

MEMBER CLUB RESOURCES

DIVERSITY | EQUITY | INCLUSION AND SAFE SPORT



DECEMBER 2023





INTRODUCTION

The Canadian golf community is committed to creating a safe, diverse, and welcoming environment across our sport. Golf facilities and operators play a critical role and Golf Canada is committed to supporting our member clubs in their efforts to ensure a welcoming environment for golfers including new enthusiasts and lifelong participants.

As the demographics of Canada further diversify, the participant base of golfers must also continue to evolve so that our sport can thrive for generations to come. Countless courses are working to diversify their participant base through innovative outreach or introductory programs such as Welcome to Golf or First Tee - Canada. Others are eager to engage and have asked for support and resources in taking their next steps.

This collection of resources is designed to assist member clubs to engage in a manner that is most appropriate for their respective community. It includes background information on topics related to diversity, equity, inclusion, and Safe Sport. The resource – which will be updated as the sport landscape continues to evolve – also includes templates and other materials that can help inform and shape relevant policies and procedures going forward.

Golf Canada is committed to understanding the needs of our partner facilities in these important areas. If there is a topic of particular interest or a consideration that requires a deeper dive, please let us know and we will do our best to support with additional resources. As well, if your facility is running a successful program or initiative that is helping to diversify your participant base of golfers, we would love to hear and share with the sport community across Canada.

Ensuring a safe and welcoming sport environment is a responsibility shared by the entire Canadian golf community. Working together, I know that our sport will continue to evolve in a direction that reflects our nation's rich diversity and ensure that golf remains a committed Safe Sport leader in Canada.

Sincerely,



Laurence Applebaum
CEO, Golf Canada





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A WELCOMING ENVIRONMENT FOR ALL

Golf is a sport for everyone, however, an unwelcoming environment can be the greatest barrier to participation. The introduction to golf begins at clubs and facilities so you play an integral role in fostering a sense of community and belonging.

To ensure our sport continues to thrive long into the future, we must ensure that golfers who identify as Black, Indigenous, People of Colour (BIPOC), women, gender-diverse individuals and

individuals with disabilities feel welcome. Golf has a complicated history with inclusion, and we are encouraged that the Canadian golf community is striving for progress. Thank you for your commitment to creating an inclusive environment for all.

Inclusion is accomplished by proactive behaviours and actions to make people from all backgrounds feel welcome, respected and like they belong at your club.

innovative idea!

RENT-A-HOLE

A great initiative by [Alberta Golf](#) to remove barriers of time, cost and intimidation. Here's how it works:

Block tee times and offer golfers the opportunity to 'rent a hole' for a 60- or 90-minute period. During that time, the golfer (and up to 5 guests) can play that hole in any format as many times as they choose. Encourage participants to bring family or friends new to the game to come out and try golf without the fear of embarrassment or holding up pace of play. This is a great way to introduce women and youth to the game. Pair the event with food and beverage options to make it a great experience! A video from the event can be found [here](#).





IDEAS TO FOSTER A CULTURE OF INCLUSION

Flexible Membership Options: “Try-golf” memberships, practice facility memberships, twilight memberships, weekday memberships and other flexible formats are great initiatives to welcome new members to your club. They can signify your understanding of and interest in meeting the diverse needs of individuals and allow you time to execute initiatives to ensure newcomers feel they belong.

Ambassador Program: Identify club ambassadors who are responsible for connecting with new members to answer questions, facilitate introductions to existing members, invite them out for a round of golf or to participate in other club events.

Volunteer Opportunities: Invite new members to get involved in the club in other ways. Ensure they are aware of opportunities to get involved on committees, in positions of leadership and other ways to have their voices heard.

Announcements: Post messages in locker rooms to introduce and welcome new members. Include photos of newcomers so members can extend a warm welcome when they cross paths.

Feedback: Solicit suggestions and feedback from new members. Ensure there is a process in which all members can submit constructive suggestions and ideas in a safe and welcoming way.

Programs for Beginners: Offer beginner workshops or clinics to teach individuals new to golf about terminology, rules and other information specific to your club. Group clinics are also a great way to help beginners improve their skill and can feel less intimidating than a private one-on-one lesson.

2021 CANADIAN CENSUS DATA

Total Population:	36,991,980
Men (includes men, boys and some non-binary persons):	18,226,240
Women (includes women, girls and some non-binary persons):	18,765,745
0-14 years:	6,012,795
Immigrants (includes landed immigrants or permanent residents):	8,361,505
Visible minority ¹ /racialized population:	9,639,200

- Growing percentage of our population (approximately 1/5) are first- or second-generation Canadians
- 22% of Canadians over the age of 15 identify as having a disability

1. The Term “Visible Minority” has been replaced with “Racialized” in the 2021 Census.

GOVERNANCE

Concepts of diversity, equity and inclusion have been seeded in government policies for decades however there is a renewed urgency for sport stakeholders – including golf clubs and courses - to adopt new policies and programs to ensure the future of sport includes all Canadians.

In our role as the governing body and National Sport Federation for the game of golf in Canada,

Golf Canada has the leadership responsibility to promote a sport environment that is inclusive of golfers from all backgrounds and free from all forms of discrimination.

In 2023, Golf Canada formalized the National Member Club Policy to advance our collaborative commitment to diversity, equity and inclusion across the industry as a whole.

POLICY REVIEW

As an ambassador and custodian of the game, your facility's policies and practices play an integral role in fostering a welcoming and inclusive environment.

Consider conducting a review of by-laws and policies to ensure documents are current and reflective of operations and aligned with the club's mission, vision and values.

PROMPTS TO GUIDE YOUR POLICY REVIEW:

- Ensure your by-laws do not discriminate on the basis of sex, sexual orientation, gender identity or expression, race or ethnicity, age, disability, language or socio-economic status.
- Does the language in your governing documents demonstrate inclusion – such as balanced use of pronouns or gender-free pronouns? For more information, viaSport offers a resource regarding [Adopting Inclusive Policy Language](#).
- Does your Code of Conduct contemplate discrimination and set a minimum standard of behaviour for all club constituents? A guide to create a customized Code of Conduct is available from the Canadian Centre for Ethics in Sport.
- Are your policies available in other languages or formats to meet the needs of your members?

Your policies should provide an operating framework that supports your club's strategic plan and/or statements about your club's mission, vision and values.

EQUITY-DESERVING

A group of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society, and that are necessary for them to attain just outcomes. In Canada, groups generally considered to be equity-deserving groups include women, Indigenous people, people with disabilities, people who are part of 2SLGBTQI+ communities, religious minority groups and racialized people.¹

1. Government of Canada Glossary of terms (SDG Funding Program)



CODE OF CONDUCT

Does your Code of Conduct need a 'refresh'? The Canadian Centre for Ethics in Sport offers a [guide to customizing a Code of Conduct](#)

Many sports organizations in Canada – including some golf clubs – are taking the step of creating a formal policy for diversity, equity, and inclusion. Functionally, these policies help to articulate organizational values and provide guidance for decisions that involve diversity, equity and inclusion – such as recruitment or accommodation for traditionally underrepresented groups. Golf Canada's DE&I Policy can be found [here](#).

