

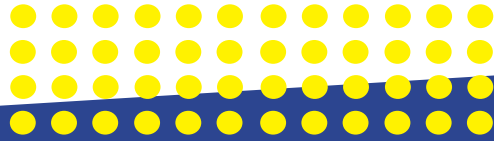
BELONGING AT WORK

A Guide for Two-Spirit,
Trans, Non-Binary, and
Gender Diverse Inclusion

we **we**
belong

we-belong.ca

ABOUT THIS GUIDE



.....

This guide serves as a foundational resource for Two-Spirit, Trans, Non-Binary & Gender-Diverse (2STNBGD) employees and their employers to identify and address workplace barriers. The possible actions and barriers listed are illustrative, not exhaustive. For any individual, some, all, or none of these barriers may be relevant, and the corresponding actions should be explored collaboratively.

.....

This Inclusion Guide was created by Trans Manitoba with the expertise of the *we belong* Advisory Councils and in consultation with the Human Rights Commission of Manitoba in Fall 2025. This is a non-exhaustive list and may not include all barriers experienced in the workplace.

REFERENCES:

- CADDAC | ADHD Symptoms, Impairments and Accommodations in the Work Environment
 - Justice of Canada | A Qualitative Look at Serious Legal Problems: Trans, Two-Spirit, and Non-Binary People in Canada
 - Accessibility Manitoba | Accessible Employment Standard Regulation
 - The Legislative Assembly of Manitoba | Bill 43 The Human Rights Code Amendment Act
-

CONTENTS

Administrative and Human Resources Systems	4
Bias in Hiring	5
Deadnaming in Records	6
Convolutd Name/Gender Marker	7
Change Process	7
Gendered Honorifics	8
Breach of Privacy	9
Lack of Policies and Processes	10
Workplace Culture and Social Dynamics	12
Misgendering and Incorrect Pronouns	13
Microaggressions.....	14
Tolerating Bigotry	15
Career Advancement Bias	16
Tokenization.....	17
External Support of Anti-Queer Entities.....	18
Lack of Community and Mentorship	19
Physical and Remote Workspaces	20
Lack of Gender-Neutral Restrooms	21
Remote Work & Digital System Barriers.....	22
Gendered Dress Codes	23
Exclusionary Signage, Art, & Media	24
Benefits and Healthcare	26
Gender Affirming Healthcare Gaps.....	27
Lack of Paid Leave	28
Gatekeeping Access to Benefits	29
Mental and Psychological Safety	30
Minority Stress & Emotional Labour	31
Lack of Accountability	32
Inadequate Mental Health Coverage	33



1

ADMINISTRATIVE AND HUMAN RESOURCES SYSTEMS



Bias in Hiring

Gendered application fields, job descriptions, interview questions, uneditable profiles, and lack of pronoun options create barriers before a candidate is hired.



Workplace Impacts

- Filters out qualified candidates from consideration
- Creates immediate stress, anxiety, and distrust towards the company
- Forces disclosure of personal information
- Results in a homogenous workplace

Possible Actions

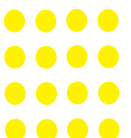
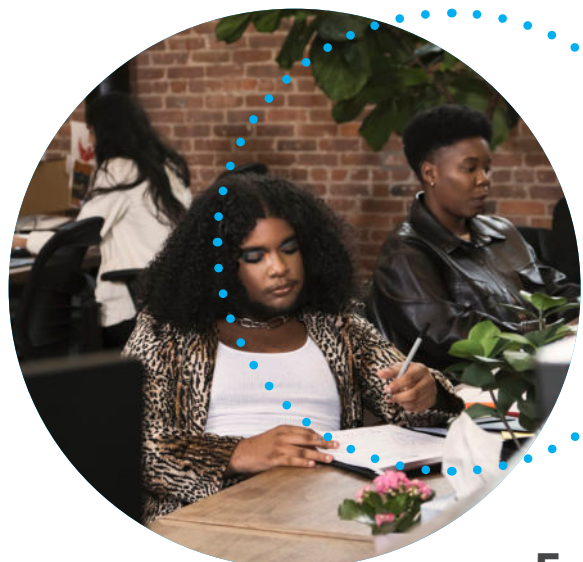


