

JOURNEY FOR TEAMS 3.0

THRIVE Transforming Workplace Dynamics

GUIDEBOOK Strengthening LGBTQIA+ Inclusion

Fostering a professional veterinary culture where gender diversity and inclusion are foundational to belonging, leadership, and innovation

WELCOME

This workbook was created as both a mirror and a guide. It shines a light on subtle and often overlooked cultural disruptors, behaviors, attitudes, and assumptions that influence the culture of a veterinary workplace. By presenting real-world scenarios and challenges, it encourages readers to pause, recognize, and name forces that undermine belonging and trust.

Each scenario and activity pairs awareness with practical approaches, offering tools that leaders and teams can immediately apply. The purpose is not to provide perfect answers but to model a process: noticing disruptions, examining their impact, and responding with strategies that strengthen collaboration, wellbeing, and respect. Think of this workbook as a working companion. Use it in team discussions, leadership development, onboarding, or self-reflection. Engage with it honestly, ask the hard questions it surfaces, and adapt the tools to fit your environment. When used intentionally, it can help teams move from identifying problems to building a culture where every member feels valued, supported, and empowered to contribute.

The *Strengthening LGBTQIA+ Inclusion* module focuses on how heterosexism shows up in veterinary workplaces, particularly where systems, policies, and everyday practices default to non-inclusive norms. This topic is often approached from many different personal, cultural, and faith-based perspectives. To that end, this guidebook is not intended to change individual beliefs or ask for agreement on personal views. Instead, it focuses on how people work together respectfully across differences.

The emphasis of this guidebook is on how everyday behaviors, communication, and workplace practices can signal respect, even when perspectives differ. This approach reflects a core principle of **Journey for Teams**: workplaces do not require consensus on personal beliefs, but they do require standards of conduct that support dignity, trust, and belonging for everyone.

The *Advancing Gender Equity* guidebook examines how gender-based barriers have operated through binary roles and expectations especially in areas such as leadership norms, caregiving assumptions, and credibility at work. This *Strengthening LGBTQIA+ Inclusion* guidebook complements that by examining where binary frameworks fall short and how broader assumptions about identity can shape belonging, safety, and participation in different ways. These modules are designed to work in conversation with one another, helping teams build a more complete understanding of how workplace systems affect people differently, while remaining grounded in practical, non-shaming approaches to strengthening culture.

WELCOME

By the end of this module, participants will be able to:

- Identify how workplace norms, policies, and everyday practices may reflect assumptions about sexual orientation and gender identity, even when exclusion is unintentional.
- Examine how language, routines, and social expectations can influence whether individuals feel safe, respected, and able to fully participate at work.
- Build awareness of how well-intended behaviors may have unintended effects.
- Explore small, realistic shifts in communication and practice that strengthen trust and team cohesion, without requiring expertise or agreement.
- Understand how reducing barriers related to sexual orientation and gender identity contributes to stronger collaboration, engagement, and organizational health.

Disclaimers

- All examples and case study scenarios are based on real situations, but names (including hospitals) are pseudonyms.
- The inclusion of resources does not imply or constitute an endorsement by the American Veterinary Medical Association or the Veterinary Medical Association Executives.

TABLE OF CONTENTS

3Rs

Recognize	6
Reconsider	7
Re-evaluate	8-11

CPR

Cultivate Connection	13-15
Practice Care-Filled Responses	16-18
Reinforce What Matters	19

INSIGHTS & ACTIONS

3Rs

In order to strengthen veterinary workplace culture, teams can: **recognize** both the strengths and the dynamics that shape their environment and experiences; **reconsider** approaches or assumptions that may no longer serve them, while identifying opportunities to build on what works; and **re-evaluate** everyday decisions in ways that reinforce systems of collaboration, wellbeing, and respect.

1 Recognize

Strengths and dynamics shaping culture

2 Reconsider

Patterns and assumptions to build on what works

3 Re-evaluate

Choices to reinforce collaboration and respect

RECOGNIZE

WHAT IS HETEROSEXISM?

Heterosexism refers to an often-institutionalized assumption held by society that everyone is, or should be, heterosexual.

WHAT MIGHT HETEROSEXISM LOOK & SOUND LIKE IN A VETERINARY WORKPLACE?

