a grievance or formal complaint about the discrimination you experienced? The behaviour stopped.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70d. Why did you not file a grievance or formal complaint about the discrimination you experienced? The individual apologized.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70e. Why did you not file a grievance or formal complaint about the discrimination you experienced? Management intervened.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70f. Why did you not file a grievance or formal complaint about the discrimination you experienced? The individual left or changed jobs.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70g. Why did you not file a grievance or formal complaint about the discrimination you experienced? I changed jobs.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70h. Why did you not file a grievance or formal complaint about the discrimination you experienced? I did not know what to do, where to go or whom to ask.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70i. Why did you not file a grievance or formal complaint about the discrimination you experienced? I was too distraught.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70j. Why did you not file a grievance or formal complaint about the discrimination you experienced? I had concerns about the formal complaint process	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70k. Why did you not file a grievance or formal complaint about the discrimination you experienced? I was advised against filing a complaint.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70l. Why did you not file a grievance or formal complaint about the discrimination you experienced? I was afraid of reprisal	Empower. & integration	Personal safety & wellbeing*	Post-incident

Q70m. Why did you not file a grievance or formal complaint about the discrimination you experienced? Someone threatened me.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70n. Why did you not file a grievance or formal complaint about the discrimination you experienced? I did not believe it would make a difference.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70o. Why did you not file a grievance or formal complaint about the discrimination you experienced? I intend to file a grievance or a formal complaint but I have not done so yet.	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q70p. Why did you not file a grievance or formal complaint about the discrimination you experienced? Other	Empower. & integration	Personal safety & wellbeing*	Post-incident
Q71. Having carefully read the definition of discrimination, have you directly witnessed discrimination on the job in the past 12 months?	Empower. & integration	Personal safety & wellbeing	Personal safety
Q72. I am satisfied with how matters related to discrimination are resolved in my department or agency.	Empower. & integration	Personal safety & wellbeing	Post-incident
Q73. My department or agency works hard to create a workplace that prevents discrimination.	Empower. & integration	Personal safety & wellbeing	Pre-incident
Q74a. Overall, to what extent do the following factors cause you stress at work? Pay or other compensation-related issues	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74b. Overall, to what extent do the following factors cause you stress at work? Heavy workload	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74c. Overall, to what extent do the following factors cause you stress at work? Unreasonable deadlines	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74d. Overall, to what extent do the following factors cause you stress at work? Not enough employees to do the work	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74e. Overall, to what extent do the following factors cause you stress at work? Overtime or long work hours	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74f. Overall, to what extent do the following factors cause you stress at work? Balancing work and personal life	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74g. Overall, to what extent do the following factors cause you stress at work? Lack of control or input in decision-making	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74h. Overall, to what extent do the following factors cause you stress at work? Competing or constantly changing priorities	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74i. Overall, to what extent do the following factors cause you stress at work? Lack of clear expectations	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74j. Overall, to what extent do the following factors cause you stress at work? Lack of recognition	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74k. Overall, to what extent do the following factors cause you stress at work? Information overload	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74l. Overall, to what extent do the following factors cause you stress at work? Physical work environment	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74m. Overall, to what extent do the following factors cause you stress at work? Accessibility or accommodation issues	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74n. Overall, to what extent do the following factors cause you stress at work? Harassment or discrimination	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74o. Overall, to what extent do the following factors cause you stress at work? Issue(s) with my co-worker(s)	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74p. Overall, to what extent do the following factors cause you stress at work? Issue(s) with individual(s) with authority over me	Empower. & integration	Personal safety & wellbeing	Personal wellbeing

Q74q. Overall, to what extent do the following factors cause you stress at work? Issue(s) with individual(s) working for me	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74r. Overall, to what extent do the following factors cause you stress at work? Issue(s) with other individual(s)	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74s. Overall, to what extent do the following factors cause you stress at work? Lack of job security	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q74t. Overall, to what extent do the following factors cause you stress at work? Personal issues	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q75. Overall, my level of work-related stress is...	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q76. After my workday, I feel emotionally drained.	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q77. My department or agency does a good job of raising awareness of mental health in the workplace.	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q78. I would describe my workplace as being psychologically healthy.	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q79. Having carefully read the definition of duty to accommodate, have you requested measures to accommodate your needs in the workplace in the last two years?	Empower. & integration	Personal safety & wellbeing	Personal wellbeing
Q80. Were any measures taken to accommodate your needs?	Empower. & integration	Personal safety & wellbeing*	Personal wellbeing
Q81. I am satisfied with the measures that were taken to accommodate my needs.	Empower. & integration	Personal safety & wellbeing*	Personal wellbeing

*\* Represents a subset of a "Personal safety & wellbeing" question (i.e., conditional question). These subset questions are not a part of the frequency and magnitude assessment but are analyzed afterwards in the deep-dive sections.*

## Appendix 3: Ethics and Transparency Statement

Throughout the research project, I made the following ethics considerations for:

- **Qualitative interviews:** I conducted interviews privately over the phone and did not seek to interview staff in public settings to protect their confidentiality and safety. I also did not actively seek to interview staff who are not "out" for similar reasons. This may limit the analysis in *Section 2.3.1* and negatively impact the internal validity of the section's findings. To address this limitation, I leveraged interviews with LGBTQ2+ staff (who are out and willing to be interviewed) to obtain additional context on the experiences of their colleagues or friends who were not interviewed. Additionally, to protect the confidentiality and safety of staff who continue to work in foreign service, I have anonymized their identity throughout the report – unless the interviewee expressed a desire to disclose his/her/their name and title publicly. For each quotation or piece of anecdotal evidence, I label it with a citation footnote.
- **Quantitative PSES analysis:** As an ethical consideration, I did not use more granular data to avoid outing individuals. For example, due to the Government of Canada's employee confidentiality and data collection policies, the Treasury Board of Canada Secretariat does not disclose more detailed PSES data (e.g., team-level data, individual response data, etc.) aside from the aggregate, publicly available data. While *Section 2* of this report attempts to assess the levels of LGBTQ2+ and Indigenous empowerment and integration at GAC, it does not differentiate these levels across different branches or teams. This limitation makes it difficult to specify the unique challenges faced by staff with intersectional identities.

I would like to thank the financial support from the Belfer Center for Science and International Affairs (\$1,000), the Weatherhead Center's Canada Program (\$1,500), and Behavioral Insights Group (\$1,000) at Harvard. These resources funded travel and logistics expenses to conduct interviews as well as graphic design expenses. I did not receive any monetary contribution from Global Affairs Canada or any of the interviewees (including their respective organizations).

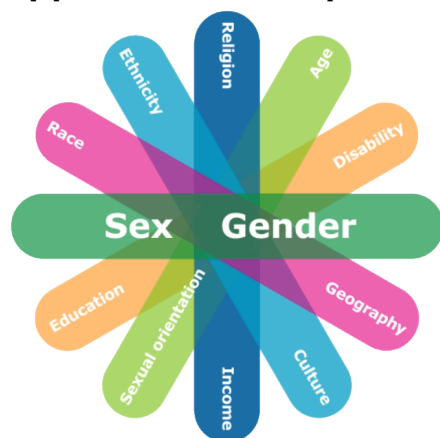
## Appendix 4: Complexity of Managing One's Identity

		At Work		
		Disclose	Partially Disclose	Not Disclose
Outside of Work	Disclose	Identity fully disclosed	Complexity in managing identity / identities	
	Partially Disclose	Complexity in managing identity / identities		
	Not Disclose	Complexity in managing identity / identities		Identity not disclosed

Source: Chu Wang Analysis

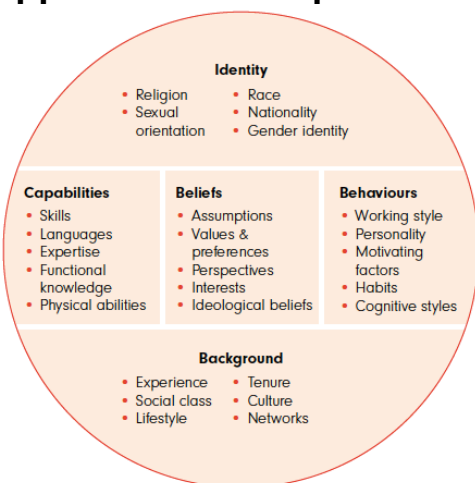


## Appendix 5: Example of Intersectional Identities



Source: “Gender-Based Analysis Plus (GBA+) Research Guide.” *Status of Women (Government of Canada)*, 18 July 2017, <https://cfc-swc.gc.ca/gba-acsguide-en.html>.

## Appendix 6: Example of Different Diversity Traits



Source: Parker and Miller, 2018

## Appendix 7: Common, Traditional Benefits of D&I

### a. Organization Level Benefits

At the organizational level, D&I can equip organizations with greater capacities, enhance workplace productivity and create value, and augment an organization’s global reputation, which all can contribute to an organization’s competitive advantage.

### Greater organizational capacities to design and implement policies

Having a competitive advantage is particularly important in an increasingly competitive world for high-calibre talent. According to Armstrong et al. (2010), effectively managing diversity can create an advantage for organizations by attracting high-caliber employees, creating organizational flexibility, reducing costs linked to turnover and absenteeism, and resulting in market or industry success. For instance, Armstrong et al. point out that focusing on diversity gives organizations the ability to recruit from a wider selection of people and retain better workers for longer. Moreover, there is a ripple effect of promoting D&I at an organizational level because D&I-positive organizations can attract people who are not a part of a target diversity group but prefer to work for an employer that is diverse and inclusive. The ability to attract and retain talented employees has also been identified by the Treasury Board of Canada Secretariat (2017) as a key benefit that can help improve Canada’s public service.

### Higher productivity and more value created

Research on D&I's impact on workplace productivity and value creation has mainly taken place in the private sector. According to a 2018 McKinsey report, researchers found that both gender diversity and ethnic and cultural diversity are positively correlated with profitability and value creation. The report indicates that,

“Companies in the top-quartile for ethnic-cultural diversity on executive teams were 33 percent more likely to have industry-leading profitability. That this relationship continues to be strong suggests that inclusion of highly diverse individuals – and the myriad ways in which diversity exists beyond gender (e.g., LGBTQ+, age or generation, international experience) – can be a key differentiator among companies” (Hunt et al. 2018, pp. 1).

While profitability is less relevant for public sector organizations, value creation requires organizations to be effective and productive, factors that are relevant to both public and private sector organizations.

Moreover, Open for Business (a coalition of global businesses that focus on LGBTQ2+ inclusion) has found that LGBTQ2+ discrimination leads to lower levels of national productivity and companies that are LGBTQ2+ inclusive have a better share price performance, higher return on equity, higher market valuations, and stronger cash flows (Miller and Parker 2018). Interestingly, LGBTQ2+ discrimination can also impact an organization's or a nation's credibility and perceptions on a world stage, influencing tourism, talent flows, and trade.