Below are some examples of diversity, equity, and inclusion policies from sport organizations and clubs in Canada, along with some commentary about notable features of each. Also included is a general template for a diversity, equity, and inclusion policy that you may choose to adapt for your specific context.

- [North Mississauga Soccer Club Equity and Inclusion Policy](#) addresses many dimensions of diversity but includes accommodation for religious practices and observances.
- [Burnaby Football Club Diversity, Equity and Inclusion Policy](#) seeks member feedback annually in addition to conducting a self-assessment to maintain their commitment.
- [Athletics Canada DEI Policy](#) outlines Athletics Canada's commitment to DEI in the areas of participation, programming, decision making, human resources management and communication.
- [Swimming Canada Equity, Diversity and Inclusion Policy](#) identifies the Board of Directors and the CEO and their responsibility to consider DEI in their leadership roles.
- A Diversity, Equity and Inclusion policy template can be found in [Appendix A](#).

LEADERSHIP

Studies such as the McKinsey Report have shown that diverse workforces are more innovative, creative and productive than homogeneous groups. In an inclusive work environment, employees feel more connected, work harder and smarter and produce higher quality work. We recognize that historically, leadership teams in the golf industry have not been very diverse so intentional recruitment efforts such as PGA Works may be required to make an impact.

BENEFITS OF DIVERSE LEADERSHIP

- Diversity of thought and perspective - new and expanded voices to generate ideas and guide decision-making can lead to creative programs, activities and events at your club.
- Feedback - Representation of various groups on committees and councils ensures all voices are heard. Consider inviting junior members, women or other under-represented stakeholders to share their ideas and feedback with committees and/or club management.
- Employee hiring and retention - is there a community group you can share employment postings with as they may not be aware of the many opportunities for seasonal, part time or full time positions?
- A leadership training program can contribute to an inclusive work environment and can attract top talent.
- Diverse leaders can broaden reach by identifying barriers to employment or membership based on identity, culture, status or background.

Diverse teams are not necessarily inclusive teams. Inclusion is an environment in which the diversity of members is appreciated and respected. Inclusion takes effort. If input is not welcomed and valued, diversity has no meaning.



BOARD OF DIRECTORS

We recognize the important role the Board of Directors plays in the governance of your club. The background, experience, awareness of and commitment to DEI initiatives will vary with each director. Starting the dialogue can be difficult so here are a few questions for consideration:

- What is the Board's awareness of the increasing prioritization of DEI in sport?
- What is their appetite for engaging in DEI actions and initiatives? If the club is engaged in programs - What is working? Why is it important? Are there opportunities for expansion? Are you sharing your success?
- Has the Board considered the reputational risk or perception of the club if they are not in alignment with Golf Canada's commitment to DEI?
- What is the process for recruiting and developing diverse Directors?
- Does the makeup of the Board of Directors reflect the rich diversity of the Canadian population?

GENDER EQUITY

The Government of Canada is committed to achieving gender equity in sport at every level by 2035. Here are some ways to engage more women to get involved at your club:

- Host women-only events for members and their guests.
- Leverage your membership and their business connections to host a women-in-business networking event.
- Promote your club as a meeting space for women-led community groups. Some may not think of golf facilities when planning meetings and events.

EDUCATION & TRAINING

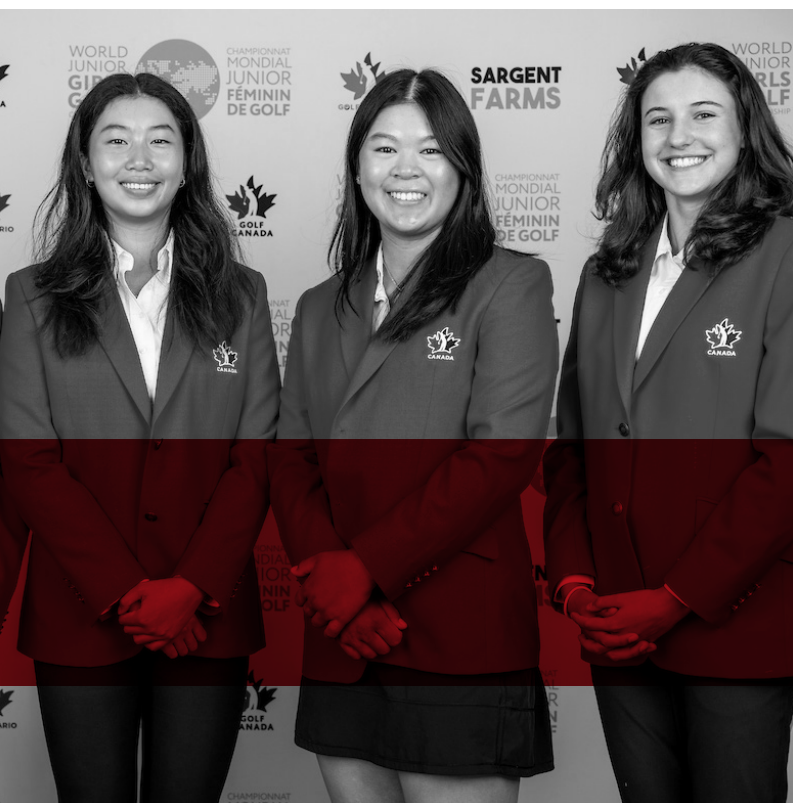
Additional training and education can help leaders at your club become more comfortable engaging on issues related to diversity, equity, and inclusion. We recommend the trainings listed below.

- The PGA of Canada offers a DEI training module that is available to PGA professionals and the general public: Build Success Through Diversity and Inclusion.
- The Canadian Centre for Diversity and Inclusion offers training/education programs. For complementary access to resources, please reach out to Golf Canada.
- Anti-Racism in Sport offers training to address and eliminate discrimination in sport.

2019 MCKINSEY REPORT

Companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies at the bottom of the diversity ranking. Teams that are in the top quartile for ethnic and cultural diversity outperformed less diverse groups by 36% in profitability.