Proactive

- Ensure preferred name and pronouns can be used in all records without requiring a legal name change
- Remove gendered salutations and honorifics (Mr./Mrs.) from application forms and communications or offer and normalize gender-inclusive options such as "Mx."
- Provide and ask for pronouns in pre-interview communications
- State on job postings that you are an inclusive employer building teams with a diversity of lived experiences by explicitly encouraging 2SLGBTQIA+, BIPOC, and disabled candidates to apply
- Standardize interview questions and use a scorecard for all candidates to reduce unconscious bias
- Assemble a diverse hiring team

Reactive

- In an interview, state your own pronouns and invite (but do not require) the candidate to share theirs
- If a mistake is made with name or pronouns, apologize briefly, correct it, and move on





Deadnaming in Records

Legal names and gender markers that are inconsistent with an employee's identity can persist in HR systems, email, badges, and other platforms.



Workplace Impacts

- Forces disclosure of an employee's gender identity
- Results in employees being referred to by the wrong names or pronouns
- Creates an outing risk in the workplace
- Causes significant distress, erodes trust in the HR systems, and reduces morale
- Creates unnecessary administrative work to correct errors

Possible Actions



Proactive

- Ensure preferred name and pronouns can be used in all records without requiring a legal name change.
- Audit all department systems for instances of deadnames by identifying every location where names and gender markers appear
- Provide employees with clear, simple instructions for updating their names and gender markers
- Improve and maintain a strict confidentiality process for all employee data

Reactive

- If a deadnaming error is discovered in systems, HR should proactively and confidentially reach out to the employee to correct it
 - If an employee is deadnamed in a meeting or email, a colleague or manager should correct the mistake promptly and respectfully
 - Document the incident in a report and, in consultation with the affected employee, determine appropriate accountability steps
-



Convoluted Name/Gender Marker Change Process

A lack of process or an inaccessible one for updating internal records created significant barriers for employees.



Workplace Impacts

- Affects any employee undergoing a legal name or gender marker change
- Results in employees not being addressed by the proper names or pronouns
- Creates a hostile and invalidating work environment
- Places an unnecessary administrative burden on both the employee and HR staff

Possible Actions



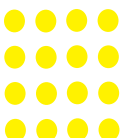
Proactive

- Create a simple, standardized 'Name/Gender Marker Update Form'
- Ensure the form automatically triggers updates across all connected internal systems (e.g. email, HR database, security badges)
- Establish a clear, simple, and confidential protocol for updates and include this process in employee onboarding

Reactive

- If a mistake is made with a name or pronouns, apologize briefly, correct it, and move on
- If an employee needs an urgent update, provide an immediate interim solution while the formal system update is processed.

HELLO, MY NAME IS...





Gendered Honorifics

The use of gendered honorifics (e.g. Mr., Mrs., Ms.) creates unnecessary power dynamics and forces individuals to choose a binary gender category.



Workplace Impacts

- Pressures people to select an inauthentic honorific or be singled out

Possible Actions

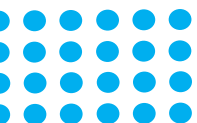


Proactive

- Remove gendered honorifics from all communications and forms, or offer and normalize gender-inclusive options such as "Mx."

Reactive

- If a gendered honorific is used in error, apologize for exclusion and immediately correct





Breach of Privacy

A breach of privacy occurs when an individual's personal information, such as their gender or transition-related details, is shared without their explicit consent.



Workplace Impacts

- Impacts anyone who has privately disclosed sensitive information for personal or professional reasons
- Forces unwanted disclosure (outing) of an individual's identity
- Causes significant psychological harm and distress
- Constitutes a severe betrayal of trust with the individual and the organization

Possible Actions



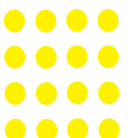
Proactive

- Maintain strict confidentiality of all employee personal and medical information; do not share without explicit consent
- Train all staff on privacy policies and relevant legislation (e.g. PHIA)
- Create clear, accessible policies that define what information can and cannot be shared

Reactive

- In an interview, state your own pronouns and invite (but do not require) the candidate to share theirs
- If a mistake is made with name or pronouns, apologize briefly, correct it, and move on

CONFIDENTIAL





Lack of Policies and Processes

The absence of clear, company-wide policies creates uncertainty and inconsistent support for issues common to 2STNBDG employees, such as supporting a transition, onboarding, or addressing rights infringements.