In Canada, according to a 2017 report by the Centre for International Governance Innovation and the Pierre Elliott Trudeau Foundation, there is a significant, positive relationship between ethnocultural diversity and increased productivity and revenue – based on a statistical analysis of 14 industrial sectors in Canada (Momani and Stirk 2017). The report concluded that a 1% increase in ethnocultural diversity is associated with a 2.4% increase in revenue and a 0.5% increase in workplace productivity. This finding is particularly more significant in sectors that require creativity, innovation, multiculturalism, communications, business and professional services, and utilities.

### Stronger organizational reputation and brand recognition

An organization's global reputation has become increasingly important for those competing to unlock new trade advantages, access new markets, and attract top talent. Indeed, promoting and leveraging D&I can enhance an organization's national and global reputation, resulting in new competitive advantages. In the private sector, promoting D&I can result in greater brand appeal and loyalty among like-minded consumers who also value D&I, resulting in greater revenue opportunities (Miller and Parker 2018). For example, in a 2010 study by Harris Interactive, researchers found that LGBTQ2+ consumers are 25% more likely than heterosexual and non-transgender consumers to stick with a brand even when its price increases and they are 33% more likely to ask for brand name products (vs. generic brand products). Especially in socially progressive cultures, allies are also more likely to purchase from a company that supports LGBTQ2+ equality (Centre for Talent Innovation 2016).

In the public sector, having a positive reputation for promoting D&I can also yield advantages. For example, according to Open for Business, a strong international reputation has become an “important focus of diplomatic activity for many nations, helping to cultivate a positive climate of opinion, and enabling the exercise of soft power” (Miller and Parker 2018, pp. 63). Moreover, these benefits are particularly pertinent for public sector organizations that are trying to partner or engage with like-minded stakeholders across the world. In contrast, a negative reputation can come with bad international publicity and negatively impact a country's economy (vis-à-vis decreased tourism or lower levels of international trade).

#### *b. Team Level Benefits*

At the team level, D&I can unlock more collaboration to prevent groupthink and drive more creativity and innovation. These benefits result in not only higher quality team discussions, but also better decision-making and outcomes.

### More team collaboration to prevent groupthink

D&I at the team level can often translate into better intra-team and inter-team collaboration. Global organizations that are more diverse and inclusive can better create an atmosphere of trust, communication, and information-sharing, which is essential for effective teamwork – especially teams under significant pressure to perform and deliver. For example, in a study on ethnic group cultural differences on cooperative and competitive behavior, Cox et al. (1991) find that Asian, Black, and Hispanic individuals in the United States had a more collectivist-cooperative orientation to a task than Anglo-individuals in the United States because of differences in national cultures and cultural roots. Cox et al. also found that teams with cooperative approaches (as opposed to individualistic approaches) often resulted in more bargaining and mediation techniques to conflict resolution, resulting in better and more sustainable team outcomes. As another example, a 2014 survey found that 92% of LGBTQ2+-business leaders believe being out at work improves the various relationships with coworkers (Miller and Parker 2018).

Groupthink is when a group shares similar perspectives due to team members being overconfident and / or pressured to conform to the rest of the team (Janis 1972). By prioritizing team cohesion, the team's decisions and recommendations can often be reached prematurely and too narrowly that impede the quality of the decisions and recommendations. Janis (1972) explains that groupthink can also interfere with critical thinking, lead to miscalculated policy decisions, neglect alternative courses of actions, limit critical information gathering and research on estimates of losses and gains, minimize team deliberation over controversial issues, and other challenges. For example, Janis explains how groupthink led to poor policy decisions that resulted in the Bay of Pigs invasion, the escalation in the Korean War, and other international fiascos.

According to Janis (1972), the most detrimental tendencies of groupthink are homogenous teams developing stereotyped perceptions that dehumanize out-groups against whom they are engaged in competitive struggles and homogenous teams more likely to shift towards riskier courses of action than the individual members of the team would have otherwise been prepared to take. Galinsky et al.'s (2015) research also supports the idea that group homogeneity can breed narrow mindedness and lead to premature consensus. However, increasing D&I in teams can also spur deeper information processing and complex thinking. Sunstein (2002) points out that intentionally creating space for members to hear a range of views from people with competing perspectives on facts and values widens argument pools and improves decision making.

### More creativity and innovation

While introducing D&I into teams can also introduce new conflicts, tensions, and discomforts in teams, research suggests that this is usually outweighed by the benefits of increased creativity and innovation (Herring 2009). According to Ely and Thomas (2001), demographic diversity can increase the available pool of perspectives, styles, knowledge, and insights that people can bring to bear on complex problems in a team. This can often lead to more diverse (and better) approaches to tasks or solutions as well as better discussions and outcomes. Additionally, Guasp and Balfour (2008) have found that creativity and innovation stifle when employees feel the need to conceal their sexual orientation at work. By having the flexibility to come out and be supported at work, employees can feel more confident and able to take risks and propose new ideas and solutions.

Even over time, promoting D&I at the team-level can also teach teams new ways of reconceiving and reconfiguring work, enable staff to engage more easily in cross-cultural learning and exposure, and allow teams to tackle complex and adaptive challenges (Ely and Thomas 2001). For example, Galinsky et al. (2015) used experimental evidence to show how ethnically diverse teams often consider more perspectives, are more innovative, and make fewer inaccurate statements than do homogenous teams.

Importantly, leveraging D&I in team settings can drive staffs' perception towards innovation and actual innovation outcomes. For example, in a 2016 study by the Centre for Talent Innovation, researchers found that at LGBTQ2+-supportive companies, 62% of LGBTQ2+ employees say that their team is not afraid to fail versus 47% of LGBTQ2+ employees at non-LGBTQ2+-supportive companies. In other words, by supporting D&I, teams are more willing to take risks and innovate to improve the status quo. Furthermore, a study of 199 banks by Bantel and Jackson found that "more innovative banks were managed by teams that were more diverse in respect of their backgrounds and expertise" (Miller and Parker 2018, pp. 69).

In assessing the critical insights from LGBTQ2+ people in foreign policy, Picq and Thiel (2015) have found that LGBTQ2+ perspectives can entail reflexive research and a more critical analysis of gendered and sexed dynamics in post-conflict work and security studies. Moreover, Picq and Thiel have found that LGBTQ2+ perspectives can highlight critical invisibilities in global politics, particularly the complexity and sophistication of gender and sexuality roles that defy heteronormative assumptions about how families traditionally work.

In studying Indigenous peoples', Kovach (2009) has found that Indigenous peoples' perspectives are often rooted in the connection between Indigenous ways of knowing and place and the integration of holistic knowledge into the research conversation. Moreover, Abele and Thierry (2009) suggest that Indigenous diplomacy (before modern times) can be characterized by collective persistence, political realism (i.e., strategies and actions taken based on a close appraisal of power balances), adaptability to react constructively and quickly, and well-developed strategies to avoid win-lose confrontations. De Costa (2009) furthers this claim by explaining how Indigenous conceptions of social order and trans-communal relations give teams with ways to reconstruct their understanding and management of international relations, focusing their attention on the material and environmental needs of living communities, rather than those of abstract sovereign entities. Reade and McKenna strengthen this claim by explaining that:

"Indigenous consensual dispute resolution traditions have the potential to inform or supplement existing conflict management systems... and create conditions more likely to promote sustainable... harmony.... [Indigenous] dispute resolution norms dictate an indirect, non-confrontational, relationship-oriented, 'face-saving,' group-oriented and obligation-oriented focus" (Reade and McKenna 2013, pp. 55).

These are all but a few examples on how Indigenous peoples can contribute to new and innovative ideas as well as approaches in team settings.

### *c. Individual Level Benefits*

At the individual level, promoting D&I can lead to a healthier workplace that enhances staffs' mental health and wellness and increase employee satisfaction and motivation (which have multiple secondary implications such as greater employee retention).

#### **Better mental health and wellness**

Effective D&I in the workplace can translate into better mental health and wellness outcomes for staff. In particular, a diverse and inclusive workplace can allow an individual to be his/her/their authentic self. As Martinez et al. (2017) describe, there are four elements of authenticity: awareness (i.e., being cognizant of one's self-relevant cognitions), unbiased processing (i.e., honest about one's self-relevant cognitions), action authenticity (i.e., feeling as if one's actions are consistent with one's inner self and not subject to external pressures), and relational authenticity (achieving a sense of self among others that aligns with one's own concept of self). By empowering staff to bring their authentic selves to work, authenticity has been found to be positively linked to better physical and psychological well-being, including lower anxiety, depression, and other negative effects, and greater life satisfaction.

At the individual level, employees who fear discrimination (and harassment due to their identities) also have more physical and mental health challenges. For example, according to the American



Psychological Association and extensive academic research, LGBTQ2+ staff who are out often feel less depression, distraction, anxiety, and low self-esteem (Miller and Parker 2018). In addition, ensuring a diverse and inclusive workplace – vis-à-vis the way different cultural values and beliefs are accepted at work – corresponds to greater employee career satisfaction. In other words, promoting and leveraging D&I does not only improve physical and mental health in the workplace, but also has secondary implications such as higher individual productivity, lower employee turnover, and fewer cases of litigation.

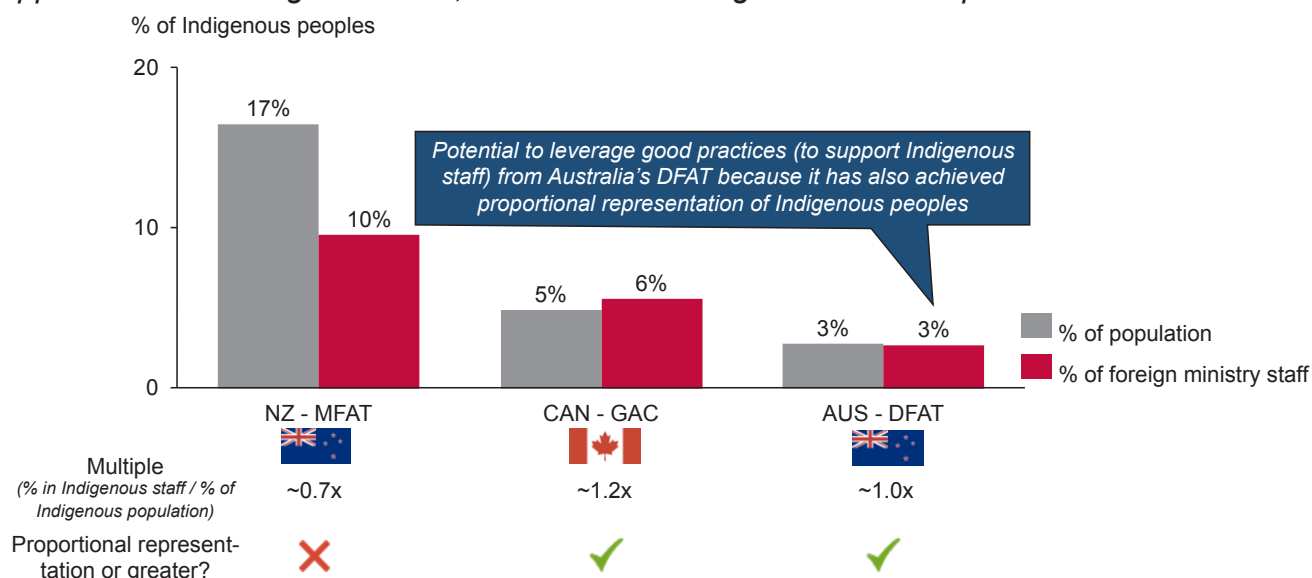
### Satisfaction and motivation

There is extensive research that show how individuals have lower workplace satisfaction and motivation when an organization does not effectively create a diverse and inclusive workplace. For instance, discriminatory workplaces often devalue one's sense of self and work satisfaction, but ensuring meaningful diversity (i.e., integrating and empowering diverse staff members) can increase employees' attitudes, sense of belonging in the organization, and overall satisfaction (Miller and Parker 2018). In addition to satisfaction, employees who do not feel a sense of acceptance or understanding at work are often less motivated. What is further at stake is that those who are less satisfied and motivated are also those who are less likely to contribute and less productive at work.