Heterosexism may show up in many ways, including jokes, assumptions, everyday language, or workplace policies. If these moments go unaddressed, they unintentionally shape workplace norms and can influence how well staff feel they belong in the workplace. Unintentional messages can also signal to clients who is valued.

From staff/peers:

- “Do you have a boyfriend?” or other gender assumptions about relationships
- Teasing that is brushed off as a joke
- Unequal recognition of life events
- Hesitation to share weekend plans or discuss life experiences

Communication with clients:

- Assuming a same-gender couple bringing a pet are “roommates”
- Misgendering a client’s partner (e.g., “Will your wife pick up the meds?”) based on assumptions about the client
- Staff display visible discomfort when a client refers to their partner

Our language choices send strong signals about who belongs and who does not. Language that is meant to be welcoming and neutral (e.g., “Bring your husband or wife to the clinic holiday party!”), may not reflect the full diversity of staff identities. When people perceive that their identities are not welcome, they may feel invisible, and withdraw from conversations, collaboration, and innovation. LGBTQIA+ employees may disengage or even leave, leading to low morale and high turnover.

Using inclusive language helps ensure all people feel seen and valued. When people feel respected and included, they are more likely to support an organization, which in turn strengthens morale and reinforces positive relationships.

RECONSIDER

CATCHING UP WITH COLLEAGUES

Building a rapport with colleagues is important for mental health and wellbeing. Even in workplaces that value inclusion, some LGBTQIA+ employees may still consider whether it's safe to share everyday aspects of their lives—such as who they live with or their family structure. Some LGBTQIA+ employees may hesitate to bring their partner to a staff event for fear of judgment, while straight colleagues freely discuss family life.

Like all healthcare spaces, veterinary settings must be intentional about creating inclusive, affirming environments for staff and clients. When events and discussions are framed in ways that welcome all relationships and identities, everyone can participate more comfortably. When employees feel at ease bringing their full selves to work, they are able to connect authentically with colleagues and contribute to a supportive culture.

THE WORKPLACE STATUS QUO

Become intentionally affirming: Addressing heterosexism can strengthen workplace dynamics, organizational success, and enhance the quality of care and connection with the diverse populations the organization serves. While many clinics express a commitment to diversity and inclusion in their mission statements, staff and clients often experience an organization's values most clearly through everyday interactions and communication. Even workplaces that see themselves as neutral or welcoming may benefit from reflecting on subtle practices that might unintentionally signal heterosexism, such as in the following areas:

Client or employee forms

May only include “husband/wife” or use binary gender markers without inclusive options.

Health, leave, or family benefits

May assume heteronormative family structures, excluding LGBTQIA+ staff.

Dress codes

May reinforce gender norms that aren't authentic to gender-diverse or LGBTQIA+ staff.

Visual cues and services

Gendered restrooms, lack of LGBTQIA+ symbols, assumed pronoun use, etc.

LGBTQIA+ employees often feel greater loyalty to employers who treat them with respect—even staying longer when advancement opportunities are limited (Kinitz et al., 2023). Addressing these signals can lead to fewer experiences of discrimination and help ensure LGBTQIA+ clients feel safe and want to come back.

Cultivate Connection offers tools and tips for LGBTQIA+ affirming measures in the veterinary workplace.

RE-EVALUATE

10-MINUTE CASE STUDY



Read through the case study independently or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

West End Veterinary is a mid-sized clinic in a suburban community. Known for its compassionate care and strong client relationships, the clinic prides itself on being a friendly and professional workplace. However, subtle patterns of heterosexism created a hostile environment for some employees, and particularly for Alex, a veterinary technician who identified as queer and non-binary.

BREAKING POINT

Alex brought their partner, Sam, to the staff holiday party. Several coworkers made comments like, “I didn’t know you were into girls,” or asked if Sam was “just a friend.” Some team members avoided interacting with Alex, and jokes about pronouns circulated. Despite being deeply uncomfortable, Alex hesitated to report the behavior, fearing it would be dismissed as “not a big deal.”

After an anonymous survey, leadership learned that other LGBTQIA+ staff and even some clients had experienced similar microaggressions. They realized that although their HR policies were not exclusionary, the workplace culture reinforced heteronormative assumptions and failed to contribute to psychological safety for LGBTQIA+ individuals.