Workplace Impacts

- Negatively impacts everyone, including 2STNBDG employees and those who work with them, by creating anxiety and uncertainty
- Forces 2STNBDG employees to educate their coworkers, managers, and HR
- Results in inconsistent support across all departments and teams
- Generates more work for managers and administrators who lack proper guidelines

Possible Actions

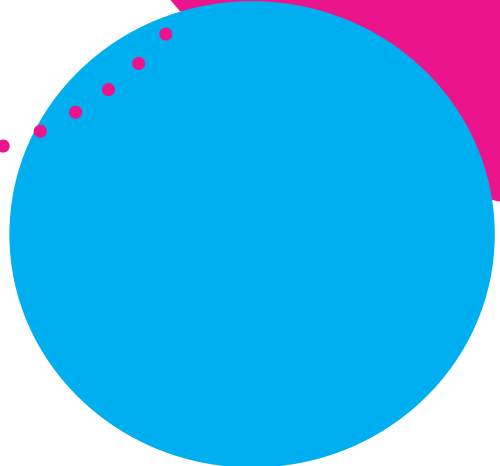
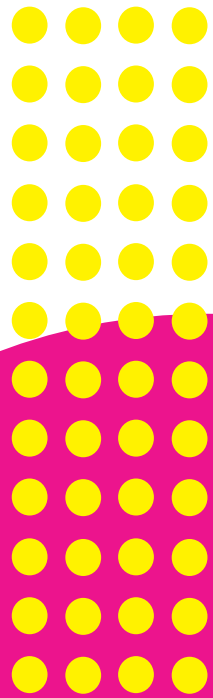


Proactive

- Create and implement an Equity & Inclusion, Anti-Harassment, Anti-Discrimination, and Zero-Tolerance policies that explicitly include gender identity and expression
- Train all staff on these policies and the associated reporting procedures
- Ensure the incident reporting process is accessible, safe, and confidential
- Review and update all pre-existing policies annually to maintain high standards

Reactive

- If a situation arises where no clear policy exists, leadership must prioritize the employee's safety and dignity above all else
- Use the incident as a case study to develop a formal, lasting policy
- If the lack of policy caused harm, apologize sincerely and take immediate corrective action
- Document the incident in detail for all involved parties



2

**WORKPLACE
CULTURE
AND SOCIAL
DYNAMICS**



Misgendering and Incorrect Pronouns

Misgendering occurs when coworkers use incorrect pronouns or gendered terms (e.g., “sir,” “ladies”); this is often due to incorrect assumptions based on voice or appearance.



Workplace Impacts

- Directly or vicariously impacts all 2STNBGD people
- Causes emotional exhaustion and psychological distress
- Increases gender dysphoria for affected individuals
- Leads to disengagement from the team and workplace

Possible Actions

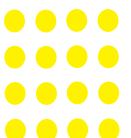


Proactive

- Normalize sharing pronouns in email signatures, introductions, and on nametags
- Use gender-inclusive language in all communications (e.g., “team,” “folks”, “everyone”)
- Facilitate the inclusion of pronouns in digital display names and accounts (e.g. Schedule time at the start of meetings for individuals to add pronouns in display names. Specific permission might need to be allowed in settings to include pronouns in digital accounts)

Reactive

- If you misgender someone, apologize briefly, correct yourself, and move on
- If you witness a mistake, correct it promptly and politely





Microaggressions

Microaggressions are subtle, often unintentional, discriminatory comments or actions (e.g., “What’s your real name?”, or exclusion from team activities).



Workplace Impacts

- Impacts all 2STNBGD people, either directly or indirectly
- Causes chronic stress and emotional exhaustion
- Leads to feelings of isolation and reduced psychological safety
- Result in reduced productivity and increased disengagement

Possible Actions



Proactive

- Provide regular externally-led training for all staff on trans inclusion and identifying microaggressions
- Establish and communicate clear systems of accountability, as outlined in a Zero-Tolerance Policy
- Create and disseminate a clear model for conflict resolution to inform employees of their options

Reactive

- If you witness a microaggression, determine if a safe intervention is possible, and report it through established channels
- As an employer, proactively intervene by enacting established accountability and investigation policies
- Document the incident in a report and, in consultation with the affected employee, determine appropriate accountability steps

WHAT'S YOUR REAL NAME



Tolerating Bigotry

Allowing transphobic comments, jokes, or sentiments to go unchallenged signals a failure to support 2STNBGD colleagues.