According to a 2007 study on sexual orientation disclosure, "those who reported more fear of the negative consequences of full disclosure had less positive job and career attitudes and received fewer promotions... than those who reported less fear" (Ragins et al. 2007, 1,114). However, if organizations can create an environment where employees feel integrated and empowered, staff will likely feel more satisfied and motivated. In doing so, organizations can translate staffs' satisfaction and motivation into stronger affinity towards the organization's mission, vision, and values. For example, Nanus (1992) found that promoting staff affinity towards an organization further translates into stronger organizational performance.

## Appendix 8: Indigenous Inclusion (Representation + Access to Authority)

### Appendix 8-1: Among Int'l Peers, GAC Leads in Indigenous Staff Representation

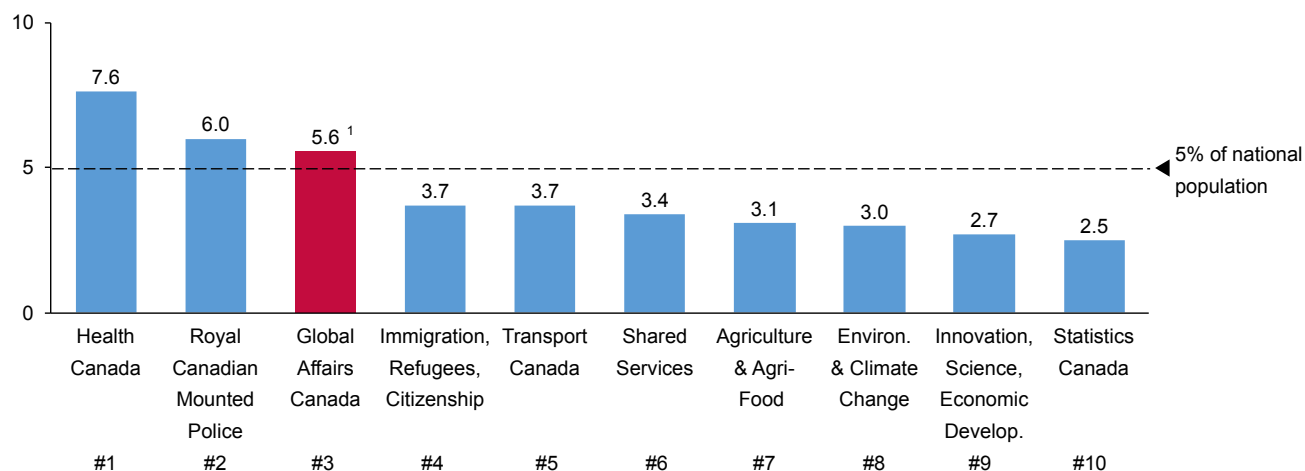


Note: Since countries do not perform their census annually, some census data may be from earlier years than the foreign ministry staff data

Source: 2019 New Zealand Public Service Workforce Data, Stats NZ, 2019 GAC Employment Equity Action Plan, Statistics Canada, 2019 Australian DFAT Annual Report, Australian Bureau of Statistics

## Appendix 8-2: Among Federal Peers, GAC Ranks #3 out of 10 for Indigenous Representation

% of Indigenous staff



Note: Peer federal agencies selected based on similar staff count size to GAC's size (+/- 20%)

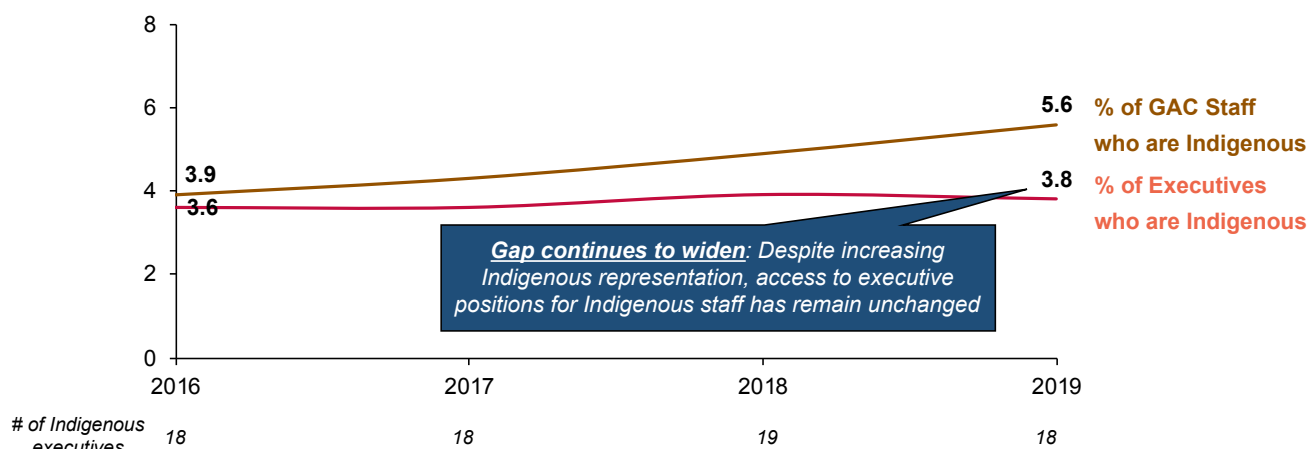
Note: Latest public data from the Treasury Board of Canada Secretariat is for the Fiscal Year of 2017 to 2018

1. As of March 31, 2019

Source: Treasury Board of Canada Secretariat (Employment Equity in the Public Service of Canada), GAC's Employment Equity Workforce Representation Analysis

## Appendix 8-3: Access to Authority for Indigenous Staff Unchanged in the Past 4 Years

% of employee base



Note: 2019 data as of March 31, 2019

Source: GAC Human Resources (GAC Employment Equity Workforce Representation)

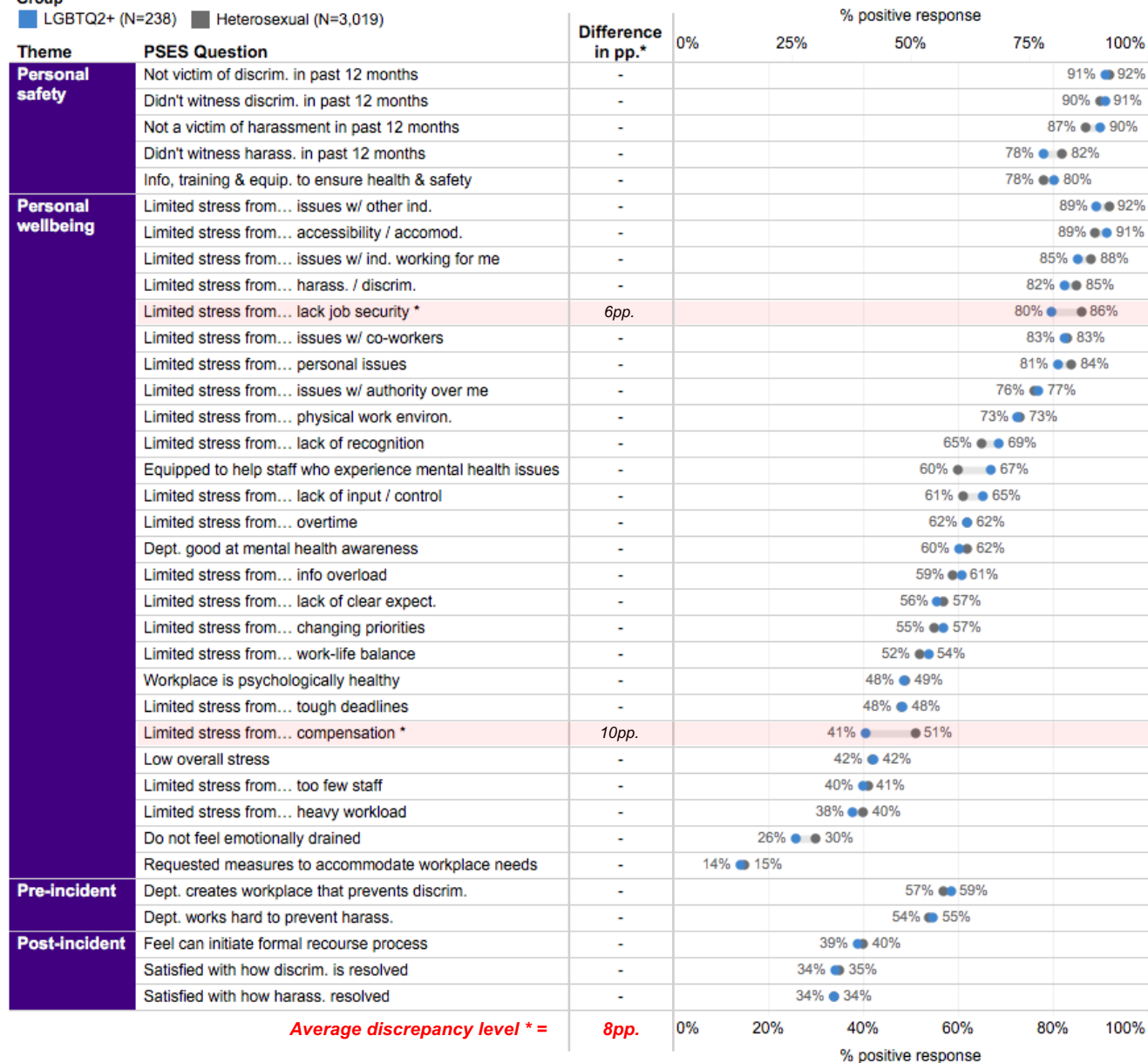
## Appendix 9: Empowerment & Integration Deep-Dives