SENSE MAKING

This scenario illustrates:

- Workplace division amongst staff and colleagues
- Unclear and/or unsafe pathways for staff to address discrimination
- Lack of psychological safety for staff

DISCUSSION QUESTIONS

(5 minutes)

- Describe a time you were aligned with, but did not actively affirm or support, a client or colleague in your veterinary workplace. How did you feel?
- What else have you seen or experienced in your own workplace that may relate to this case study?

SOLUTION & APPROACH

The clinic partnered with a local LGBTQIA+ workplace equity consultant to develop an intervention plan. This included:

- Mandatory training for all staff on heterosexism and inclusive language
- Updating clinic forms to reflect inclusive relationship and gender options
- Creating an LGBTQIA+ inclusion working group to advise leadership on clinic policy and culture
- Adding supportive visual cues in the clinic (e.g., inclusive signage, pronoun pins)

RE-EVALUATE

10-MINUTE CASE STUDY



Read through the case study independently or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

RESULTS

Over time, staff began to shift their understanding of what inclusion really means. Employees reported feeling more comfortable engaging in constructive conversations and shared reflection, fostering mutual learning and understanding. Alex shared that they felt recognized and supported at work.

KEY TAKEAWAY

Well-meaning workplaces must move beyond silence to actively cultivate inclusion, create systems of accountability, and affirm allyship for LGBTQIA+ staff and clients.

RE-EVALUATE

10-MINUTE TEAM EXERCISE



This exercise will help you practice interrupting biases and creating systemic change. It can be done individually, in pairs, or small groups. Be sure to share your findings with the whole team.

Spot the Bias: Looking at Language

Heteronormative language and assumptions are embedded in many veterinary workplace materials and culture.

Materials

- Printed or digital copies of your workplace materials (e.g., a policy, team email, client/staff onboarding forms or guides, client/staff event invitation)
- Writing tools or laptop for commenting/editing

If your workplace does not have materials to review, instead reflect on this example communication from a veterinary clinic holiday party:

Our holiday party is a great chance to bring your wife or husband and celebrate with your work family. The company will also recognize spouses and children with gifts during the event.

1. Scan for Heteronormative Language or Assumptions (2 minutes total)

Each participant reviews their document to look for language or assumptions that may unintentionally reflect heteronormativity or heterosexism.

2. Report Your Findings to Your Pairing/Small Group (5 minutes)

Each participant takes a turn to answer the following questions about their document out loud:

- What assumptions are being made about relationships or family structures?
- In what ways does this communication use, or fail to use, inclusive language?
- What might this feel like to someone who is LGBTQIA+?

3. Debrief as a Larger Group (3 minutes)

Use these questions to guide a group debrief:

- What stood out to you in this exercise?
- What would a more inclusive version look like?

Consider also looking for unnecessary gendered pronouns (e.g., “If his/her license...” and replacing with “If the license...”)

RE-EVALUATE

6-MINUTE SELF-REFLECTION



The following questions will help illuminate your own thoughts and feelings, as well as the norms at your place of work. Sharing your answers as a team is welcome and entirely optional.

- 1 To what extent do people in my workplace feel comfortable sharing personal details, such as relationships or family, without concern about judgment, gossip, or career impact?
- 2 Where do assumptions about someone's relationship or identity show up in everyday workplace conversations, and how are those assumptions reinforced or corrected?
- 3 Which workplace forms, policies, invitations, or instructions appear to have been written with a narrow set of identities or family structures in mind?
- 4 In my role, what influence do I have over language, practices, or decisions that shape how people are treated at work?
- 5 What is one practical adjustment I could make to reduce assumptions and strengthen respect across differences in my area of work?

Consider all the experiences that impact the ways LGBTQIA+ people show up to work. They often had to work harder than non-LGBTQIA+ people to get the training and jobs they have, overcoming barriers to financial and housing security (e.g., being kicked out or not supported by their families), bullying in education systems, or even being harassed on their way to work on public transit. Work is a place where LGBTQIA+ workers must be free from discrimination and harassment to be themselves and demonstrate their skills. Workplace microaggressions are not "one offs"; they are one of many experiences throughout the day where LGBTQIA+ employees are further taught that their existence is not as valuable as non-LGBTQIA+ employees.