Workplace Impacts

- Directly impacts all 2STNBGD employees and damages overall workplace culture
- Creates a hostile and intimidating work environment
- Signals that discrimination is acceptable within the organization
- Causes severe psychological harm and fosters isolation

Possible Actions

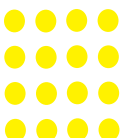


Proactive

- Leadership must publicly model allyship and reinforce organizational values of inclusion
- Implement and enforce a clear zero-tolerance policy for hate speech and harassment
- Provide regular, mandatory bystander intervention training for all staff
- Conduct regular internal surveys to evaluate feelings of belonging and psychological safety

Reactive

- In the moment, challenge bigoted statements clearly and consistently (e.g., "That kind of joke isn't okay here.")
- Report all violations of the zero-tolerance policy to HR or management for immediate action
- Document the incident in a report and, in consultation with the affected employee, determine appropriate accountability steps





Career Advancement Bias

Career advancement bias occurs when assumptions about competence or promotability are influenced by an employee's gender identity or expression.



Workplace Impacts

- Stalled promotions and inequitable career progression
- Lack of access to mentorship and professional sponsorship
- Higher turnover rates among 2STNBGD employees
- Leadership and decision-making level lacks diverse voices and experiences

Possible Actions

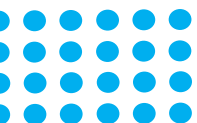
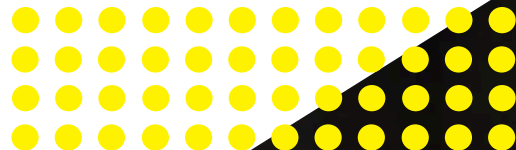


Proactive

- Use anonymized skill-based assessments for internal promotion processes
- Establish mentorship and professional development programs specifically for 2STNBGD employees
- Ensure that all hiring and promotion committees are diverse and trained on unconscious bias
- If applicable, collaborate with unions to negotiate strong contractual protections that explicitly prohibit discrimination based on gender identity and expression

Reactive

- If bias is suspected, the employee should have a clear, safe, and confidential path to consult HR or their union representative
- If applicable, partner with unions to provide robust advocacy and representation for employees during grievance or discrimination complaints





Tokenization

When an employee is treated as a representative of their entire community or used for public relations purposes.



Workplace Impacts

- Impacts all marginalized people in the workplace
- Creates pressure and leads to emotional exhaustion
- Undermines and individual's professional achievements
- Causes feelings of being used rather than valued
- Constitutes inauthentic and performative inclusion

Possible Actions

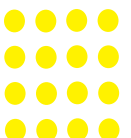


Proactive

- Do not rely on individuals to speak for or represent an entire community
- Offer additional compensation for optional Diversity, Equity, and Inclusion (DEI) work and allow employees to decline this emotional labour without penalty
- When determining salary, consider lived experience alongside traditional education and credentials
- Evaluate employees based on job performance, not their identity
- Ensure diverse representation on all projects from the start and compensate employees for their contributions to DEI work beyond their formal job duties

Reactive

- If tokenization occurs, leadership must listen to the employee, apologize sincerely, and avoid defensive or over-correcting behaviour
- Document the incident and the conversation
- Re-focus conversations on the employee's professional role and contributions





External Support of Anti-Queer Entities

When an organization provides support (e.g., donations, partnerships, or affiliations) to businesses or figures known for anti-queer stances.