### LGBTQ2+ Safety & Wellbeing

6% (2 of 36 questions) statistically significant, averaging 8pp. in discrepancy level

Group

■ LGBTQ2+ (N=238) ■ Heterosexual (N=3,019)



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

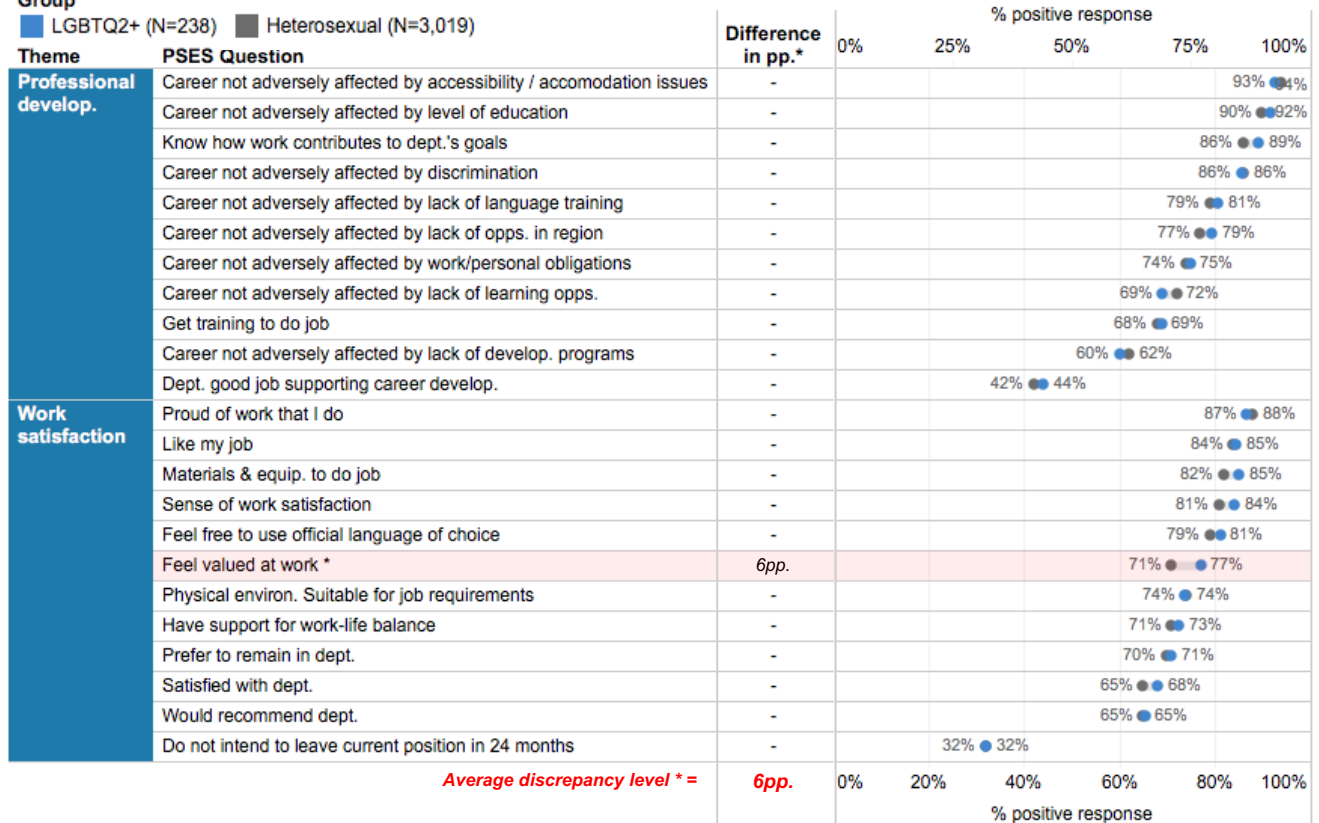
Source: PSES 2019, Chu Wang Analysis

## LGBTQ2+ Perceived Development & Growth

4% (1 of 23 questions) statistically significant, averaging 6pp. in discrepancy level

### Group

■ LGBTQ2+ (N=238) ■ Heterosexual (N=3,019)



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis

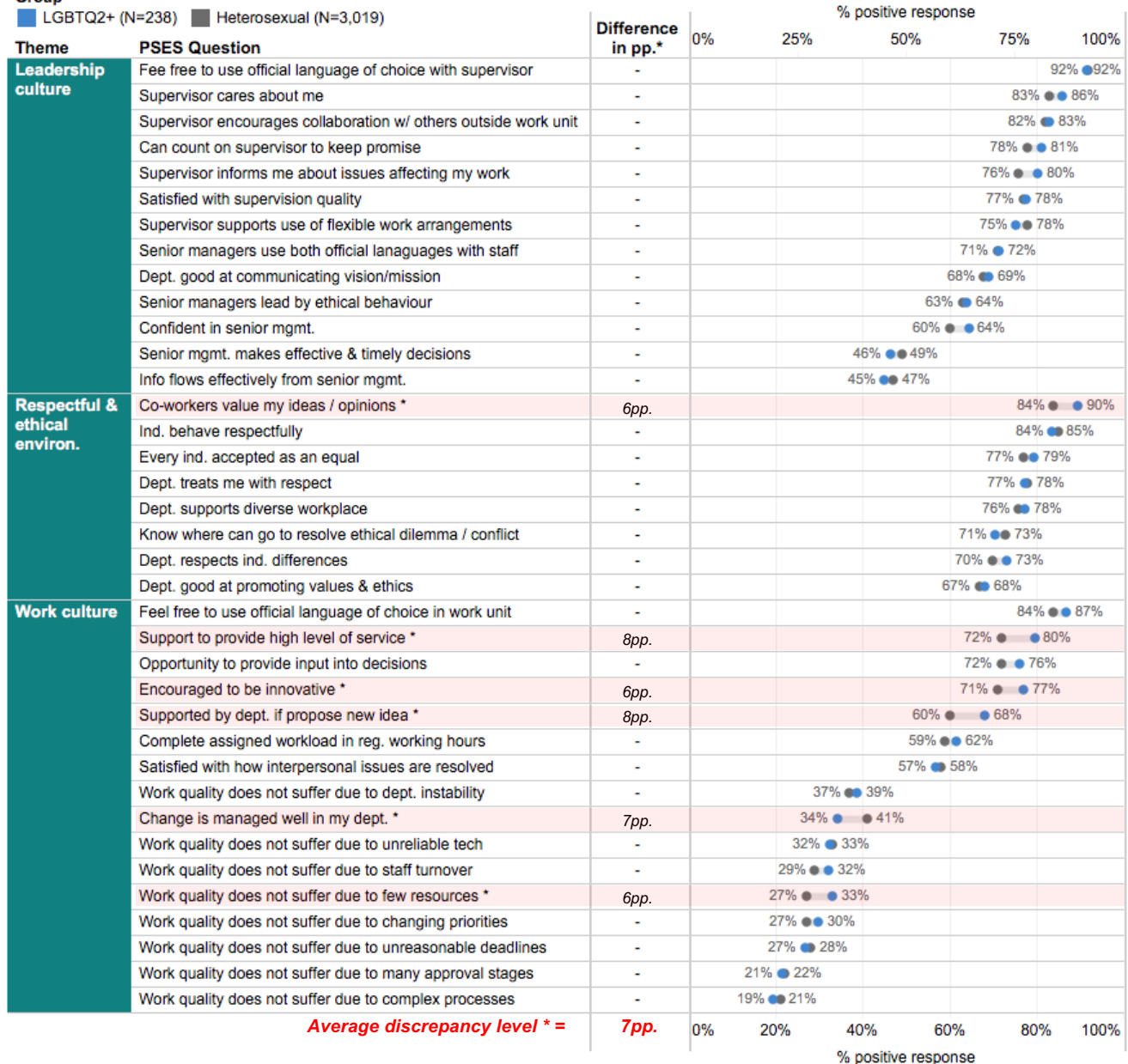


## LGBTQ2+ Team Dynamics

16% (6 of 37 questions) statistically significant, averaging 7pp. in discrepancy level

Group

■ LGBTQ2+ (N=238) ■ Heterosexual (N=3,019)