CPR

Building a healthy veterinary workplace culture takes intention, effort, and practice. This section will help you identify actionable ways you can strengthen collaboration and inclusion individually or as a team using these three steps:

1 Cultivate Connection

Practical ways to deepen trust, respect, and teamwork

2 Practice Care-Filled Responses

Proactive language and actions that encourage growth and mutual understanding

3 Reinforce What Matters

Tools and resources that sustain values, celebrate strengths, and support ongoing learning

CULTIVATE CONNECTION

FORGING AHEAD AS A TEAM

These actionable steps can help shift veterinary workplaces from a culture of tolerance to one of engagement and care. By doing so, we move closer to an environment that supports and strengthens the sense of value and connection across all members of the team.

1 Create and enforce inclusive policies

Develop a clear anti-discrimination policy that explicitly includes sexual orientation and gender identity, and outlines accountability. Review the rest of your workplace policies. Even policies that are not specifically LGBTQIA+ focused can have benefits for LGBTQIA+ workers:

- Starting benefits immediately (instead of after 3-6 months) allows workers to access mental health support during stressful transitions, like starting a new job.
- Providing paid sick leave or short-term disability benefits supports those with poorer mental health, fewer social supports, and more medical interactions.
- Providing mental health care as part of employer-provided health insurance ensures all employees have access to the resources they need.
- Minimizing gendered dress codes/uniforms can reduce barriers that prevent LGBTQIA+ employees from bringing their authentic selves to work.

2 Challenge everyday heterosexism and normalize inclusive language

Encourage colleagues to reflect on their language and attitudes towards LGBTQIA+ people. Avoid assumptions about partners or identities (e.g., use “partner” or “spouse” instead of “husband/wife”).

Practice and model the use of a person’s stated pronouns.

The language of binary sex (e.g., male/female) is health information that is not relevant when discussing clients or staff in the veterinary workplace. Instead, use language focused on gender (e.g., man, woman, nonbinary person) when discussing people or experiences in the workplace.

CULTIVATE CONNECTION

FORGING AHEAD AS A TEAM

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3 Audit and adjust talent management practices

Use inclusive language in job postings and ensure diverse representation on hiring committees (defined as differences in age, race, gender, sexual orientation, etc.). For LGBTQIA+ applicants, an interview panel with no visible indicators of LGBTQIA+ inclusion can feel intimidating and may unintentionally signal that diversity is not fully valued in the workplace. It may be helpful to survey the interview setting to determine if there are signs of inclusion (e.g., affirming photographs or art work, non-gendered restrooms, signage, symbols, etc.).

The composition of leadership teams communicates who is seen as valued within an organization. For LGBTQIA+ employees, barriers to advancement often mean fewer opportunities in management positions. One contributing factor is the lack of available mentorship from leaders with similar identities. Employee resource groups can help bridge this gap and empower LGBTQIA+ staff.

CULTIVATE CONNECTION

MINDING YOUR LANGUAGE

Be conscious of how your words impact others in the workplace. Many words and phrases commonly used in casual and business communication can be hurtful or reveal ignorance of other meanings, biased stereotypes, and lived human experiences. Using non-inclusive words can lead to “othering” or an “us vs. them” mentality.

Some suggested words to watch are outlined below. Practice substituting words that “other” with words that connect. Be kind to yourself in the process. If in your quest for change you misspeak, apologize and move on. Don’t dwell on your mistake or expect absolution, accommodation, or forgiveness from others. This practical action can make a big difference in improving personal connections in the workplace.

WORDS THAT “OTHER” & WORDS THAT CONNECT

Consider replacing these common terms with the alternate *in italics*:

Biological man/woman	<i>Cisgender man/woman</i>
Boyfriend/girlfriend	<i>Partner</i>
Gay lifestyle	<i>Sexual orientation</i>
Husband/wife	<i>Spouse or partner</i>
Ladies and gentlemen	<i>All, everyone, folks</i>
Man the phones	<i>Staff the phones/work the phones</i>
Mankind	<i>Humankind/humanity</i>
Opposite sex	<i>Another gender</i>
Preferred pronouns	<i>Pronouns</i>
Sir/Madam/Ma’am	<i>To whom it may concern; Dear _____</i>

COMMON INSTANCES THAT CAN BE AVOIDED ALTOGETHER IN THE WORKPLACE

- Assuming sexual orientation, gender identity, and pronouns in any communication
- Forcing people to hide or disclose their identity, or not addressing safety issues
- Jokes or casual references at the expense of LGBTQIA+ identities (e.g., comments about “the gay agenda” or “lesbian drama”)
- Pressuring someone to speak on behalf of their identity group
- Referring to someone’s pre-transition identity

PRACTICE CARE-FILLED RESPONSES

REALIGNING RESISTANCE

During the Thrive course you may feel resistance internally, encounter it from fellow team members, or both.