Workplace Impacts

- Impacts all 2STNBGD employees and allies, creating a sense of betrayal
- Causes severe mistrust and questioning of the company's genuine commitment to inclusion
- Damages the organization's internal culture and external reputation

Possible Actions

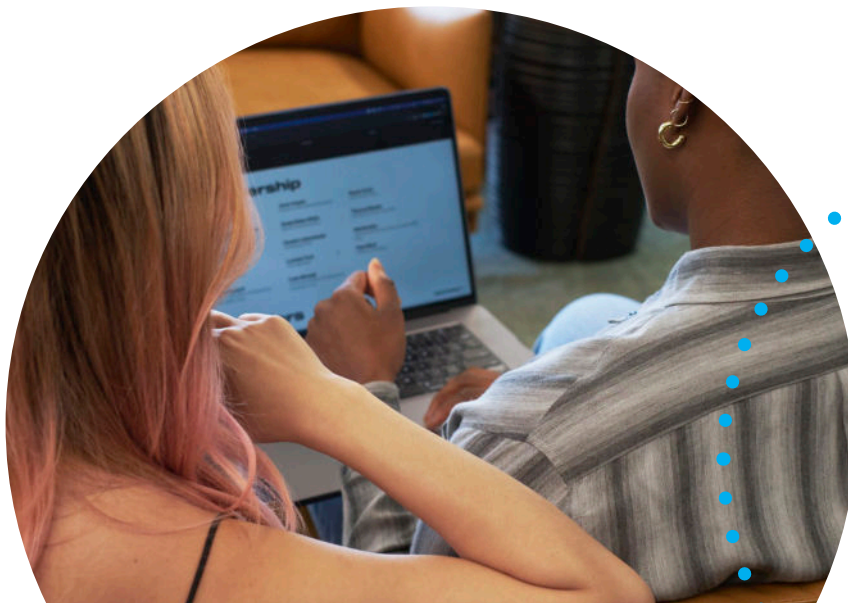


Proactive

- Conduct regular, objective audits of all partnerships and affiliations to ensure they align with organizational values
- Make clear, public commitments to support 2STNBGD communities
- Establish a transparent, values-based screening process for all new partnerships

Reactive

- If conflicting partnership is discovered, leadership must immediately and transparently acknowledge the issue and commit to a formal review
- Pause the partnership during the investigation and terminate it if it cannot be reconciled with the company's values





Lack of Community and Mentorship

When an organization fails to create formal structures for 2STNBGD employees to build community or access career guidance.



Workplace Impacts

- Impacts all 2STNBGD employees, hindering their ability to thrive
- Causes isolation and reduced psychological safety for 2STNBGD employees
- Creates a critical lack of career advocacy and professional sponsorship
- Creates higher turnover rates among 2STNBGD staff

Possible Actions



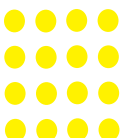
Proactive

- Create and fund official Employee Resource Groups (ERGs) for 2STNBGD employees and allies
- Establish formal, structured mentorship and sponsorship programs for 2STNBGD employees
- Host and celebrate regular, gender-inclusive empowerment and community-building events
- Make a commitment to embracing cultural resurgence and decolonization practices
- Partner with “sister” companies and community resource centres to identify and implement best practices in supporting 2STNBGD employees
- Ensure ERGs have clear objectives, executive sponsorship, and adequate resources to be effective

- Formally recognize and compensate the work of ERG leaders and members who take on significant organizational responsibilities

Reactive

- For a new 2STNBGD employee, proactively connect them with a mentor or peer support system during onboarding
- Foster a culture of psychological safety by enforcing clear non-discrimination policies and providing transparent reporting processes
- Provide comprehensive healthcare benefits that include coverage for gender-affirming care



3

**PHYSICAL
AND REMOTE
WORKSPACES**



Lack of Gender-Neutral Restrooms

The absence of gender-neutral options for restrooms, changerooms, and other facilities creates an inaccessible and unsafe environment.



Workplace Impacts

- Causes significant physical discomfort and potential health complications
- Creates anxiety and anticipation of harassment or confrontation
- Leads to increased absenteeism and reduced presence at work
- Signals that the needs of 2STNBGD employees are not a priority

Possible Actions

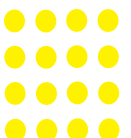


Proactive

- Designate all single-stall restrooms as all-gender facilities
- Install clear, inclusive signage on all gender-neutral facilities
- Include facility access and inclusion policies in employee onboarding
- Ensure facility options and policies are communicated for all company events

Reactive

- If harassment occurs in the facility, management must intervene immediately to support the individual and reinforce the inclusive policy
- Provide an immediate, practical solution for safe facility access while long-term structural changes are implemented
- Post temporary, inclusive signage until permanent inclusive signage is installed





Remote Work & Digital System Barriers

Remote work platforms that default to legal names and lack pronoun visibility can inadvertently out employees and foster misgendering.