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

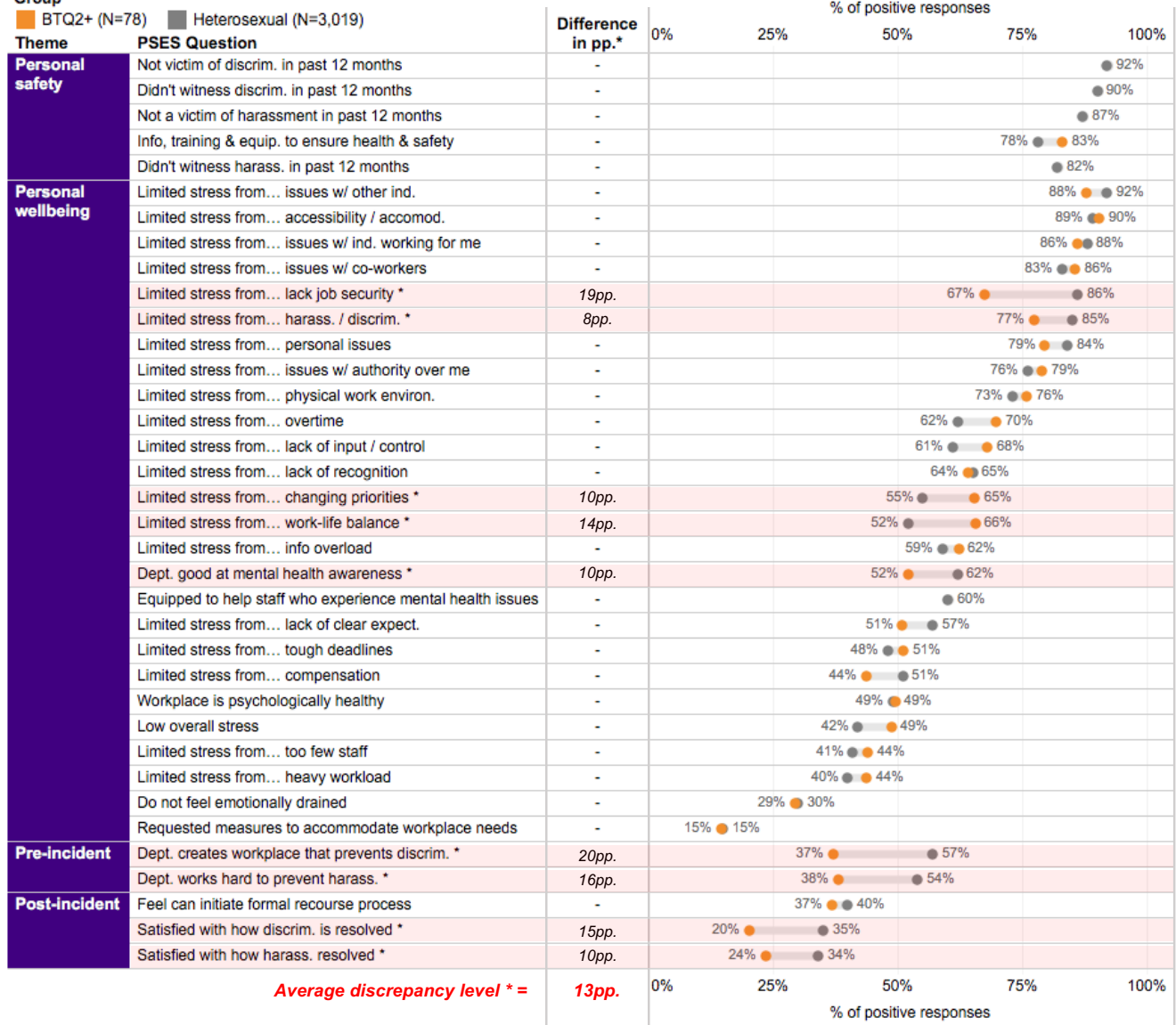
Source: PSES 2019, Chu Wang Analysis

**BTQ2+ Safety & Wellbeing**

25% (9 of 36 questions) statistically significant, averaging 13pp. in discrepancy level

Group

BTQ2+ (N=78) Heterosexual (N=3,019)



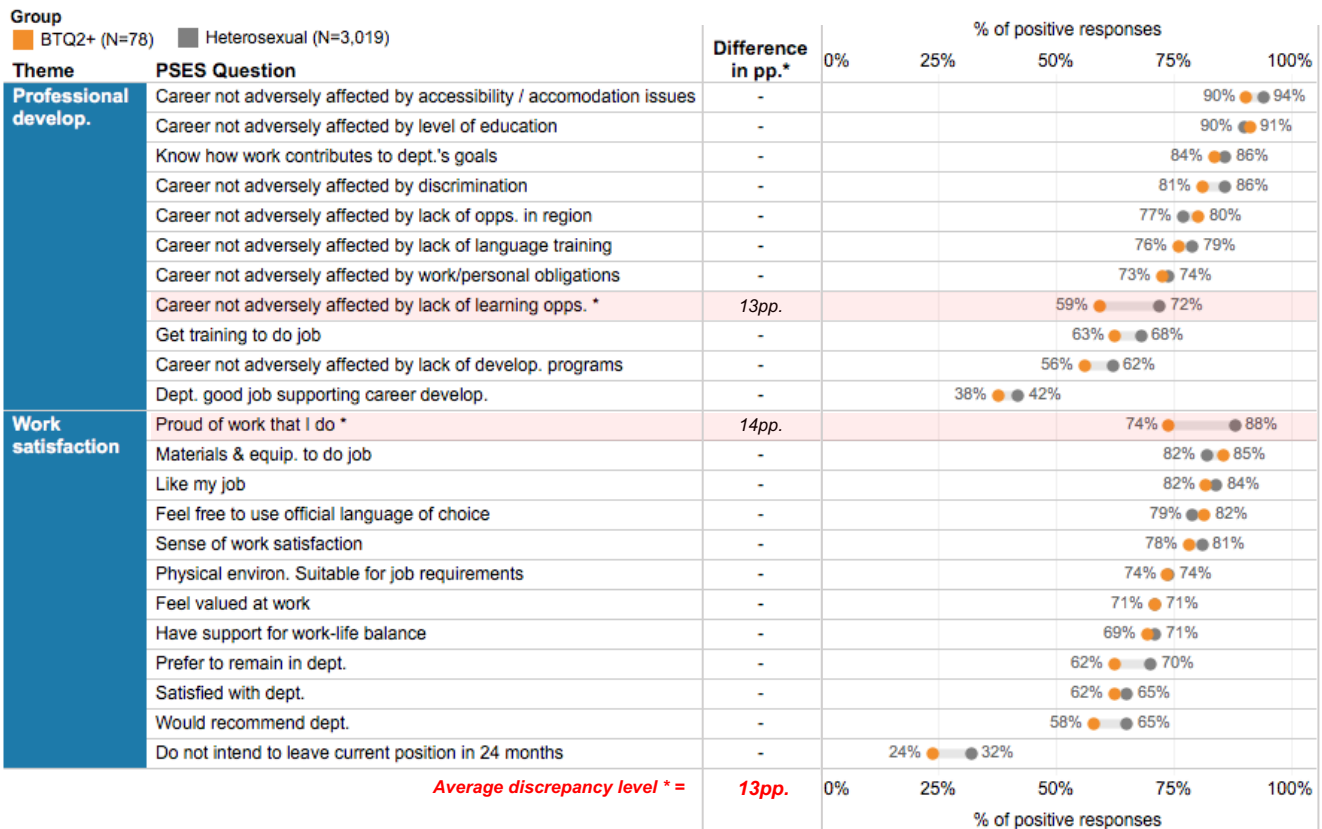
\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis

## BTQ2+ Perceived Development & Growth

9% (2 of 23 questions) statistically significant, averaging 13pp. in discrepancy level



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

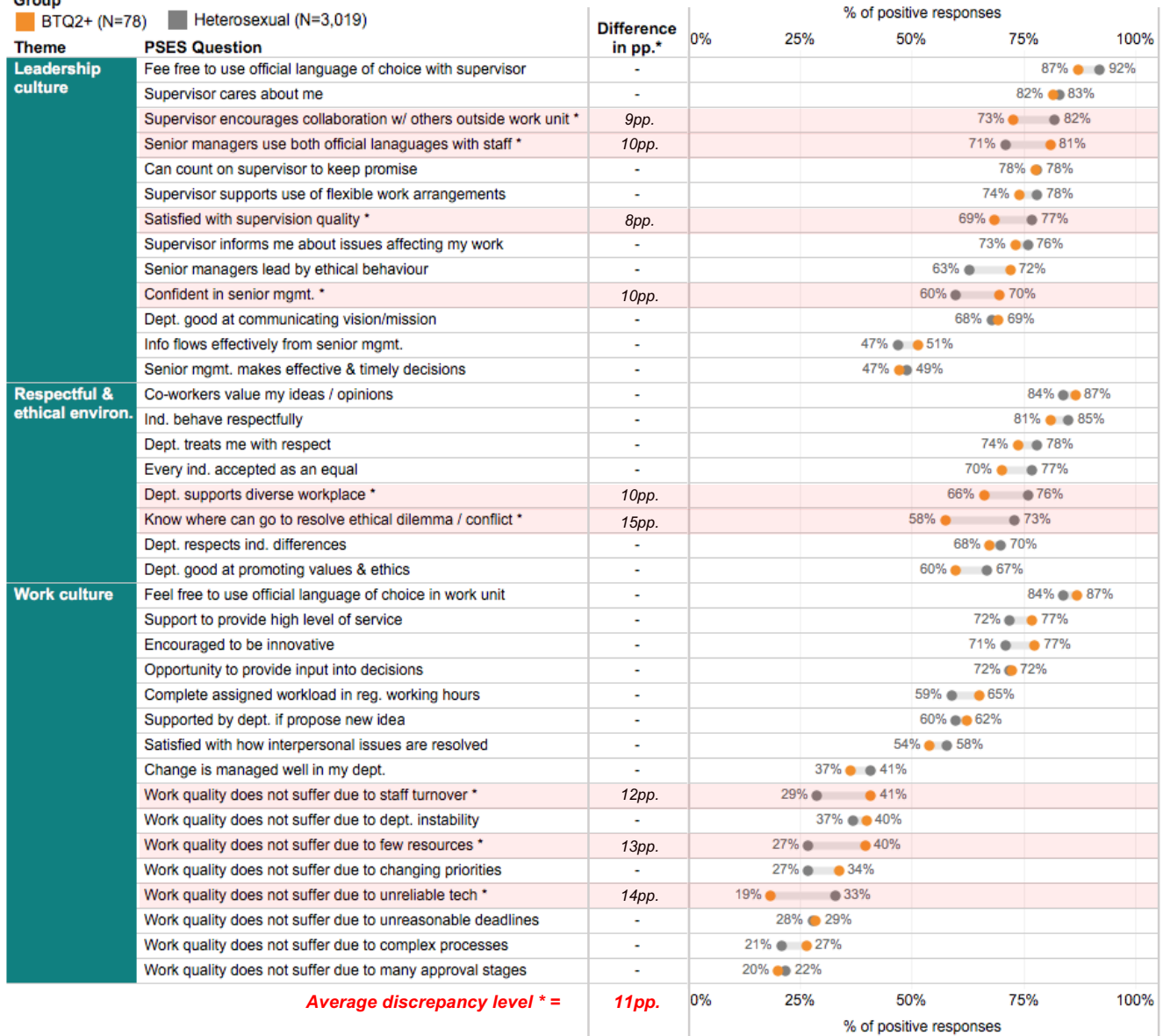
Source: PSES 2019, Chu Wang Analysis

## BTQ2+ Team Dynamics

24% (9 of 37 questions) statistically significant, averaging 11pp. in discrepancy level

Group

BTQ2+ (N=78) Heterosexual (N=3,019)



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis



## Lesbian / Gay Safety & Wellbeing

8% (3 of 36 questions) statistically significant, averaging 11pp. in discrepancy level