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

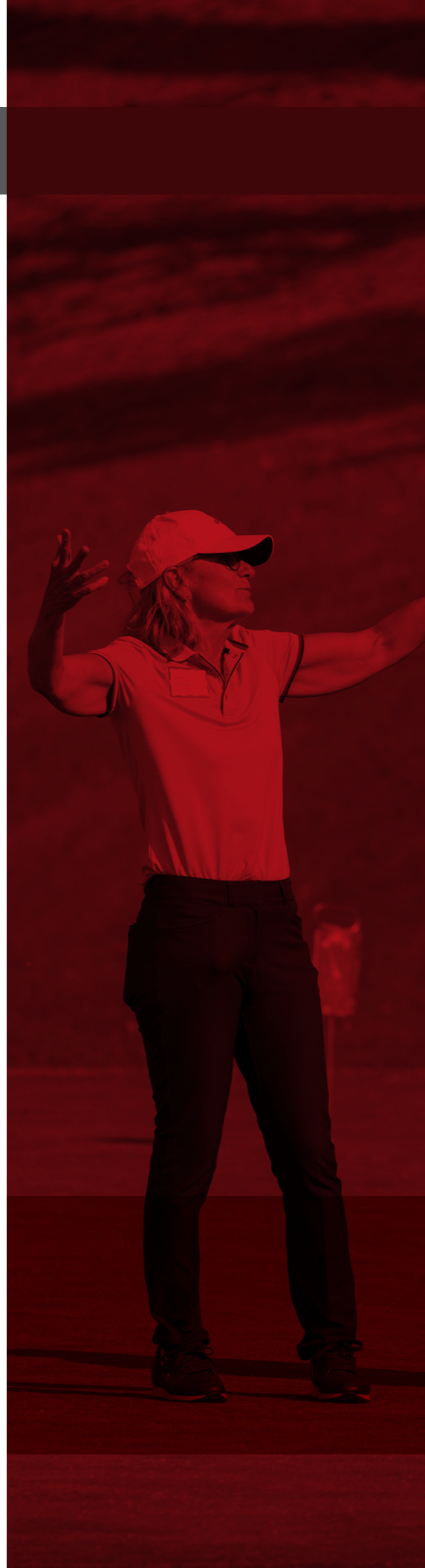


COMMUNITY OUTREACH

Knowing the demographic makeup of your local community can be a first step to building a more inclusive facility. Data from the [2021 Census](#) can be searched by city or postal code to obtain demographic information about your neighbourhood. Your community demographics can be compared with those of your club to determine if your facility is reflective of your local community or if gaps exist. Below are some ideas to facilitate outreach.

GET TO KNOW YOUR LOCAL COMMUNITY

- Host an open house/festival and invite your neighbours to gather at your club. Reach out to local community groups and/or leaders to start the conversation. Community centre staff and the office of your elected municipal officials should be able to provide information about the groups and organizations in your neighbourhood.
- Create programs in partnership with local community organizations such as an after-school program with the local YMCA, Boys and Girls Club, Special Olympics or other groups in your neighbourhood.
- Partner with local businesses to host events, meetings or conferences. If your club is unable to meet food and beverage capacity, consider creative solutions such as contracting food trucks.
- Research Census data if you are unsure about your community's demographics.
- First impressions are everything – be warm and welcoming and consider recruiting 'welcome ambassadors' from your club to greet community members
- Attend community events and festivals to talk about your club and visitor opportunities such as open houses, member-guest events, introductory golf lessons etc. Forge relationships with community leaders as they can promote your programs and drive registration from within their community.
- Ensure you can accommodate a variety of registration and payment options for programs. Registration fees may be subsidized and paid by a third party such as Canadian Tire Jumpstart or KidSport while others such as newcomers to Canada may not have access to credit cards.





BENEFITS OF COMMUNITY OUTREACH

- New volunteer base including board members, council or committee members who can provide fresh insight and ideas.
- New partnerships and connections can increase promotional opportunities and revenue streams.
- Opportunity to recruit program leaders from the immediate community. Diverse leaders and role models for programs such as First Tee and RBC Community Junior Golf convey the message that golf is a sport for everyone.

innovative partnerships

- Oakdale Golf and Country Club in Ontario runs a caddie program and employs a Community Engagement Lead on their staff.
- Gorge Vale Golf Club in British Columbia welcomes adjacent Indigenous communities to participate in their programming.
- Blomidon Golf Club in Newfoundland invites junior from neighbouring clubs to participate in their programs.
- Sawmill Golf Club in Ontario collaborates with local hockey leagues to offer programs for youth.

POTENTIAL PARTNER ORGANIZATIONS

- Aboriginal Sport Circle
- Boys and Girls Club of Canada
- Canadian Tire Jumpstart (Programs may qualify for their Community Development Grants)
- Fast and Female
- Special Olympics Canada
- Scouts Canada / Girl Guides Canada
- YMCA

COMMUNITY GRANT PROGRAM

Golf Canada offers an annual Community Grant Program to support initiatives that prioritize the recruitment and on-going participation of equity-deserving community partners in our sport. Applications can be submitted by Provincial Sport Organizations, clubs and community groups. Please see the [Golf Canada Foundation](#) for more information.

SAFE SPORT

Safe Sport has emerged as a primary issue in Canadian sport today. Sport organizations are being held accountable to ensure an environment which is respectful, equitable, and free from all forms of discrimination, harassment, and abuse. Golf Canada utilizes policies, screening and education in combination to provide a safe environment for all participants.

To protect your club, golfers, and ensure your club has a well-documented commitment to Safe Sport, Golf Canada recommends that you take the following steps:

- Conduct a review of your policies to ensure they express zero-tolerance for inappropriate behaviour, harassment, and discriminatory acts. Introduce new policies or modify existing ones to ensure all golfers and staff members feel welcome and safe. A Safe Sport Policy template can be found in [Appendix B](#). Also ensure you have a clear Dispute Resolution Policy and processes in place to resolve complaints.
- Education/Training for leaders and staff. There are various Safe Sport educators and training modules available however Golf Canada recommends the Coaching Association of Canada's Safe Sport training. Three modules are available to choose from based on your role in golf: Decision-makers; those with direct athlete contact; and those with no direct athlete contact (committee members, administrative staff, event volunteers etc.) There is no cost for the 90-minute training module and it can be accessed [here](#).
- Identify positions which require background checks and set requirements regarding the level and frequency of the screening. A [Screening Handbook](#) is available through Volunteer Canada.

INDEPENDENT THIRD PARTY

For allegations of a serious nature, Golf Canada has extended the use of our Independent Third Party to triage complaints. Complaints can be submitted through the "Report an Incident" link on Golf Canada's [Safe Sport](#) page. This mechanism should be reserved for disputes of a serious nature that the Club feels ill-equipped to manage. For complaints that require mediation or adjudication, fees may apply.





COMPLAINT MANAGEMENT

Ensure you have a clear, fair and barrier-free process in place for the submission of complaints. All incidents including those that involve harassment, abuse or discrimination must move through a structured resolution process. Confidentiality must be maintained throughout and following the resolution process.

INTAKE: Identify individuals within your club who will receive complaints. This could be the General Manager, President and/or other designated individual(s). Ensure their contact information (email address) is available to all members and employees. Complaints must be received in writing (email is acceptable) and must be kept confidential.

TRIAGE: When a complaint be received by one of the identified individuals, they assume the role of “Case Manager” and should be responsible for moving the complaint through the resolution process. All communication with the Complainant and Respondent (if applicable) should come via the Case Manager.