Workplace Impacts

- Creates fear of being outed against one's will
- Leads to disengagement and reduced participation in virtual meetings
- Results in constant misgendering due to a lack of visual cues

Possible Actions



Proactive

- Audit all internal software (e.g., HR systems, company directories) to ensure preferred names and pronouns are displayed universally, with legal names confined to essential payroll/legal documents.
- Implement robust data privacy protocols to protect an employee's trans status or deadname from unauthorized access or exposure
- Encourage and normalize pronoun use in email signatures and video call displays
- Provide a clear guide for employees on how to update their display settings, and include this in onboarding
- Determine individual accessibility and communication needs during onboarding to ensure accommodations are met

Reactive

- If a system error reveals a deadname, treat it as a high-priority privacy incident and correct it immediately across all platforms
- At the start of a meeting, the host can prompt attendees to ensure their display names and pronouns are correct
- If an incorrect name appears or a mistake is made, the host or colleague should provide a brief, polite correction to ensure others use the correct information




THE PROBLEM

Gendered Dress Codes

Enforcement of binary expectations (e.g., “men wear ties, women wear skirts”) based on gendered assumptions rather than professional function.


WHO IT AFFECTS + HOW

Workplace Impacts

- Places pressure on employees to conform to a gender binary
- Triggers dysphoria and psychological distress
- Leads to inconsistent enforcement that targets 2STNBDG people



Possible Actions

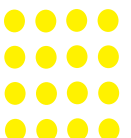

BOLD ACTIONS + SOLUTIONS

Proactive

- Replace all gendered dress codes with gender-inclusive policies ones focused on safety, professionalism, and function
- Offer flexible uniform options (e.g. mix-and-match pieces) that support self-expression
- Train leadership and management on the updated, inclusive policy and their role in advocating for it

Reactive

- If an employee is dress-coded unfairly, management must apologize for the error and reaffirm the inclusive policy
- Determine if staff require retraining on the updated workplace policies and procedures
- Investigate and address any practical barriers employees may face in adhering to the dress code





Exclusionary Signage, Art, & Media

Absent or exclusionary signage for spaces and facilities.



Workplace Impacts

- Causes significant physical discomfort and potential health complications
- Creates anxiety and anticipation of harassment or confrontation
- Triggers dysphoria and psychological distress
- Reinforces stereotypes

Possible Actions



Proactive

- Conduct a full audit of all signage (restrooms, rooms, safety, informational) for inclusivity and accessibility
- Create and display visual statements of inclusion and belonging at main entrances and common areas
- Display gender inclusive signage that is clear, universal, and unambiguous, using plain language
- Provide signage that briefly explains who may access a space. For example, an all-gender washroom may have a sign indicating that people of all genders are welcome to use the space
- Use inclusive imagery and icons without drawing attention through innuendos, humorous imagery, or performative graphics
- Replace generic, exclusionary or performative imagery and make space for meaningful art or media that is inclusive of 2STNBGD and marginalized communities.

Reactive

- If an employee or visitor reports confusion or exclusion due to signage, treat it as a high-priority and correct it immediately
- Display temporary signage until new signage is installed



4

BENEFITS AND HEALTHCARE



Gender Affirming Healthcare Gaps

Employer health plans exclude coverage for queer people, such as fertility treatment, gender-affirming care, hormone therapy, surgeries, mental health support, or use binary, gendered language when describing parental leave and family building policies.



