

**PRIDE AT
WORK**
CANADA



**FIERTÉ AU
TRAVAIL**
CANADA

Strategic Plan

2021-2023

WELCOME FROM THE EXECUTIVE DIRECTOR

Friends, this country needs a wake-up call. Canada is chock full of queer, trans and Two-Spirit people who have been told by employer after employer that they “just aren’t a good fit.” With a looming shortage of skilled workers, a precipitating war for talent and a society reckoning with inequality, it’s easy to see why this is as much a problem for Canada as it is for queer, trans and Two-Spirit communities. For Canada to be competitive in the global market, employers need to stop trying to make talent fit their archaic environments and start transforming their workplaces to suit the rapidly changing expectations of an incredibly diverse workforce.

I’m proud of how Pride at Work Canada/Fierté au travail Canada has risen to confront this challenge of inequality. Starting as a volunteer-run organization focused on networking, we have grown in both size and impact. From one or two events in 2008, to welcoming thousands of attendees to our programming on a monthly basis. From just a handful of founding employer members to a sprawling network of hundreds of public and private organizations that collectively employ millions of people across Canada. From zero permanent staff in 2014, to a diverse full-time team that spans three provinces and collectively speaks more than half a dozen languages. We have expanded while staying faithful to our belief in equal opportunity and inclusion.

The role of our Board is also much different than it was just a few years ago, hence our first-ever strategic plan. Our larger staff team and refreshed organizational structure has allowed our Board to shift its focus from many of the tasks associated with executing their collective vision, toward good and progressive governance. I look forward to working with our dedicated Board volunteers and our staff team to reach the lofty yet achievable goals we have set for the next two years. Though two-years may seem a short timeline, with the year 2020 in our rearview, we believe that great strength lies in our ability to stay agile and remain responsive to the changing needs of Canada’s business community as we emerge from the pandemic.

Inclusion does not happen by accident. We need to act with intention on how our mission intersects with the defining issues of our time. That’s why you will see references to leading systemic challenges, such as the need to confront Anti-Black racism and engage in Reconciliation efforts, woven through each of the Strategic Plan’s three pillars: Content, Organization and Resources. We intend to lead by example, equipping employers with the tools they need to fix the broken systems that keep too many people from achieving the full potential they see in themselves and in queer, trans and Two-Spirit communities. It’s time for a lot of employers to hear that, when it comes to our communities, they “just aren’t a good fit.” But they can be. Just ask us how.

In solidarity,
Colin Druhan (he/him)
Executive Director

ABOUT PRIDE AT WORK CANADA

Who We Are

Through dialogue, education and thought leadership, Pride at Work Canada/Fierté au travail Canada empowers Canadian employers to build workplaces that celebrate all employees regardless of gender expression, gender identity, and sexual orientation. Our learning, networking and community events happen across the country, advising, celebrating and connecting the most inclusive Canadian employers. We help private, public and nonprofit employers to create safer, more inclusive workplaces that recognize the skills of LGBTQ2+ people. The vision we share with our employer members is a Canada where every individual can achieve their full potential at work, regardless of gender expression, gender identity, and sexual orientation.

Why We Do It

LGBTQ2+ people in Canada face significant barriers to employment and advancement in the workplace. It is estimated that between 5-12% of the Canadian population identifies as LGBTQ2+ but are over represented in our country's homeless population (25%). Without the supportive network of their families, many LGBTQ2+ youth find it difficult to get their first job. The 2020 Trans Pulse Canada Survey showed that while 89% of trans people have at least some college or university education, about half make \$30,000 per year or less.

How We Do It

For LGBTQ2+ people in Canada to confront today's economic challenges they need good jobs with rising incomes. Because of stigma, stereotypes, bias and discrimination against LGBTQ2+ people, empowering community members with skills is simply not enough of a strategy. Update to Pride at Work Canada/Fierté au travail Canada operates as a member services agency for employers, offering institutional education and guidance to organizations that make a commitment to supporting LGBTQ2+ inclusion. Many employers see the economic benefit to engage in market-facing messages of support for LGBTQ2+ communities, particularly during Pride season. While a welcome show of support, this alone does not create opportunity for LGBTQ2+ people. In addition to supporting meaningful engagement with the public, we consistently underscore the importance of focused internal strategies to improve policies and practices that generate measurable outcomes for LGBTQ2+ employees and job seekers, not just the company's bottom line.