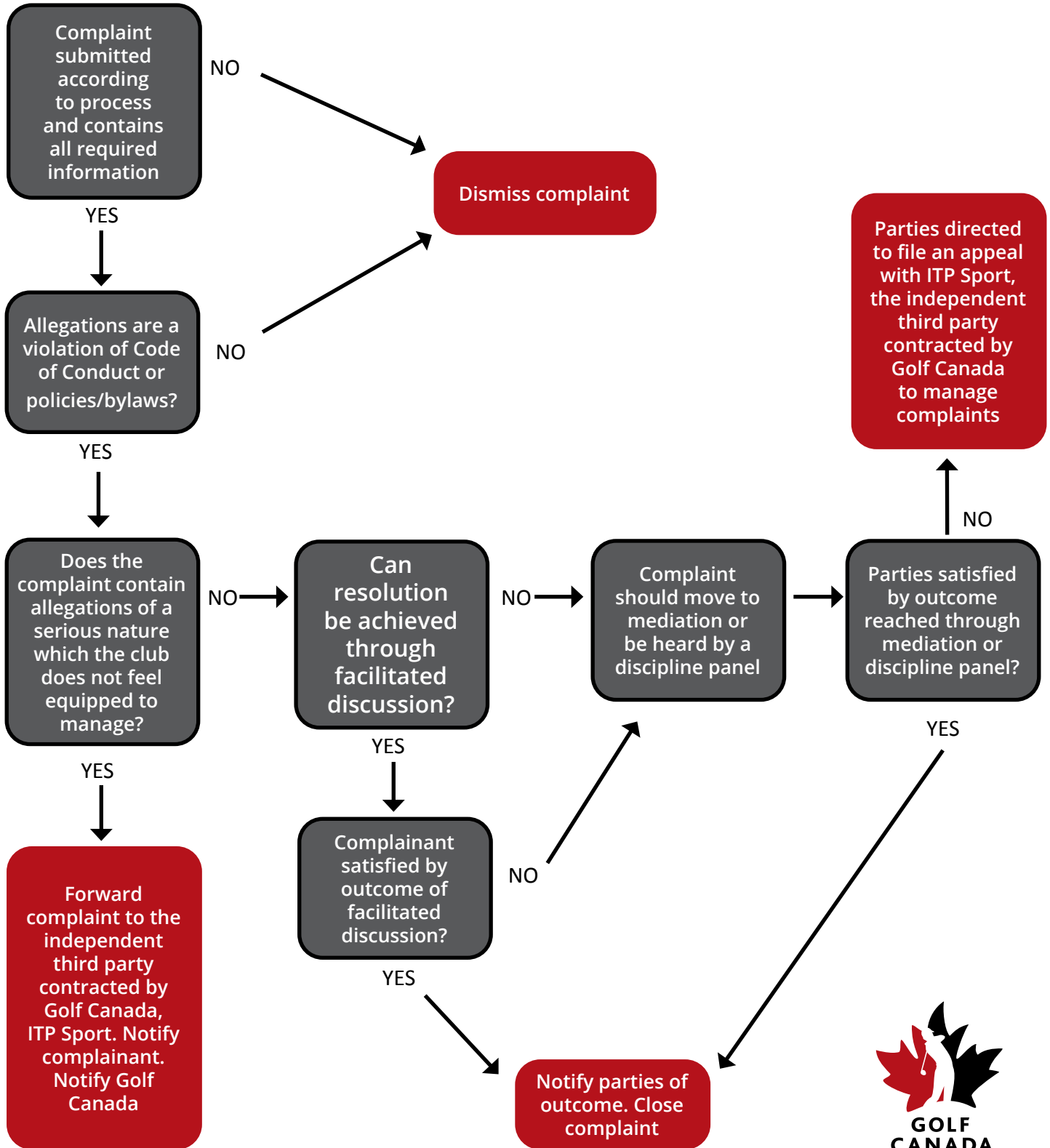
PROCESS: If a violation of the code of conduct or policies have thought to have occurred, the complaint may be resolved through facilitated discussion, mediation or by the decision of a discipline panel. The Case Manager will take into consideration the wishes of the complainant when deciding the most appropriate mechanism to resolve the complaint.

COMMUNICATE: The Case Manager should communicate the outcome of the facilitated discussion/mediation or the decision of the discipline panel in writing in a timely manner. Parties should also be notified of their opportunity to appeal the decision.

DISCIPLINE PANEL

When forming a discipline panel or committee, members should be skilled in conflict resolution. Panel members (suggest three or five) must set aside their biases and maintain confidentiality of the complaint during and following resolution. Representation is important. Diversity among panel members will ensure a range of perspectives are considered when adjudicating a complaint.

COMPLAINT MANAGEMENT PROCESS





In the spring of 2023, Golf Canada became a program signatory of the Abuse-Free Sport Program, an independent complaint management program operated by the Office of the Sport Integrity Commissioner (OSIC). As such, any complaints involving high performance athletes, coaches, employees and athlete support personnel are under the jurisdiction of the OSIC. As a program signatory, the Abuse-Free Sport Helpline (formerly known as the Canadian Sport Helpline) is available to all members. Operators with expertise in counseling, psychology and sport will listen, offer support and refer individuals to the appropriate reporting mechanism based on their situation.

abuse-free
SPORT
sans abus
HELPLINE

☎️ 1-888-83SPORT (77678)
✉️ info@abuse-free-sport.ca
🌐 abuse-free-sport.ca

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ACCESSIBILITY

Golf is good for the physical, psychological and social health and well-being of all Canadians but the therapeutic benefits for people with disabilities can be invaluable. Providing access and programs for golfers with mobility, hearing or visual disabilities can seem intimidating. Golf Canada is developing an Accessibility toolkit for clubs (release spring 2024) but here are a few things for consideration to remove barriers to participation.

REMOVING BARRIERS

While there is much information available about accessibility as it relates to buildings and structures, changes to other areas can make your facility more accessible for people with disabilities. The greater the access, the more welcoming the environment.

- Create a few wider bays at the driving range to allow for the use of an adaptive golf cart or for a coach or aide to work with a golfer with a visual or other impairment.
- If tees are located atop a steep slope, add accessible tee blocks at the base of the rise as steep rises and deep bunkers can be difficult to access.
- Apply for accessibility grants to support new construction/renovations that incorporate modifications such as accessible on-course washrooms, curb cuts (60 in. wide) at regular

intervals (for carts to enter and exit) and the addition of automatic doors, ramps, lifts etc.

- Widen aisles in your facility and clear paths of travel for those who rely on mobility aids.
- Lack of access to equipment can be a barrier to participation. Consider partnering with neighbouring clubs to share an adaptive golf cart (successfully being done in Australia).
- Staff training/education to ensure person-first language is spoken at your club (golfer with a disability vs disabled golfer, accessible parking space vs handicapped space etc.) Understand that not all disabilities are visible. Assistance should always be offered and never assumed it is wanted and/or needed.

The [Accessible Canada Act](#) proposes to make Canada barrier-free by January 1, 2040.



[2022 Canadian Survey on Disability](#) showed that 27% of Canadians aged 15 years and over, or 8.0 millions people have one or more disabilities. The rate of disability in Canada has increased by 5% since 2017 when 22% of Canadians or 6.2 million people had one or more disabilities. The market is largely untapped and as such golf has an opportunity to reap the economic benefit while providing a valuable service with meaningful impact.

CREATE AN ACCESS FLAG POLICY

- Access should be granted to all individuals who require a mobility aid.
- Set clear rules and guidelines about areas that carts can access and when areas may not be accessed (inclement weather, maintenance or other safety reasons.)
- Golf courses have a right to protect their course from damage or to prevent injury to customers in situations where weather or maintenance has created a potentially dangerous situation or damage to the golf course surfaces due to excessive moisture on the ground.
- Generally, if maintenance equipment can be used, motorized carts should be permitted. If the course is so wet that mowing of greens, tees, fairways or rough is not possible, golfers with mobility devices can be asked to avoid sensitive areas.
- Golfers requiring an Access Flag should call ahead to inquire if restrictions may be imposed prior to their arrival at the course. Alternatively, you could post notices in your booking system.
- An Access Flag Policy template will be included in the Accessibility Toolkit (spring 2024 release).