Group			% of positive responses				
■ Lesbian/Gay (N=160)	■ Heterosexual (N=3,019)	Difference in pp.*	0%	25%	50%	75%	
Theme	PSES Question						
Personal safety	Not victim of discrim. in past 12 months	-				92% ● 91%	
	Didn't witness discrim. in past 12 months	-				90% ● 91%	
	Not a victim of harassment in past 12 months	-				87% ● 90%	
	Didn't witness harass. in past 12 months	-				78% ● 82%	
	Info, training & equip. to ensure health & safety	-				78% ● 79%	
Personal wellbeing	Limited stress from... issues w/ other ind.	-				90% ● 92%	
	Limited stress from... accessibility / accomod.	-				89% ● 92%	
	Limited stress from... issues w/ ind. working for me	-				85% ● 88%	
	Limited stress from... lack job security	-				86% ● 86%	
	Limited stress from... harass. / discrim.	-				85% ● 85%	
	Limited stress from... personal issues	-				82% ● 84%	
	Limited stress from... issues w/ co-workers	-				81% ● 83%	
	Limited stress from... issues w/ authority over me	-				76% ● 76%	
	Limited stress from... physical work environ.	-				71% ● 73%	
	Limited stress from... lack of recognition	-				65% ● 71%	
	Equipped to support staff who experience mental health issues	-				60% ● 67%	
	Dept. good at mental health awareness	-				62% ● 64%	
	Limited stress from... lack of input / control	-				61% ● 64%	
	Limited stress from... overtime	-				58% ● 62%	
	Limited stress from... info overload	-				59% ● 60%	
	Limited stress from... lack of clear expect.	-				57% ● 58%	
	Limited stress from... changing priorities	-				53% ● 55%	
	Limited stress from... work-life balance	-				48% ● 52%	
	Workplace is psychologically healthy	-				48% ● 49%	
	Limited stress from... tough deadlines	-				47% ● 48%	
	Limited stress from... compensation *	12pp.					39% ● 51%
	Low overall stress	-					39% ● 42%
	Limited stress from... too few staff	-					38% ● 41%
	Limited stress from... heavy workload	-					35% ● 40%
	Do not feel emotionally drained	-					24% ● 30%
	Requested measures to accommodate workplace needs	-					14% ● 15%
Pre-Incident	Dept. creates workplace that prevents discrim. *	12pp.				57% ● 69%	
	Dept. works hard to prevent harass. *	9pp.				54% ● 63%	
Post-Incident	Feel can initiate formal recourse process	-				40% ● 40%	
	Satisfied with how discrim. is resolved	-				35% ● 41%	
	Satisfied with how harass. resolved	-				34% ● 39%	
Average discrepancy level * =		11pp.	0%	25%	50%	75%	
			% of positive responses				

\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis

## Lesbian / Gay Perceived Development & Growth

17% (4 of 23 questions) statistically significant, averaging 7pp. in discrepancy level

Group

■ Lesbian/Gay (N=160) ■ Heterosexual (N=3,019)

Theme	PSES Question	Difference in pp.*	% of positive responses				
			0%	25%	50%	75%	100%
Professional develop.	Career not adversely affected by accessibility / accomodation issues	-					94% ● 94%
	Career not adversely affected by level of education	-					90% ● 92%
	Know how work contributes to dept.'s goals *	6pp.					86% ● 92%
	Career not adversely affected by discrimination	-					86% ● 88%
	Career not adversely affected by lack of language training	-					79% ● 83%
	Career not adversely affected by lack of opps. in region	-					77% ● 79%
	Career not adversely affected by work/personal obligations	-					74% ● 76%
	Career not adversely affected by lack of learning opps.	-					72% ● 74%
	Get training to do job	-					68% ● 72%
	Career not adversely affected by lack of develop. programs	-					62% ● 62%
Work satisfaction	Dept. good job supporting career develop.	-					42% ● 47%
	Proud of work that I do *	5pp.					88% ● 93%
	Like my job	-					84% ● 86%
	Sense of work satisfaction *	6pp.					81% ● 87%
	Materials & equip. to do job	-					82% ● 85%
	Feel free to use official language of choice	-					79% ● 81%
	Feel valued at work *	9pp.					71% ● 80%
	Physical environ. Suitable for job requirements	-					74% ● 74%
	Have support for work-life balance	-					71% ● 74%
	Prefer to remain in dept.	-					70% ● 75%
	Satisfied with dept.	-					65% ● 71%
	Would recommend dept.	-					65% ● 69%
	Do not intend to leave current position in 24 months	-					32% ● 36%
Average discrepancy level * =		7pp.	0%	25%	50%	75%	100%

\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

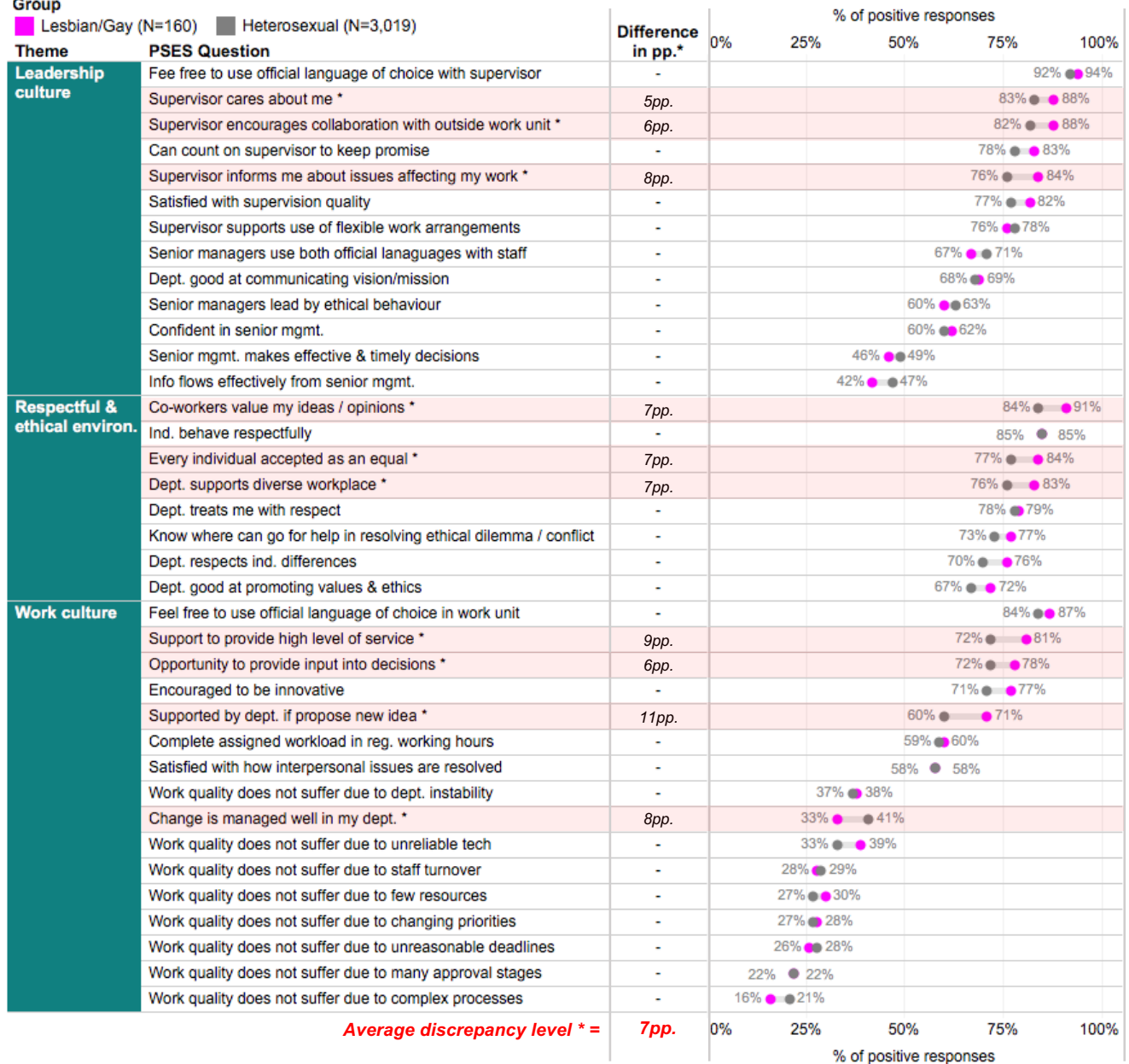
Source: PSES 2019, Chu Wang Analysis

## Lesbian / Gay Team Dynamics

27% (10 of 37 questions) statistically significant, averaging 7pp. in discrepancy level

### Group

■ Lesbian/Gay (N=160) ■ Heterosexual (N=3,019)



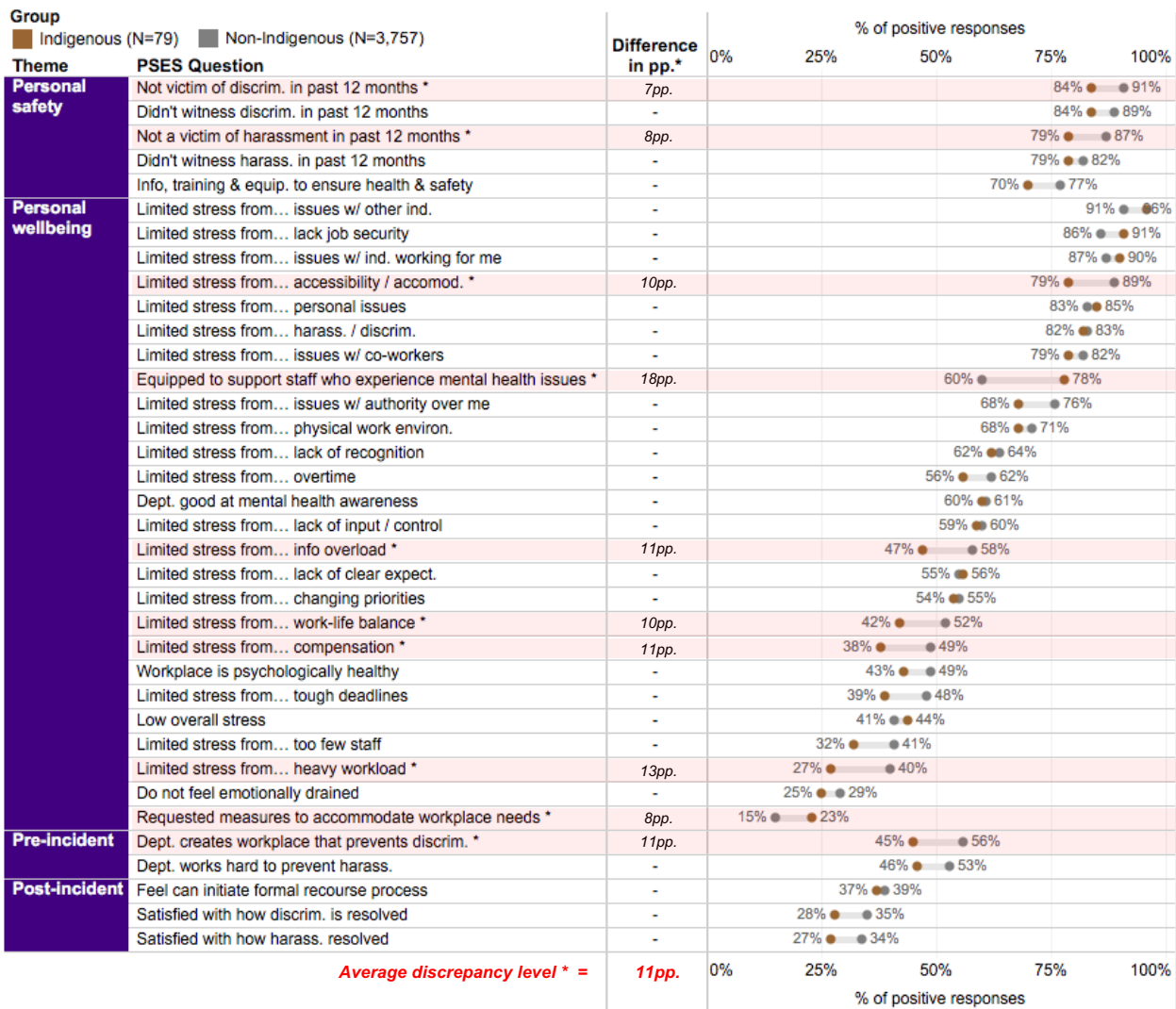
\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis

## Indigenous Safety & Wellbeing

28% (10 of 36 questions) statistically significant, averaging 11pp. in discrepancy level



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSes 2019, Chu Wang Analysis



## Indigenous Perceived Development & Growth

13% (3 of 23 questions) statistically significant, averaging 7pp. in discrepancy level

### Group

■ Indigenous (N=79) ■ Non-Indigenous (N=3,757)

Theme	PSES Question	Difference in pp.*	% of positive responses				
			0%	25%	50%	75%	100%
Professional develop.	Career not adversely affected by accessibility / accomodation issues *	6pp.				86% ● 92%	
	Career not adversely affected by level of education *	6pp.				84% ● 90%	
	Career not adversely affected by discrimination	-				83% ● 85%	
	Know how work contributes to dept.'s goals	-				81% ● 85%	
	Career not adversely affected by lack of language training	-				75% ● 78%	
	Career not adversely affected by lack of opps. in region	-				72% ● 76%	
	Career not adversely affected by work/personal obligations	-				68% ● 74%	
	Career not adversely affected by lack of learning opps.	-				69% ● 70%	
	Get training to do job *	10pp.			58% ● 68%		
	Career not adversely affected by lack of develop. programs	-			59% ● 61%		
Work satisfaction	Dept. good job supporting career develop.	-		41% ● 41%			
	Proud of work that I do	-				87% ● 90%	
	Like my job	-				83% ● 88%	
	Sense of work satisfaction	-				79% ● 81%	
	Materials & equip. to do job	-				75% ● 81%	
	Feel free to use official language of choice	-				74% ● 79%	
	Have support for work-life balance	-				70% ● 73%	
	Physical environ. Suitable for job requirements	-				70% ● 72%	
	Feel valued at work	-				65% ● 70%	
	Prefer to remain in dept.	-				61% ● 69%	
	Would recommend dept.	-				62% ● 63%	
	Satisfied with dept.	-				61% ● 64%	
	Do not intend to leave current position in 24 months	-		28% ● 32%			
Average discrepancy level * =		7pp.	0%	25%	50%	75%	100%
			% of positive responses				

\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

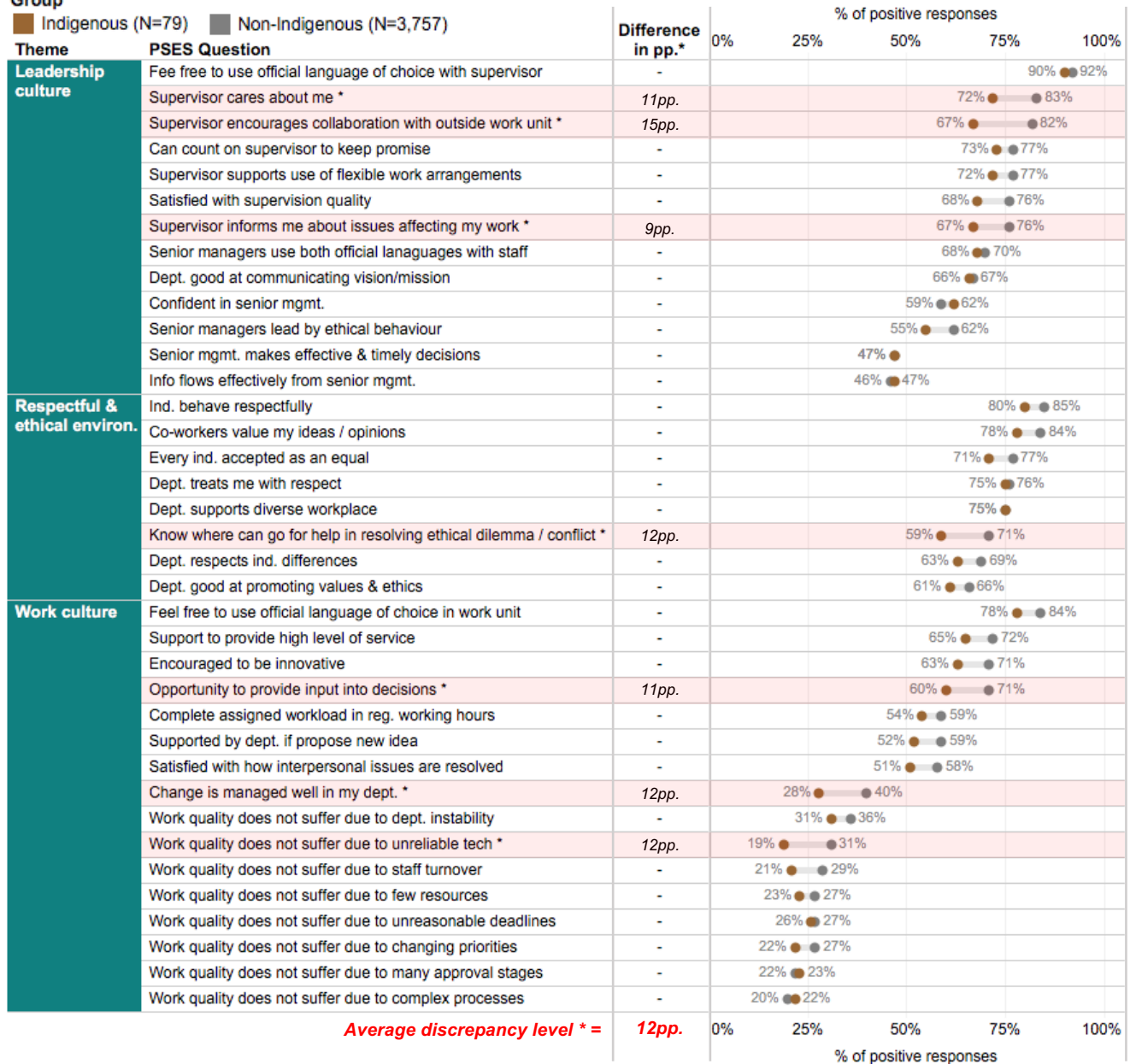
Source: PSES 2019, Chu Wang Analysis

## Indigenous Team Dynamics

19% (7 of 37 questions) statistically significant, averaging 12pp. in discrepancy level

### Group

■ Indigenous (N=79) ■ Non-Indigenous (N=3,757)



\* = For statistically significant differences at a two-tailed, 10% significance level

Note: Minor differences due to rounding

Source: PSES 2019, Chu Wang Analysis

## Appendix 10: GAC's Existing Efforts to Support LGBTQ2+ Staff and Experts View on Their Impact Level

Type of Intervention	26 Common Empowerment and Integration Activities Performed by Network or HR	Activity's Relevance	Activity's Impact on...		
		GAC's Efforts for LGBTQ2+ Staff	A. Safety & Wellbeing	B. Develop. & Growth	C. Team Dynamics
Policy & Strategy	01. Anti-discrimination policies	✓			
	02. Dedicated LGBTQ2+ staff strategy	Limited			
Community Building	03. Social events (e.g., afterwork gatherings)	✓			
	04. Diversity events (e.g., Pride Celebration)	✓			
	05. Social programming to engage allies	✓			
Education, Training, Support	06. Diversity briefing for all officers going on posts	-			
	07. Workplace training about LGBTQ2+ issues	Limited			
	08. E-training on LGBTQ2+ inclusion	Developing			
	09. Seminars on personal matters for LGBTQ2+ staff	-			
	10. Seminars on professional topics for LGBTQ2+ staff	✓			
	11. Formal and regular mentorship program	Developing			
	12. Guidance / legal advice to out-going staff on postings	✓			
Advocacy	13. Diversity issues discussed with HR	✓			
	14. Formal input into LGBTQ2+ related policy briefings	-			
	15. Input into external-facing LGBTQ2+ strategy	-			
Conflict Resolution	16. Formal dispute / conflict resolution channels	✓			
	17. Informal dispute / conflict resolution channels	✓			
Org. Support	18. Senior leadership support / champion	✓			
	19. Official diversity group	✓			
	20. Funding from department	✓			
	21. Same programs / services to locally-engaged staff	Limited			
	22. Post Representatives s network nodes	-			
Awareness	23. Network in official on-boarding	Ad hoc			
	24. Routine newsletters and updates	Ad hoc			
Evaluation & Reporting	25. Internal LGBTQ2+ survey	-			
	26. Survey findings discussion with HR	-			
Total efforts in place at GAC		12 out of 26 (46%)			

✓ = Existing activity already performed by GAC

- = Not an existing activity (or formal activity) performed by GAC

 = Darker the shade (within the column) means more impactful the activity is at enhancing "Empowerment & Integration" sub-dimension

Source: GAC employee interviews (N = 18), Expert Survey on Intervention Effectiveness (N = 6), Chu Wang analysis

## Appendix 11: GAC's Existing Efforts to Support Indigenous Staff and Experts View on Their Impact Level

Type of Intervention	26 Common Empowerment and Integration Activities Performed by Network or HR	Activity's Relevance	Activity's Impact on...		
		GAC's Efforts for Indigenous Staff	A. Safety & Wellbeing	B. Develop. & Growth	C. Team Dynamics
Policy & Strategy	01. Anti-discrimination policies	✓			
	02. Dedicated Indigenous staff strategy	✓			
Community Building	03. Social events (e.g., afterwork gatherings)	✓			
	04. Diversity events (e.g., Indigenous Peoples' Day Celebration)	✓			
	05. Social programming to engage allies	Limited			
Education, Training, Support	06. Diversity briefing for all officers going on posts	Limited			
	07. Workplace training about Indigenous peoples' issues	✓			
	08. E-training on Indigenous D&I	✓			
	09. Seminars on personal matters for Indigenous staff	-			
	10. Seminars on professional topics for Indigenous staff	-			
	11. Formal and regular mentorship program	Developing			
	12. Guidance / legal advice to out-going staff on postings	Limited			
Advocacy	13. Diversity issues discussed with HR	✓			
	14. Formal input into Indigenous related policy briefings	-			
	15. Input into external-facing Indigenous strategy	-			
Conflict Resolution	16. Formal dispute / conflict resolution channels	✓			
	17. Informal dispute / conflict resolution channels	✓			
Org. Support	18. Senior leadership support / champion	✓			
	19. Official diversity group	✓			
	20. Funding from department	✓			
	21. Same programs / services to locally-engaged staff	Limited			
	22. Post Representatives s network nodes	-			
Awareness	23. Network in official on-boarding	Limited			
	24. Routine newsletters and updates	Ad hoc			
Evaluation & Reporting	25. Internal Indigenous staff survey	-			
	26. Survey findings discussion with HR	-			
Total efforts in place at GAC		12 out of 26 (46%)			

✓ = Existing activity already performed by GAC

- = Not an existing activity (or formal activity) performed by GAC

 = Darker the shade (within the column) means more impactful the activity is at enhancing "Empowerment & Integration" sub-dimension

Source: GAC employee interviews (N = 18), Expert Survey on Intervention Effectiveness (N = 6), Chu Wang analysis



## Appendix 12: Using Behavioural Nudging to Increase Indigenous Training Uptake

To encourage voluntary training uptake, GAC can experiment with behavioral nudging – in other words, indirectly influencing people's choices while giving them the freedom to go their own way (Thaler and Sunstein 2008). As a proven example, GAC's *Positive Space* training has been well received and those who complete the training receive a rainbow lanyard. One LGBTQ2+ employee indicated that wearing the rainbow lanyard sparked new conversations because other staff wanted to know why this employee was wearing one and others wanted to know where they could get one. A similar approach can be adopted for Indigenous training.