ABOUT PRIDE AT WORK CANADA

Vision

A Canada where every individual can achieve their full potential at work regardless of gender expression, gender identity, and sexual orientation.

Mission

Through dialogue, education and thought leadership, we empower employers to build workplaces that celebrate all employees regardless of gender expression, gender identity, and sexual orientation.

Our Board of Directors

Our Board of Directors is comprised of 13 volunteers who are committed to our mission and believe in a Canada where every individual can achieve their full potential at work regardless of gender expression, gender identity, and sexual orientation. Our Board is responsible for overseeing governance and policy issues related to our work. Board of Directors as of 30 April 2021:

Current Directors:

Chris Forward
Lauren Flynn
Holly Cooper
Richard Tuck
Claire Yick
Terri Eklund
Mark Lawton
Sharon Chung
Jen Anthon
Erin Roach
Eddy Ng

Pride at Work Canada would like to acknowledge the contributions made to this Strategic Plan by the following Directors whose terms have ended:

Inez Ashworth
Mathieu Desjardins
Trisha Egberts
Angela Facundo
Val Walls

ABOUT PRIDE AT WORK CANADA

Our Proud Partners

Pride at Work Canada/Fierté au travail Canada's Proud Partners collectively employ more than one million people and include leading employers across the Canadian economy. Each of these employers recognizes LGBTQ2+ individuals as key to a productive, engaged workforce. Their membership brings them into a network of sharing good practices and helps them establish best-in-class workplace initiatives.

»» [Visit our website for a complete list of our Proud Partners.](#)

Our Community Partners

We work collaboratively with a network of Community Partners. These are organizations that serve LGBTQ2+ communities, focus on diversity and inclusion or are otherwise fighting to bring down barriers to employment for LGBTQ2+ people in Canada.

»» [Visit our website for a complete list of our Community Partners.](#)

STRATEGIC DIRECTION, INITIATIVES & PERFORMANCE INDICATORS

The Pride at Work Canada/Fierté au travail Canada strategic plan identifies three pillars that directly support the success of our organization. With the Board of Directors oversight, the three pillars serve as the priorities that will guide our decision-making during the next two years.



Through our programs, events, and website, we work to ensure that engaging with Pride at Work Canada/Fierté au travail Canada is easy, meaningful and rewarding for our member and community partners Canada-wide. And, through dialogue, education and thought leadership, we empower Canadian employers to build workplaces that celebrate all employees regardless of gender expression, gender identity, and sexual orientation.

STRATEGIC DIRECTION CONTENT



STRATEGIC DIRECTION » CONTENT

Progressively increase participation in Pride at Work Canada/Fierté au travail Canada's educational programs by 25% per year over two years.



Achieve true relevance to all regions in Canada by 2023.



Be recognized as the model for accessible and inclusive DEI programming by leading voices in accessibility by 2023.



Strategic Performance Indicators

Develop trust in Pride at Work Canada/Fierté au travail Canada's work among the populations most consistently left behind by inclusion efforts (e.g., QTBIPOC, people with disabilities, etc.) by progressively improving audience feedback from key demographics.



Position Pride at Work Canada/Fierté au travail Canada as a top DEI thought leader by progressively increasing the organization's market presence and brand awareness among top executives over two years.



STRATEGIC DIRECTION » ORGANIZATION

ORGANIZATION Strategic Direction

We will walk the talk, modelling the organizational culture for which our members should strive.

Strategic Initiatives



Leverage internal and external research data to its full potential.