ADAPTIVE GOLF CARTS

- Single-rider golf carts with swivel capabilities that assist the golfer to move to a standing position.
- Strong hill-climbing capabilities and can often enter and exit sand bunkers.
- Do not damage tees or greens and do not leave a greater footprint than a mower.
- Popular models are the SoloRider and the ParaGolfer
- Also serve an aging population as members are often forced to leave the game for physical or medical reasons due to lack of access to adaptive equipment.

If your facility offers access to an adaptive golf cart please let us know so we can share that information.

WR4GD

In 2021, Golf Canada hosted the first National All Abilities Championship. In 2023, provincial championships were hosted in British Columbia, Alberta, Manitoba and Ontario. Golf Canada is a member of [EDGA](#) and aligns with the athlete eligibility criteria for competitors to earn World Ranking Points for Golfers with Disability ([WR4GD](#)).

RESOURCES

- [Ernie Els #GameON Autism Golf Program](#) offers free training to instructors working with individuals on the Autism Spectrum
- [PGA of Canada](#) offers a Special Olympics coaching module
- [National Alliance for Accessible Golf](#) offers free golf-specific resources for facilities
- Canadian Paralympic Committee offers a [Diversity and Inclusion Self-Assessment Tool](#)
- Policy on Sport for Persons with a Disability can be found [here](#).



TRANSGENDER INCLUSION

We believe that everyone regardless of their gender identity, expression or variations should be able to participate in golf in a safe and welcoming environment. We believe the principles of inclusion and non-discrimination should be promoted at all levels of sport. Together we can ensure a safe, inclusive and welcoming environment for all.

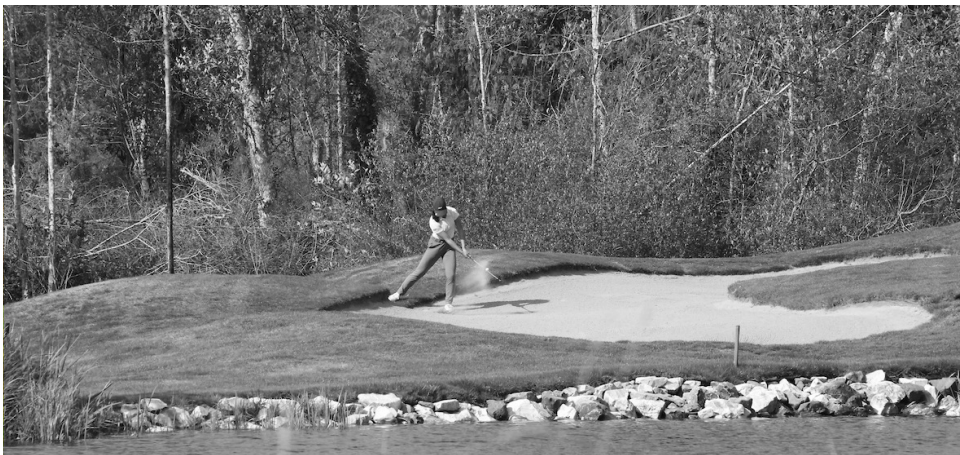
The Canadian Centre for Ethics in Sport advocates for the inclusion of transgender participants in all stages of recreational and developmental sport (Active Start, FUNdamental, Learn to Train, Train to Train and Active for Life) in the gender with which they identify. Participants should not be subject to requirements to disclose personal information and/or medical documentation beyond that required of cisgender athletes. Privacy and respect for human rights must be prioritized.

HIGH PERFORMANCE SPORT

As a National Sport Federation, our policies must align with those of the International Golf Federation, the International Olympic Committee, the PGA Tour, and the LPGA. The complexity of determining whether an athlete has an unfair competitive advantage is beyond the scope of our expertise.

In 2021, the International Olympic Committee released the Framework on Fairness, Inclusion and Non-Discrimination on the basis of Gender Identity and Sex Variations. The Framework directs International Federations to prioritize the values of fairness, inclusion and non-discrimination when setting eligibility criteria for competition - ensuring that no athlete within a category has an unfair competitive advantage. This Framework is reserved for elite competition only with inclusion prioritized for youth and community sport. The complexity of determining unfair competitive advantage should be reserved for medical experts commissioned by International Federations.

According to Statistics Canada, in 2021 there are approximately 59,460 people in Canada aged 15 and older who were transgender and 41,355 who were non-binary.



GENDER IDENTITY & EXPRESSION

- **GENDER** refers to an individual's personal and social identity as a man, woman or non-binary person (a person who is not exclusively a man or a woman).
- **GENDER IDENTITY** refers to the gender that a person feels internally and individually;
- **GENDER EXPRESSION** refers to the way a person presents their gender, regardless of their gender identity, through body language, aesthetic choices or accessories (e.g., clothes, hairstyle and makeup) which may have traditionally been associated with a specific gender.
- A person's gender may differ from their sex at birth, and from what is indicated on their current identification or legal documents such as their birth certificate, passport or driver's license. A person's gender may change over time.
- Some people may not identify with a specific gender.
- **CISGENDER** is a term that describes someone whose gender identity aligns with the sex assigned to them at birth.

NON-BINARY ATHLETES

Historically, golf competitions are often gender-specific as is the case with many sports. Allowing transgender athletes to compete in their lived identity does not provide guidelines on the inclusion of non-binary golfers. As sports develop and modify rules for competition, golf could offer events and competitive opportunities that are not based on gender. Consider alternative formats such as a tournaments based on a total yardage (a 6000-yard competition) or a competition that utilizes a limited number of clubs etc.

RESOURCES

- [Creating Inclusive Environments for Trans Participants in Canadian Sport](#)
- [Transgender Women Athletes and Elite Sport - A Scientific Review](#)
- [IOC Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity and Sex Variations](#)
- [British Journal of Sport Medicine Position Statement: IOC Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity and Sex Variations](#)



Golf Canada encourages clubs to adopt inclusive sport policies as recommended by the Canadian Centre for Ethics in Sport but recognize the autonomy that each club has in the development of operating policies and procedures. We recommend that you develop eligibility criteria that allows your members to compete in events and competitions in the gender category that aligns with their lived identity.

MARKETING & COMMUNICATIONS

Ensure visual representation of diversity in your club's communications including newsletters, advertisements, promotional material, notice boards and social media posts to foster a sense of belonging.

EMBEDDING DIVERSITY AND INCLUSION

- Know your audience - both present and desired. If your club is committed to increasing programs for a targeted demographic, ensure your communications feature imagery that resonates with the target community.
- Hire students to run your social media accounts. Tag community groups, local sponsors, partners, businesses, charities and other organizations. Plan social media "takeovers" to allow members to share different perspectives and have their voices heard.
- Offer food options that reflect the diversity of your community and incorporate cultural celebrations into your events calendar.
- Invite advocates from aside from traditional golf enthusiasts to your club - think about social media influencers, local media personalities, charitable organizations, community event organizers, elected officials, civic leaders, etc. to reach new audiences.
- Consider offering signage, menus, membership contracts and policies in other languages particularly if there are common languages prevalent among your members.
- Host charitable tournaments that benefit equity-deserving communities in golf. Build partnerships and allyship with a local charitable partner or traditionally underrepresented community in golf.