Workplace Impacts

- Impacts all employees and employees with covered 2STNBGD family members
- Causes significant medical and financial strain
- Unnecessarily delays an individual's medical transition
- Leads to presenteeism (working while unwell) and reduced productivity
- Excludes and alienates 2STNBGD employees who are parents or are planning to become parents
- Creates confusion and administrative costs

Possible Actions



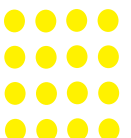
Proactive

- Audit all health plans and remove exclusions for gender-affirming care
- Partner with healthcare networks and providers known for affirming 2STNBGD care
- Create clear policies for extended paid medical leave for procedures related to gender transition
- Proactively identify and remove barriers to accessing healthcare benefits and filing claims
- Redesign policies to include inclusive language describing parental leave and family building
- Include coverage for a variety of fertility treatments, such as intrauterine

insemination (IUI), in vitro fertilization (IVF), or other paths to parenthood common to queer people

Reactive

- While advocating for permanent plan changes, provide a healthcare stipend or Healthcare Savings Account (HSA) contributions to offset out-of-pocket costs
- Advocate directly with insurance providers on behalf of employees facing gatekeeping or denied claims
- When an employee is preparing for parenthood, clarify that the parental leave policy is inclusive of people of all genders





Lack of Paid Leave

An employer fails to offer extended paid medical leave for gender-affirming procedures, forcing employees to choose between their health and their income.



Workplace Impacts

- Causes unnecessary delays in receiving critical medical care
- Creates financial uncertainty and strain for the employee
- Leads to workplace disengagement and negative impacts on mental health
- Signals that the organization does not fully support 2STNBGD employees' well-being

Possible Actions



Proactive

- Formalize a inclusive paid-leave policy for gender-affirming care that is equivalent to other major medical leave policies
- Clearly communicate leave policy to all employees and HR staff

Reactive

- When an employee requests leave, assure them of job security and approve the request immediately
- Offer flexible work arrangements, such as phased returns, flexible schedules, hybrid work, or remote work, to support recovery

THE PROBLEM

Gatekeeping Access to Benefits

This is when employers or insurance providers require unnecessary documentation, such as proof of legal gender marker change, to access gender-affirming healthcare benefits.

WHO IT AFFECTS + HOW

Workplace Impacts

- Causes financial strain by delaying or denying coverage
- Unnecessarily delays critical medical care and treatment
- Violation of employee privacy and personal dignity

Possible Actions

BOLD ACTIONS + SOLUTIONS

Proactive

- Remove requirements for proof of legal name change or gender marker change to access benefits
- Provide training to all HR, leadership, and administrative staff on trans-inclusive benefits and advocacy
- Partner with health insurance providers and medical practitioners who use informed consent models
- Offer paid training for employees that clearly explains their benefit plans and coverage
- Screen potential insurance partners for inclusive practices and remove administrative barriers

Reactive

- If a claim is wrongly denied, HR or leadership should immediately advocate for the employee with the insurer and expedite an exception
- Apologize for the error and compensate for any undue stress or financial cost incurred

5

MENTAL AND PSYCHOLOGICAL SAFETY



Minority Stress & Emotional Labour

The cumulative burden faced by underrepresented employees, constant microaggressions, the pressure to educate colleagues, and the strain of navigating a non-inclusive environment.



Workplace Impacts

- Impacts all marginalized people in the workplace
- Causes burnout, anxiety and depression
- Reduces productivity and overall workplace engagement
- Requires additional time investment from leadership to manage
- Harms internal interpersonal relationships and team cohesion

Possible Actions

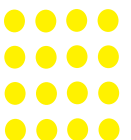


Proactive

- Compensate employees for mandatory DEI work and allow them to opt out of optional emotional labour
- Ensure mentorship programs and ERGs have support structures for members with intersecting marginalized identities
- Integrate a diversity of 2STNBGD voices and perspectives into projects from the start to avoid tokenization
- Engage with cultural diversity and meaningful inclusion as an ongoing business practice
- Provide adequate Personal Time Off (PTO) and encourage its use for mental health

Reactive

- Offer paid wellness days and actively encourage their use for mental health without stigma
- Provide immediate access to robust, trans-affirming Employee Assistance Programs (EAP) counselors
- Create formal “safer space” protocols for debriefing after difficult incidents or discussions





Lack of Accountability

Reports of bullying, discrimination, or transphobia are dismissed, handled ineffectively, or addressed inconsistently.