What kinds of objections or rejections, internal or external, might you anticipate? How might you respond? First, pause to listen with curiosity, then consider if a care-filled response is needed. The following information may help.

DEFENSIVE STATEMENT	CARE-FILLED RESPONSE
<p>I have religious beliefs that conflict with this.</p> <p><i>Note: Religious freedom might be used as a legal or rhetorical tool to oppose LGBTQIA+ workplace inclusion by framing anti-LGBTQIA+ actions or beliefs as protected religious expression. Coworkers or supervisors may misgender or disparage LGBTQIA+ people, claiming religious justification for their behavior or may refuse to participate in diversity training that affirms LGBTQIA+ identities, citing religious beliefs.</i></p>	<p>I really respect that your faith is important to you, and I'm not asking you to change your beliefs. What I am asking is that we create a workplace where everyone, including you and including LGBTQIA+ colleagues can do their jobs in conditions that are safe and where they are respected.</p> <p>Many religious people and communities support LGBTQIA+ people and their inclusion. Religious freedom is not a license to discriminate. The U.S. Supreme Court protects religious expression but also prohibits discrimination based on sex, which courts have interpreted to include sexual orientation and gender identity. Organizations can require inclusive behavior as a condition of employment, even if individuals privately hold different beliefs. Religious beliefs can be accommodated without compromising others' rights (e.g., someone may decline to participate in a Pride event but cannot misgender a coworker).</p>
<p>We treat everyone the same here.</p> <p><i>Note: This comment minimizes the need for specific inclusion efforts and ignores systemic inequities. It is important to remember that equality doesn't always mean equity. LGBTQIA+ people often face assumptions, erasure, or exclusion, even in environments that aim to be neutral.</i></p>	<p>I appreciate that fairness matters to you, that's really important. Can I share a different way of thinking about this? Treating everyone the same doesn't always lead to fair outcomes. Here's what I mean: If someone needs glasses to see the whiteboard and we say, "We treat everyone the same, so no glasses," that person can't do their job as well. It's not special treatment, it's about recognizing that people have different experiences and sometimes need different things to have the same opportunities to succeed and belong.</p>

PRACTICE CARE-FILLED RESPONSES

DEFENSIVE STATEMENT	CARE-FILLED RESPONSE
<p>Why are we so focused on sexuality at work?</p> <p><i>Note: This question frames LGBTQIA+ identity as private or inappropriate to discuss. It is important to remember that LGBTQIA+ inclusion isn't about discussing private lives; it's about ensuring people aren't discriminated against or made to hide who they are.</i></p>	<p>There are many ways we are open about our families, partners, and relationships at work that we may not realize. Think about it: when you mention your spouse, talk about your anniversary, or have their photo on your desk, that's not oversharing your sexuality. That's just being human at work. But LGBTQIA+ colleagues often feel like they can't do those same things without it being seen as making it about sexuality.</p>
<p>This is political. Can we stay focused on work?</p> <p><i>Note: This question reframes LGBTQIA+ inclusion as a political issue in order to deflect from workplace responsibility. Ensuring equity and safety at work is a professional, legal, and ethical obligation—not a partisan position.</i></p>	<p>I appreciate you being honest about how this feels. Can we talk a bit about what's coming across as political to you? I'm thinking about this as making sure all of our colleagues are respected. While inclusion has been politicized in broader society, in the workplace it's a professional, legal, and ethical responsibility—one that supports equity and safety for everyone.</p>
<p>I don't care who people date—why does it matter?</p> <p><i>Note: This comment dismisses the importance of active inclusion by claiming to be "tolerant." It is important to remember that inclusion isn't just about not caring, it's about affirming that people are welcome, safe, and respected as their full selves.</i></p>	<p>Wanting to be respectful of people's personal lives makes sense. Inclusion though, isn't the same as neutrality. Inclusion is about actively creating an environment where people are welcome, safe, and respected as their full selves. Being neutral, or not caring, can sometimes mean not noticing when others do care—but in harmful ways—or when our workplace systems make assumptions that exclude people. For instance, you may not care who people date, but if our benefit forms only have husband/wife options, or if people only ask women about boyfriends, or someone makes a joke about LGBTQIA+ people and nobody says anything, those things do matter to the people affected.</p>