Diversity and Inclusion in Canada's Marketing Sector. CMA Research Findings 2021

KEY CONCLUSIONS:

- A diversified C-suite is likely to lead to less discrimination and stronger feelings of inclusion among employees
- There is a significant difference in how men vs. women, and minorities vs. non-minorities, notice and experience discrimination.
- Diversity and inclusion are good for business and should be viewed as a strategy, not a program.

KEY FINDINGS:

- Marketers universally believe that diversity and inclusion benefit everyone and that a diverse workforce is a business growth opportunity.
- Most organizations are making efforts to diversify and have been for some time.
- Many - especially minorities - have noticed others being less engaged due to discrimination.

* the term 'minorities' was used in the 2021 report. This term is no longer widely accepted.



RESOURCES

ADDITIONAL RESOURCES ARE AVAILABLE FROM THESE ORGANIZATIONS:

- Aboriginal Sport Circle
- Abuse Free Sport
- Canadian Centre for Diversity and Inclusion
- Canadian Centre for Ethics in Sport
- Canadian Paralympic Committee
- Canadian Women and Sport
- Coaching Association of Canada
- EDGA
- National Alliance for Accessible Golf
- Respect Group
- Sport for Life
- Sport Information Resource Centre
- viaSport
- Volunteer Canada

TEMPLATES:

Code of Conduct template, Canadian Centre for Ethics in Sport:

<https://cces.ca/sites/default/files/content/docs/pdf/cces-developingcodes-e.pdf>

Diversity, Equity and Inclusion Policy Template:

See Appendix A

Safe Sport Policy Template:

See Appendix B

LINKS:

viaSport

<https://viasport.ca/resources/adopting-inclusive-policy-language/>

Golf Canada's Diversity, Equity and Inclusion Policy:

<https://d340o5x54o72bd.cloudfront.net/app/uploads/2021/02/Equity-Diversity-Inclusion-Policy.pdf>

McKinsey Report:

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

Golf Canada Community Grant Program:

<https://www.golfcanadafoundation.com/community-diversity-equity-and-inclusion-grant/>

Volunteer Canada Screening Handbook:

https://volunteer.ca/vdemo/researchandresources_docs/2012%20Edition%20of%20the%20Screening%20Handbook.pdf

ITP Sport and Recreation

<https://itpsport.ca/>

Abuse Free Sport Helpline:

<https://abuse-free-sport.ca/> phone:1-888-83SPORT (77678)

Merriam Webster Short List of Gender and Identity Terms

<https://www.merriam-webster.com/wordplay/merriam-websters-short-list-of-gender-and-identity-terms>

Ernie Els GameON Autism Program:

<https://www.elsforautism.org/get-involved/resource-center-ernie-els-gameon-autism-r-golf/#:~:text=The%20Ernie%20Els%20%23GameON%20Autism%20Golf%20program%20is%20infused%20with,%2C%20motor%2C%20and%20social%20skills.>

PGA of Canada, Special Olympics Training

<https://www.pgaofcanada.com/media-centre/archive/professional-development-for-special-olympics-golf-coaches-1483>

Canadian Paralympic Committee

<https://paralympic.ca/>

Canadian Policy on Sport for Persons with a Disability

<https://www.canada.ca/en/canadian-heritage/services/sport-policies-acts-regulations/policy-persons-with-disability.html>

Creating Inclusive Environments for Trans Participants in Canadian Sport:

<https://cces.ca/sites/default/files/content/docs/pdf/cces-transinclusionpolicyguidance-e.pdf>

Transgender Women Athletes and Elite Sport:

<https://www.cces.ca/transgender-women-athletes-and-elite-sport-scientific-review>

IOC Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity :

<https://stillmed.olympics.com/media/Documents/Beyond-the-Games/Human-Rights/IOC-Framework-Fairness-Inclusion-Non-discrimination-2021.pdf>

Coaching Association of Canada, Safe Sport Training Module

<https://safesport.coach.ca/participants-training>

DEFINITIONS

LGBTQ2S+/2SLGBTQ+

Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and TwoSpirit. Some individuals and organizations choose to put two-spirit at the beginning of the acronym as a reconciliation effort to put the Indigenous expression of gender and sexual orientation at the forefront

Aboriginal Peoples

An umbrella term used to describe the First Nations, Inuit, and Métis Peoples of Canada. Collectively recognized in the Constitution Act, 1982. Indigenous communities often prefer Indigenous Peoples over Aboriginal Peoples, or more specific terminology like First Nations, Inuit, or Métis.

Ally/Allyship

Rooted in the term “alliance”, an ally is an individual in a position of privilege or power who makes consistent efforts to understand, uplift, empower, and support equity-deserving groups. An ally is not a member of the group but seeks to stand in solidarity with an equity-deserving group to end oppression, discrimination and/or prejudice.

Bias

A conscious (explicit) or unconscious (implicit) opinion, preference, prejudice, or inclination, formed without reasonable justification, that prevents a balanced or even-handed judgement.

Affinity bias - People’s tendency to connect with individuals most like themselves.

Confirmation bias - Only noticing or accepting information that aligns with current beliefs.

Ingroup bias/ingroup favouritism - People’s tendency to favour, prefer, and uplift the group that they are a member of.

Outgroup bias - The tendency to view people from outside of one’s group unfavourably.

Cisgender

A term that describes someone whose gender identity aligns with the sex assigned to them at birth. The term is often shortened to “cis”

Corporate Social Responsibility (CSR)

Policies and practices where a business is accountable to itself, its stakeholders, and the public while aiming to positively impact the community and the environment.

Differently Able

A term coined in the 1990s as an alternative to disabled and other terms. This term should be avoided as it may be considered offensive and condescending to some individuals.

Disabled

Someone with physical, psychological, or neurological differences that limit their capacity to do a task or activity, such as walking, seeing,

hearing, speaking, job functions, self-care activities, etc. Many people with disabilities will refer to themselves or prefer to be referred to as disabled.

Disability

Refers to a broad range of medical conditions an individual can have from birth, due to an accident, or developed over time, which impact an individual’s ability to function. Disability can also be described as a broad range of functional or social limitations that impact an individual’s ability to perform an activity. These two definitions reflect two perspectives on disability: the medical model and the social model. Disabilities can be visible or invisible, permanent, temporary, or episodic.

Diversity

Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess, and the mix that occurs in any group of people. Race, ethnicity, age, gender, sexual orientation, religious beliefs, economic status, physical abilities, life experiences, and other perspectives can make up individual diversity. Diversity is a fact, and inclusion is a choice.

Equality

Where everyone is treated the same regardless of individual differences and needs.

Equity

Where everyone is treated according to their diverse needs in a way that enables all people to participate, perform, and engage to the same extent.

Equity-Seeking Groups/Equity-Deserving Groups

Groups of people who have been historically disadvantaged and under represented. These groups include but are not limited to the four designated groups in Canada – women, visible minorities, Aboriginal Peoples, and people with disabilities – and people in the LGBTQ2+ community/people with diverse gender identities and sexual orientations. Equity-seeking groups identify barriers and unequal access, and actively seek social justice and reparation. “Equity-seeking” has been replaced by “equity-deserving” to acknowledge the marginalized group should not be responsible for seeking equity.

Ethnicity

A socially defined category describing a group of people that share a common culture, tradition, language, history, geography, religion, and racial identity.