When staff complete an Indigenous training workshop (and ideally 1-2 online courses), staff obtain "awards". These awards can be a combination of a certificate, a lanyard for staffs' ID badge, and a wearable pin – with references to the Indigenous training. When staff display their awards, they apply social signalling and nudge others to seek training in order to obtain the desired awards. In doing so, more staff who are trained on Indigenous topics can lead to more inclusive behaviours and lower harassment and discrimination of Indigenous staff (*Hypothesis 1*). Another theory of change is that by simply displaying the post-training awards, many staff may display more inclusive behaviours without taking the Indigenous training (*Hypothesis 2*).

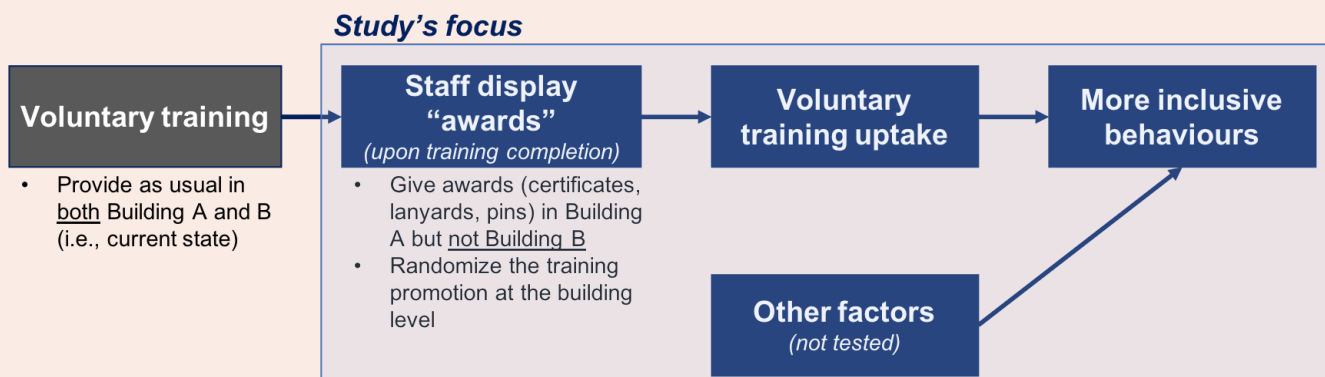
The figure below illustrates the proposed experiment.

- Hypothesis 1: Staff display "awards" → Training uptake → More inclusive behaviours
- Hypothesis 2: Staff display "awards" → More inclusive behaviours

To test these two hypotheses, GAC should:

1. Continue providing voluntary training on Indigenous topics at all GAC locations (status quo).
2. Conduct a baseline survey (see *Additional Consideration #1*) to understand how Indigenous staff feel about workplace *Safety & Wellbeing*, ensuring that the results can be filtered by physical work location.
3. Only offer the awards to staff who complete the training in Building A (e.g., 111 Sussex Drive) and not Building B (e.g., 125 Sussex Drive).
4. After one year, assess the change in voluntary training uptake in Building A vs. B (assuming there is limited spillover from Building A and Building B over one year).
5. After one year, conduct the same survey to understand changes in Indigenous staffs' perceptions towards *Safety & Wellbeing*.
6. Assess the change in Indigenous staffs' perceptions from Building A vs. B.
7. Conduct an instrumental variable regression to test *Hypothesis 1* and *Hypothesis 2*.

### Exhibit: Theory of Change for Proposed Study



## Appendix 13: Cost Estimates for Recommendations

*Appendix 13-1: Estimated Initial Setup Cost of \$18,500 to \$39,500 (or less than 0.1% of GAC Human Resource's 2020-2021 Budget)*

		<b>Initial Setup Cost</b>	
#	Recommendation	Estimated Range	Assumptions
1	Internal LGBTQ2+ staff survey	\$500 - \$1,500	- 1 FTE x 10 hours to conduct research and design survey questions - 1 FTE x 2 hours to translate survey - 1 FTE x 5 hours to program and test survey
2	Dedicated LGBTQ2+ workplace strategy	\$10,000 - \$20,000	- 2 FTEs x 10 hours to conduct initial analysis - 1 FTE to facilitate each consultation x 1 hour per consultation x 40 consultations - 40 FTEs to interview for consultations x 1 hour per consultation - 2 FTEs x 30 hours to develop strategy - 10 FTEs x 3 hours to discuss strategy components and implementation - 1 FTE x 3 hours to translate strategy - 1 FTE x 10 hours to design strategy
3	LGBTQ2+ staff offer input into external, LGBTQ2+ strategies	\$1,500 - \$2,500	- 10 FTE x initial 2-hour training by Pride Network and leadership - 1 FTE x 10 hours to design consultation procedures and process
4	Indigenous staff offer input into external, Indigenous peoples' strategies	\$1,500 - \$2,500	- 10 FTE x initial 2-hour training by Aboriginal Network and leadership - 1 FTE x 10 hours to design consultation procedures and process
5	Post Representatives Aboriginal Network nodes	\$5,000 - \$7,000	- 15 FTEs x initial 5-hour training by HR and Aboriginal Network - 2 FTE trainers x 5-hour training
6	Formal mentorship program accessible to all Indigenous staff	\$4,000 - \$6,000	- 2 FTE x 10 hours to research for mentorship program design - 1 FTE to facilitate consultation x 1 hour per consultation x 20 consultations - 20 FTEs to interview x 1 hour / consultation - 2 FTEs x 5 hours to design mentorship program process - 1 FTE x 2 hours to translate materials
<b>Total cost</b>		<b>\$18,500 - \$39,500</b>	

Note: Estimated range based on mid-point of calculations

Note: Assumes \$70 / FTE hour; estimate based on average of FS and EC 2020 salaries – base + bonus + benefits (Reference: Treasury Board of Canada Secretariat, 2020)

Note: Assumes 48 working weeks in a year

Note: Assumes that management approval and review and overhead costs are part of operations as usual costs and not incremental

Note: Assumes minimal travel requirements and minimal changes in GAC's current technological capabilities

Source: Treasury Board of Canada Secretariat 2020, Chu Wang analysis

## Appendix 13-2: Estimated Annual Cost of \$265,000 to \$311,000 (or less than 0.5% of GAC Human Resource's 2020-2021 Budget)

		Annual Cost	
#	Recommendation	Estimated Range	Assumptions
1	Internal LGBTQ2+ staff survey	\$10,000 - \$20,000	<p>Once every six months:</p> <ul style="list-style-type: none"> <li>- 240+ LGBTQ2 FTEs (PSES, 2019) x 50% response rate x 0.5 hours to complete survey</li> <li>- 1 FTE x 15 hours to analyze survey and create presentation</li> <li>- 5 FTEs from Pride Network to discuss survey results internally x 2 hours</li> <li>- Note: Does not include D&amp;I Council time (they already meet to discuss issues)</li> </ul> <p>Every month:</p> <ul style="list-style-type: none"> <li>- 2 FTEs (Pride Network + HR) x 2 hours / month to discuss changes and progress</li> </ul>
2	Dedicated LGBTQ2+ workplace strategy	\$5,000 - \$7,000	<p>Every quarter:</p> <ul style="list-style-type: none"> <li>- 4 FTEs (Pride Network + HR) x 3 hours to discuss strategy implementation and issues</li> </ul> <p>Every year:</p> <ul style="list-style-type: none"> <li>- 4 FTEs (Pride Network + HR) x 10 hours to draft annual progress report</li> <li>- Note: Does not include D&amp;I Council time (they already meet to discuss issues)</li> </ul>
3	LGBTQ2+ staff offer input into external, LGBTQ2+ strategies	\$4,000 - \$6,000	<p>Once every six months:</p> <ul style="list-style-type: none"> <li>- 240+ LGBTQ2 FTEs (PSES, 2019) x 5% consultation rate x 3 hours to provide inputs</li> </ul>
4	Indigenous staff offer input into external, Indigenous peoples' strategies	\$6,000 - \$8,000	<p>Once every six months:</p> <ul style="list-style-type: none"> <li>- 329 Indigenous FTEs (GAC, 2019) x 5% consultation rate x 3 hours to provide inputs</li> </ul>
5	Post Representatives Aboriginal Network nodes	\$110,000 - \$120,000	<ul style="list-style-type: none"> <li>- 15 FTEs x 2-hour / week to plan, promote, deliver programs and support Indigenous staff</li> <li>- 15 FTEs x \$1,000 per FTE in annual budget for local / regional Indigenous activities</li> </ul>
6	Formal mentorship program accessible to all Indigenous staff	\$130,000 - \$150,000	<ul style="list-style-type: none"> <li>- 329 Indigenous FTEs (GAC, 2019) x 25% opt-in rate x 1 hour / month</li> <li>- Note: 25% opt-in rate assumes mentees and mentors</li> </ul>
<b>Total cost</b>		<b>\$265,000 - \$311,000</b>	

Note: Estimated range based on mid-point of calculations

Note: Assumes \$70 / FTE hour; estimate based on average of FS and EC 2020 salaries – base + bonus + benefits (Reference: Treasury Board of Canada Secretariat, 2020)

Note: Assumes 48 working weeks in a year

Note: Assumes that management approval and review and overhead costs are part of operations as usual costs and not incremental

Note: Assumes minimal travel requirements and minimal changes in GAC's current technological capabilities

Source: Treasury Board of Canada Secretariat 2020, Chu Wang analysis

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