PRACTICE CARE-FILLED RESPONSES

DEFENSIVE STATEMENT	CARE-FILLED RESPONSE
<p>Why don't we have straight pride?</p> <p><i>Note:</i> This comment reflects misunderstanding of power, privilege, and systemic bias.</p>	<p>It's true that everyone can feel excluded at times—it's a common human experience. Pride exists not because one group's identity matters more than another's, but because LGBTQIA+ people have faced discrimination, exclusion, violence, and harm, and in many cases, there is still work that needs to be done to ensure their safety at work and in public spaces. Straight people have never had to fight for the right to exist, marry, or feel safe at work as a result of their sexual orientation, so there hasn't been the same need for visibility, such as with Pride events.</p>
<p>We've never had a problem with that here.</p> <p><i>Note:</i> This comment may suggest that there is no issue because no one has reported one. A lack of visible complaints may signal fear of backlash, not absence of bias. Creating a culture of trust allows issues to surface, which is done by addressing heterosexism through recommendations in this guidebook.</p>	<p>It might be that these concerns have existed here, but that we're hearing about them more clearly now. Speaking up about feeling excluded or being treated unfairly takes courage. People may now feel safer sharing experiences that previously went unspoken—this is a sign that our workplace is growing and learning together.</p> <p>We want to create a workplace where people feel comfortable raising concerns—from quality of care, to safety, to personal belonging. When people don't feel able to speak up, the issues remain a problem, and the consequences are still real. By listening and engaging with this feedback, we create opportunities to strengthen the team, support one another, and retain the talented people who make our workplace successful.</p>

REINFORCE WHAT MATTERS

CONTINUED LEARNING

These recommended resources are excellent tools for learning more.

BOOKS

[The Economic Case for LGBT Equality: Why Fair and Equal Treatment Benefits Us All](#)

by M.V. Lee Badgett, published by Beacon Press

DOCUMENTARIES

The Lavender Scare documents a period in U.S. history when federal employment policies led to the removal of workers based on perceived sexual orientation. The film explores how these policies shaped workplace culture and provides historical context for how conversations about identity and service continue to evolve in institutions such as the military today. You can view the film here: <https://www.thelavenderscare.com/>

RESEARCH & JOURNAL ARTICLES

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NATIONAL RESOURCES & ORGANIZATIONS

[Pride At Work](#) : An American organization that has chapters in almost every state, as well as other countries, working to improve LGBTQIA+ workplace inclusion. The organization provides concrete advice on updating forms, policies, etc. on being more inclusive.

[LGBTQ Workers' Center](#): An American national collective with educational training for workplaces and support for LGBTQIA+ workers.

Strengthening LGBTQIA+ Inclusion

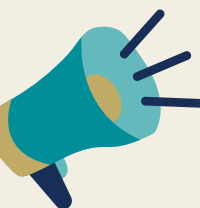
INSIGHTS & ACTIONS TO BUILD A CULTURE OF CARE

CHECK YOUR ASSUMPTIONS

Workplace culture is shaped by everyday habits—how we talk, joke, and refer to people in casual conversation. Sometimes, we use language that assumes everyone shares the same family structure, relationships, or life experiences. Small shifts in communication can make a meaningful difference in creating conditions where everyone is encouraged to contribute.



HOW WE RESPOND MATTERS



When conversations touch on personal identities or lived experiences, it can be tempting to disengage or steer the topic elsewhere. That choice may feel neutral, but it can quietly communicate that certain parts of people's lives don't belong in the room. No agreement or expertise is required. Workplaces do not require consensus on personal beliefs, but they do require standards of conduct that support belonging for everyone.

INCLUSION REQUIRES CONTINUOUS ACTION, NOT JUST GOOD INTENTIONS

Being inclusive is about actively challenging systems and habits that exclude, and replacing them with practices that signal respect, fairness, and belonging.



What changes might you make in how you speak, listen, or show up as an ally at work?

MAKE BELONGING VISIBLE

If your veterinary workplace has built trust with LGBTQIA+ staff and clients, let that care show in thoughtful, everyday ways. This could be by acknowledging Pride Month through team-led activities, or choosing marketing images and training examples that reflect the diversity of the communities you serve.



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