First Nation

Introduced in 1970 to identify the Indigenous Peoples that are not Inuit or Métis. First Nation replaced the label “Indian”, which is considered

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offensive. In Canada, there are over 630 First Nation communities and over 50 languages

Gender

The socially constructed ideas about the behaviour, actions, and roles performed by a particular sex. Gender is fundamentally different from biological sex.

Gender Expression

How someone publicly shows or presents their gender through their appearance, name, pronouns, speech, and behaviour. Gender expression can align with gender identity but is a separate concept.

Gender Identity

How someone internally, mentally, or psychologically perceives their gender. Someone's gender identity can align with or differ from the gender they were assigned at birth. A person's gender identity can change over time as they learn about themselves and learn more terminology. Gender identity is distinct from biological sex.

Handicap

Anything that prevents or limits a person's success in a task or activity. A disability, or a lack of accessibility, can be the reason for a handicap, but the provision of accommodations, assistive technology, and other supports can reduce or eliminate a handicap for someone with a disability. Handicap (or handicapped, to describe a person) is not frequently used outside of legal contexts as it can be offensive. "Handicapable" should always be avoided.

Harassment

Unwelcome comments or behaviours based on protected grounds that offend or humiliate the victim. Harassment is a form of discrimination.

Homophobia

Fear, dislike, or hatred of and discrimination against 2SLGBTQI+ people. Homophobia presents in many forms, and can be structural/systemic, interpersonal, or internalized..

Impairment

An apparent, hidden, inherited, self-inflicted, or acquired physical, sensory, intellectual, learning, or medical condition that limits the functioning ability of an individual. An individual who is impaired requires an accommodation.

Inclusion

Inclusion is creating a culture that embraces, respects, accepts, and values diversity. It is a mindful and equitable effort to meet individual needs so everyone feels valued, respected, and able to contribute to their fullest potential.¹⁰⁴ Where diversity occurs naturally, creating the mix in the organization, inclusion is the choice that helps the mix work well together.

Inclusive Design

A design methodology that recognizes, considers, and involves the full range of human diversity. Generally used in digital and technology design, inclusive design aims to create flexible products that users can customize to meet individual needs rather than one-size-fits-all approaches. Inclusive design is facilitated through input from people with various perspectives, including a diverse range of people on the design team.

Indigenous

An umbrella term that encompasses the First Nations, Inuit, and Métis Peoples of Canada. Globally, Indigenous Peoples refers to the people who have occupied specific lands since time immemorial.

Intersectionality

A term coined by Dr. Kimberlé Crenshaw to describe how social identities may overlap to create compounding barriers for individuals. It is described as a framework for approaching issues from multiple perspectives and understanding how multiple groups, or individuals with multiple identities, may be affected. For example, approaching feminism with an intersectional lens would involve acknowledging and addressing the unique barriers faced by women of colour, women with disabilities, or trans women.

Microaggression

Small interactions with people or the environment that expose bias towards marginalized groups. While microaggressions may be unintentional, they can have cumulative negative effects on an individual's well-being and sense of belonging. Examples include asking a person of colour, "where are you really from?" or a woman in a meeting being repeatedly spoken over or dismissed by her male colleagues.

Non-binary (NB)

A way of identifying and/or expressing oneself outside the binary gender categories of male/masculine and female/feminine. Non-binary identities exist on and off the gender spectrum, and it can be a specific or umbrella term.

Person-First Language

Language that places emphasis on the person as an individual first and less emphasis on their disability. For example, "person with a disability" instead of "disabled person". Person-first language should be used unless you know that an individual prefers identity-first language.

Power

Unequally distributed access to privileges such as information, opportunity, and resources, and the ability to influence decisions, rules, standards, and policies to benefit oneself or one's social group. Power, and the level of power possessed by any individual or group,

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affects their ability to live comfortable, safe lives. Power is relational and it operates between individuals, cultures, institutions, and social groups.

Privilege

Unearned access, benefits, and opportunities possessed by members of a social group with a high level of power (e.g., white privilege, socioeconomic privilege, cisgender privilege). Privilege occurs when structures and institutions have been historically designed for the benefit of or to be accessed by a particular group.

Race

A method of categorizing individuals based on physical characteristics such as skin tone, hair texture, and facial features. Race is a social construct, rather than an intrinsic biological fact, created to establish meaning and social hierarchies.

Racialized Persons/Racialized Group

An alternative term for visible minority used to identify non-white racial groups. This term is preferred over visible minority as a racialized group is not necessarily in the minority, the term does not place “whiteness” as the default, and it acknowledges race as a social construct with negative effects.

Reconciliation

In reference to Indigenous reconciliation. The effort made by individuals, groups, institutions, and government to acknowledge past and ongoing effects of colonization on Indigenous Peoples and action to establish and maintain respectful relationships between Indigenous and non-Indigenous communities. Reconciliation in Canada is an ongoing process that involves addressing past harms and giving power back to First Nations, Métis, and Inuit communities.

Safe Space

A “safe space” is a space where people feel psychologically safe to express honest impressions, thoughts, and attitudes without fear of ridicule. A safe space is one that doesn’t incite judgement based on identity or experience – where the expression of both can exist and be affirmed without fear of repercussion and without the pressure to educate. A safe space can be as small as between two people or can be expanded to include all members of a larger team, network, department, or organization. It can even be an expectation of the organizational culture overall.

Social Justice

The view that all people should have equitable access to resources, opportunities, and human rights. Social justice is actions taken towards addressing the root cause of inequities and is rooted in the

belief that all people have equal value.

Stereotype

An assumption about a certain group, and the notion that the assumption applies to all members of the group. Stereotypes can be positive but are generally negative and ignore the diversity that exists within a group.

Tokenism

Focusing on limited representation of under-represented groups for the appearance of being inclusive without any action towards meaningful inclusion.

Trans*

An umbrella term for people who do not identify within the gender binary, that includes nonbinary, gender non-conforming, and transgender individuals. The asterisk is used in written communication to indicate inclusivity.

Trans Man

Someone who was assigned female at birth and identifies as male. They may be at any point along their transition or may not be transitioning at all. Some people prefer to be referred to as a trans man, whereas some may prefer to be referred to as a man.

Trans Woman

Someone who was assigned male at birth and identifies as female. They may be at any point along their transition or may not be transitioning at all. Some people prefer to be referred to as a trans woman, whereas some may prefer to be referred to as a woman.

Transgender

An umbrella term used to describe a person whose gender identity is anything other than their sex assigned at birth. The term is also used more narrowly to describe someone who identifies as or is transitioning/has transitioned to the “opposite” sex. May be shortened to “trans”

Transphobia

Fear, dislike, or hatred of and discrimination against trans* people. Transphobia exists through offensive jokes, exclusion, denial of services, employment discrimination, intentional misgendering, harassment, and violence.

Two-Spirit (2-Spirit)

Two-Spirit was a term introduced by Elder Myra Laramee in 1990 at the third annual Native American and Canadian Aboriginal LGBT people gathering in Winnipeg. It is “an English umbrella term to reflect and restore Indigenous traditions forcefully suppressed

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by colonization, honouring the fluid and diverse nature of gender and attraction and its connection to community and spirituality. It is used by some Indigenous people rather than, or in addition to, identifying as LGBTQI.” The teachings, roles, and responsibilities for a Two-Spirit person differ from community to community. Not all queer Indigenous people use this term, but Two-Spirit is an identity specific to being Indigenous and can only be claimed by Indigenous people. For more information, see the Two Spirit information sheet from OUT Saskatoon.

