

**BUILDING EMPLOYMENT PATHWAYS FOR PEOPLE WITH DISABILITIES
PROJECT**

An Employer Guide to Disability Employment Practices in Canada

Evidence-Based Recommendations from a Convergence Synthesis of Canadian Grey Literature

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Preface

This guide was developed as part of the Building Employment Pathways for People with Disabilities Project, funded by Employment and Social Development Canada (ESDC) through the Workplace Opportunities: Removing Barriers to Equity (WORBE) programme. The project grant was awarded to the National Educational Association of Disabled Students (NEADS), with the guideline development component led by a research team drawn from Nipissing University, Ontario Tech University, York University, and Durham College.

The original intent of this work was to adapt an existing evidence-based employer guideline for the Canadian context using the RAPADAPTE framework. Over the course of more than a year of systematic searching, the research team found that no such guideline exists, either in the published literature or in the international grey literature. A systematic review of nearly 4,900 published records yielded two sources that met inclusion criteria, neither of which was suitable for adaptation. A parallel international grey literature search of comparable jurisdictions produced similar results. This finding, while unexpected, confirmed a significant gap in the field: despite decades of disability rights legislation and employer-directed guidance across multiple countries, no rigorously developed, evidence-based employer guideline on disability employment practices has been produced.

In response, the research team developed an alternative approach grounded in the same principles of systematic evidence synthesis. We turned to Canadian grey literature: the guides, toolkits, and employer handbooks produced by federal and provincial governments, human rights commissions, and national disability organizations. Using convergence analysis, we identified practices where multiple independent organizations provided the same guidance without coordinating with one another. The result is this guide: 90 formal recommendations drawn across eight domains of the employment lifecycle (Recruitment, Interviewing, Hiring, Onboarding, Accommodation, Return to Work, Career Advancement, and Retention and Inclusive Culture) from 1,577 extracted statements across 96 documents produced by 56 independent Canadian organisations.

This guide is intended for employers of all sizes, human resources professionals, hiring managers, and organizational leaders across Canada. It covers the full employment lifecycle, from recruitment and hiring through accommodation, return to work, career advancement, and retention. Each recommendation is traceable to its source documents and accompanied by a quality assessment, a convergence classification, and jurisdictional notes indicating where the practice reflects a legal obligation.

We hope this guide serves as a practical and reliable resource for employers committed to building workplaces where persons with disabilities can participate fully and on equal terms.

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1. Introduction

This guide provides practical, evidence-grounded guidance for Canadian employers on disability employment. It is written for human resources professionals, hiring managers, supervisors, and organizational leaders who want to build workplaces where persons with disabilities can apply, be hired, contribute, and advance on equal terms. Each recommendation identifies what to do, draws on the most specific language available from across converging sources, and documents where the evidence comes from.

This guide is the product of an extensive development process that began with the goal of producing an empirically grounded employer guideline on disability and employment, adapted from international sources but designed for the Canadian context. No consolidated resource currently exists that brings together the best available evidence-based practices to support equity for persons with disabilities in the labour market. The intent from the outset was to fill that gap by providing employers with a single, authoritative reference grounded in the strongest evidence available.

The project initially adopted the RAPADAPTE framework, a systematic methodology for developing practice guidelines by identifying, appraising, and adapting existing evidence-based guidelines from multiple sources. RAPADAPTE uses a convergence framework similar to the one applied in this guide, but it begins from the premise that rigorously developed, evidence-informed guidelines already exist and may require adaptation for a specific jurisdiction or context. Evidence synthesis consultants were commissioned to conduct a systematic international search of both published and grey literature, covering databases including MEDLINE, EMBASE, PsycINFO, CINAHL, and Scopus, as well as the repositories of major international organizations. That search returned nearly 4,900 records. After screening, two met the inclusion criteria for published, empirical guidance directed at employers. Neither was suitable as a source guideline for adaptation.

A parallel search of international grey literature from comparable jurisdictions (the United Kingdom, the United States, Australia, New Zealand, and the European Union) sought employer disability employment guidelines developed through a systematic or evidence-informed process. This search identified a substantial volume of toolkits, fact sheets, policy statements, and advocacy materials, but no document that met the requirements for a formally developed guideline: transparent methodology, a traceable evidence base, and structured recommendations. The absence of such a guideline anywhere in the international literature is itself a significant finding. It reflects how far behind the disability employment field remains relative to clinical health care and related disciplines, where evidence-based guideline development has been standard practice for decades.

With no suitable guidelines available for adaptation, the project translated the underlying logic of the RAPADAPTE process into a method that could work with the evidence base that did exist. Canadian grey literature produced by governments, human rights commissions, accessibility offices, and national disability organizations is abundant. These documents are published as guides, toolkits, and employer handbooks, and they provide recommendations and direction to employers. However, they occupy an unusual position in terms of what constitutes grey literature. Much of this material does not reach the standard of rigour expected of academic non-published sources: methodology is rarely disclosed, evidence sources are seldom cited, and the basis for recommendations is typically undocumented. The guidance they contain appears to be expert-generated, shaped primarily by legislation, policy interpretation, and professional experience. At the same time, these documents carry real authority. They are produced by organizations with statutory mandates, subject matter expertise, and direct

responsibility for disability employment policy. No single document in this category can support a practice guideline on its own. Taken together, they represent the accumulated expertise of 53 independent Canadian organizations working across every jurisdiction in the country.