Workplace Impacts

- Negatively impacts the entire organizational culture
- Erodes trust in leadership and internal systems
- Creates fear of retaliation that discourages reporting issues
- Eliminates psychological safety for all employees
- Fosters a culture of impunity for harmful behavior

Possible Actions

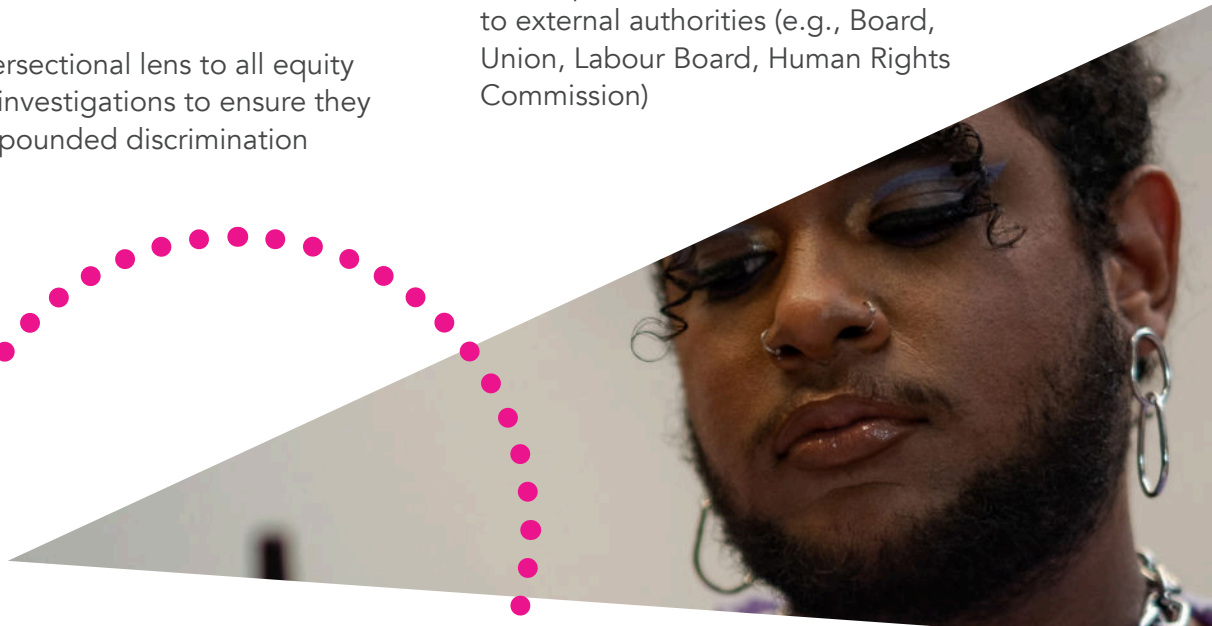
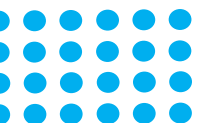


Proactive

- Establish and enforce clear, transparent accountability systems with known consequences
- Implement a “no wrong door” reporting policy, providing multiple safe and accessible channels for reporting issues
- Offer regular training for all employees on self-advocacy and bystander intervention
- Apply an intersectional lens to all equity policies and investigations to ensure they address compounded discrimination

Reactive

- Acknowledge all reports immediately, follow up with the complainant, and outline the investigation process
- Offer the option for the complainant to include a support person in all proceedings
- If internal mechanisms fail, support the employee in escalating the issue to external authorities (e.g., Board, Union, Labour Board, Human Rights Commission)





Inadequate Mental Health Coverage

Employer health plans are inadequate when they provide insufficient coverage for mental health care or lack access to gender-affirming providers.



Workplace Impacts

- Impacts all employees, leading to untreated mental health conditions
- Creates financial barriers that prevent access to necessary care
- Contributes to presenteeism, burnout, and reduced productivity

Possible Actions



Proactive

- Ensure benefits include comprehensive mental health coverage with 2STNBGD-affirming providers
- Curate and share a vetted list of 2STNBGD-affirming therapists and counselors
- Develop partnerships with mental health providers offering low-cost or sliding-scale options
- Create an annual mental health allowance or benevolent fund for out-of-pocket expenses
- Advocate for better government regulation of mental health fields and coverage
- Direct employees to external resources like Indigenous health benefits or Employee and Family Assistance Program (EFAP) services

Reactive

- When an employee is in crisis, approve immediate time off without barriers
- Direct employee to immediately available, low-cost community resources and crisis support lines
- Offer extensions on medical leave on a case-by-case basis needed for recovery

www.we-belong.ca