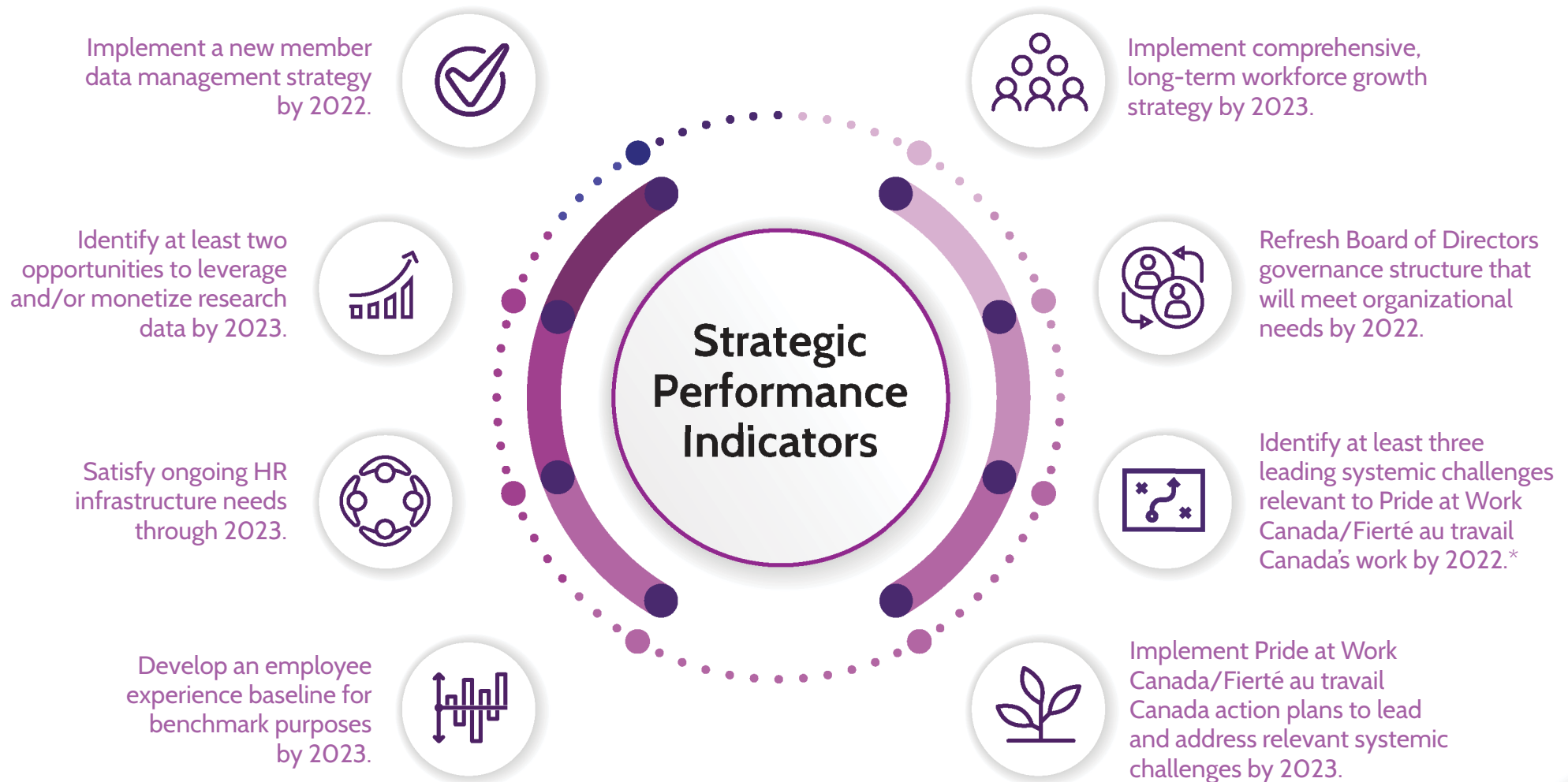


Exceed employee expectations.



Model progressive organizational leadership.

STRATEGIC DIRECTION » ORGANIZATION



**e.g., Anti-Black racism, Reconciliation, Poverty Reduction, etc.*

STRATEGIC DIRECTION » RESOURCES

RESOURCES Strategic Direction

We will double our revenue in two years, with membership fees representing no more than half of all income.

Strategic Initiatives



Redefine membership and pricing model.



Achieve targeted membership growth.



Harness the full potential of current earned revenue streams.



Identify new revenue streams.

STRATEGIC DIRECTION » RESOURCES





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