Underserved Populations

Groups who face systemic barriers that prevent them from accessing or receiving the same quality of services as people not facing those barriers.

Universal Design

Products, technology, buildings, etc. that are designed, as much as possible, to be usable by all people regardless of disability.

White Privilege

Unearned access, benefits, and opportunities white people are given in society due to the historical imbalance of power between white and racialized people.

White Supremacy

The ideology that white people and their beliefs are superior to other races. Although not exclusively, white supremacy has been associated with extremist groups like the Ku Klux Klan and neo-Nazis.

A complete glossary can be found in the CCDI's Glossary of Inclusion, Diversity, Equity and Accessibility Terms:

<https://ccdi.ca/media/4005/20230509-glossary-of-idea-terms-en.pdf>

APPENDIX A

DIVERSITY AND INCLUSION POLICY TEMPLATE FOR GOLF CANADA MEMBER CLUBS

In its role as the governing body and national sport organization, Golf Canada has the leadership responsibility to promote a sport environment that is inclusive of golfers from all backgrounds and free of discrimination.

Accordingly, member clubs of Golf Canada may not have by-laws or policies that discriminate on the basis of sex, sexual orientation, gender identity or expression, race, ethnicity, ability or language.

Additionally, member clubs of Golf Canada must have their own policy governing its commitment to diversity, equity, and inclusion that is materially aligned with Golf Canada's policy for equity, diversity, and inclusion.

As your club contemplates a policy regarding Diversity, Equity and Inclusion, the definitions and policy suggestions below should be included when making changes to an existing policy or creating a new policy, to align with Golf Canada's policy regarding Diversity, Equity and Inclusion.

DEFINITIONS

Club. The golf course, golf club, or golf facility to which this policy applies.

Club Officer. An individual with leadership responsibilities at the Club, such as a general manager, president, head golf professional, board member or chair, or superintendent.

Club Member. An individual who is a member of the Club.

Club Employee. An individual who is employed by the Club.

Diversity. Respect for and appreciation of differences between individuals and groups, honouring and upholding human rights, valuing various points of view, and being open to new and different ideas.

Equity. The removal of barriers and the creation of fair, accessible, and respectful environments – including any accommodations required to allow equal opportunities, equal access, and equal benefits of participation so that people can achieve their personal potential in the sport of golf.

Inclusion. The act of ensuring that all participants – including Club Officers, Club Members, and Club Employees – feel welcomed and comfortable.

POLICY

1. General commitment to diversity, equity, and inclusion. Club is committed to creating and maintaining an environment where all individuals, regardless of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability, are respected and valued. Club Officers will ensure that Club Employees, Club Members, and others involved with Club are aware of the principles of diversity, equity, and inclusion.
2. Club policies and by-laws. Club Officers will adhere to principles of diversity, equity, and inclusion in determining and upholding its policies and by-laws related to items such as planning, governance, membership, program development, club activities, and course access.
3. Hiring. Club Officers will adhere to principles of diversity, equity, and inclusion during the hiring process for Club Employees.
4. Complaints. A Club Officer will annually provide Club Members and Club Employees with an explanation about how they may file complaints and report incidents that are related to diversity, equity, or inclusion.
5. Dispute Resolution. Club will have a non-biased dispute resolution process to adjudicate complaints. A Club Officer will annually provide Club Members and Club Employees with an explanation of the process for how complaints will be adjudicated.
6. Disciplinary action. Within the context of the dispute resolution process, Club Officers have authority to enforce standards of behaviour at Club through disciplinary action. Allegations of a serious nature should be forwarded to an independent provincial mechanism if required by provincial guidelines or Golf Canada's Independent Third Party if no provincial mechanism is in place.

APPENDIX B

SAFE SPORT POLICY TEMPLATE FOR GOLF CANADA MEMBER CLUBS

In its role as the governing body and national sport organization, Golf Canada has the leadership responsibility to promote a sport environment that is free from maltreatment.

Accordingly, member clubs of Golf Canada must have their own Safe Sport policy that encourages an environment free of maltreatment, is materially aligned with the Golf Canada suite of Safe Sport policies, and specifies a reporting process for incidents of maltreatment.

As your club takes action to develop policies to ensure a Safe Sport environment for all participants, the definitions and policy suggestions below should be included to align with Golf Canada's full suite of Safe Sport policies.

DEFINITIONS

Club. The golf course, golf club, or golf facility to which this policy applies.

UCCMS. The Universal Code of Conduct to Prevent and Address Maltreatment in Sport, which can be read at [this link](#).

Prohibited Behaviours. Behaviors defined in UCCMS that are prohibited in the sport environment, including physical maltreatment, psychological maltreatment, neglect, sexual maltreatment, boundary transgressions, grooming, discrimination, aiding and abetting, failure to report, intentionally reporting a false allegation, interference with or manipulation of process or retaliation.

Safe Sport. Defined by the Canadian Centre for Ethics in Sport as a sport environment that is accessible, inclusive, and is free from all forms of maltreatment.

Club Officer. An individual with leadership responsibilities at the Club, such as a general manager, president, head golf professional, board member or chair, or superintendent.

Club Member. An individual who is a member of the Club.

Club Employee. An individual who is employed by the Club.

POLICY

1. General commitment to Safe Sport. Club commits to the creation and maintenance of an environment that is free from discrimination, harassment, abuse for members, employees, volunteers, and guests where everyone is treated with dignity and respect.
2. Alignment with UCCMS. Club aligns with the tenets of UCCMS. In particular, Club specifically does not condone or tolerate any of the Prohibited Behaviors outlined in UCCMS.

3. Conduct Standards. Club Officer, Members and Employees align in principle with the standards of conduct outlined in Golf Canada's Code of Conduct and Ethics policy.
4. Reporting. Individuals with knowledge of any Prohibited Behaviours occurring at the Club or involving a Club Employee or Club Member in the context of their involvement with Club must report them to a Club Officer. Alternatively, individuals may report Prohibited Behaviours directly through a provincial reporting mechanism if required by provincial guidelines or to Golf Canada's Independent Third Party. Prohibited Behaviours that may be criminal in nature must be reported to appropriate legal authorities. Club Officers must also notify their provincial association and/or Golf Canada of any serious allegations of Prohibited Behaviors.
5. Complaints. A Club Officer will annually provide Club Members and Club Employees with an explanation about how they may file complaints and report incidents that are related to Safe Sport or Prohibited Behavior.
6. Dispute Resolution. Club will have a non-biased dispute resolution process in place to adjudicate complaints. A Club Officer will annually provide Club Members and Club Employees with an explanation of the process for how complaints will be adjudicated.
7. Disciplinary action. Within the context of the dispute resolution process, Club Officers have authority to enforce standards of behaviour at Club through disciplinary action. Allegations of a serious nature should be forwarded to an independent provincial mechanism if required by provincial guidelines or Golf Canada's Independent Third Party if no provincial mechanism is in place.