Convergence analysis was selected as the method to synthesize this body of literature systematically. Unlike consensus-based approaches, which typically rely on an expert panel to deliberate and produce recommendations, convergence analysis counts how many independent organizations arrived at the same guidance independently. When multiple independent sources, writing for different audiences across different jurisdictions, provide the same direction without coordinating with one another, that level of agreement is meaningful. Each recommendation in this guide is traceable to its source documents, and each source document was appraised for quality using the CRAAP framework (Currency, Relevance, Authority, Accuracy, Purpose). The guide therefore reports not only how many sources support a recommendation but how credible those sources are.

For a complete description of the methodology, search strategy, eligibility criteria, quality appraisal process, and convergence classification framework, see the companion document: *A Convergence Synthesis of Canadian Grey Literature on Employer Disability Employment Practices: Methods, Evidence, and Recommendations*.

This guide represents the most rigorous synthesis of Canadian employer disability employment guidance developed to date through a systematic process. However, it is not a substitute, nor does it claim to be, for evidence-based practice guidelines grounded in primary research. The systematic review that preceded this work confirmed that the primary research base needed to support such guidelines remains limited, and the published studies that do exist tend to be disability-specific rather than addressing the pan-disability, employer-directed perspective adopted here. The recommendations in this guide should be understood as the strongest available direction drawn from the broadest available Canadian evidence base, with the recognition that a considerable body of primary investigation is still needed to evaluate the effectiveness of the practices recommended.

The guide is organized by employment lifecycle stage: Recruitment, Interviewing, Hiring, Onboarding, Accommodation, Return to Work, Career Advancement, and Retention and Inclusive Culture. Across these eight domains, 90 formal recommendations are presented alongside 16 emerging practices that did not yet meet the convergence threshold but may represent developing areas of guidance.

1.1 Methods Summary

The convergence synthesis followed a structured, five-stage process.

The search covered all Canadian federal departments and agencies with disability employment mandates, all provincial and territorial human rights commissions and accessibility offices, and national non-governmental organizations active in disability employment. Search terms were organized across three domains: disability and employment terminology, practice areas (recruitment, accommodation, retention, and related concepts), and document types (guideline, toolkit, handbook, best practice). Where organizational websites did not yield results, searches were expanded to include government open data portals, archived web pages, and resources lists published online or within identified documents.

The search identified 229 candidate documents. After screening against pre-specified eligibility criteria (Canadian origin, employer-directed, actionable guidance, English language, published after 2000), 95 documents from 53 independent organizational sources were included. These

span federal departments, provinces and territories represented in the English-language literature, human rights commissions, and national disability organizations.

Each included document was appraised using the CRAAP framework, producing a quality score used to weight the confidence assessment attached to each recommendation. Statements were then extracted using a standardized protocol organized by eight research sub-questions covering the full employment lifecycle. A total of 1,577 discrete recommendation statements were extracted across the 95 documents.

Convergence analysis grouped extracted statements into practices and counted the number of independent organizational sources supporting each. Practices supported by six or more independent sources were classified as Strong convergence, four to five as Moderate, and three as Low. Practices supported by only two sources were flagged as Emerging and reported separately. This process identified 106 distinct practices, of which 90 met the threshold for formal recommendation and 16 were classified as emerging.

2. How to Read the Recommendations

Each recommendation in this guide follows a consistent format designed to provide both practical direction and full transparency about the underlying evidence. This section explains each element.

Convergence Classification

Convergence refers to the number of independent organizational sources that provided the same or substantially similar guidance. The classification reflects the breadth of agreement across the Canadian evidence base:

Strong Convergence (six or more independent sources): The practice is well established across the Canadian disability employment community. Multiple organizations, writing independently and for different audiences, arrived at the same recommendation.

Moderate Convergence (four to five independent sources): The practice has meaningful cross-source agreement, though it is not as widely represented in the literature as strongly converged practices.

Low Convergence (three independent sources): The practice meets the minimum threshold for inclusion as a formal recommendation. Three independent organizations provided consistent guidance, which warrants attention, particularly where the practice aligns with existing legal obligations.

Practices supported by only two sources did not meet the threshold for formal recommendation. These are reported separately in Section 11 as Emerging Practices.

CRAAP Quality Assessment

Each recommendation's supporting sources were individually appraised using the CRAAP framework (Currency, Relevance, Authority, Accuracy, Purpose). The quality assessment reported alongside each recommendation reflects the proportion of supporting sources that scored High on the CRAAP appraisal. The percentage shown in the evidence panel is this exact proportion:

Full confidence (75% or more of sources scored High): The recommendation rests on a consistently strong evidence base.

Moderate confidence (50% to 74% scored High): The supporting sources are a mix of high and moderate quality. The recommendation remains sound, but the underlying evidence base is less uniformly strong.

Quality flag (fewer than 50% scored High): The recommendation meets the convergence threshold, but a substantial proportion of its supporting sources received lower quality scores. The practice itself may still be valid, but the documentation supporting it warrants closer scrutiny.

Synthesized Recommendation Text

The paragraph accompanying each recommendation draws the most specific and actionable language from across all converging sources. Where source documents provide concrete examples, procedural steps, or implementation detail, those elements are incorporated into the synthesis. All content is derived directly from the source documents, prioritizing precision and practical applicability.

Evidence Panel

The evidence panel identifies the number of independent Canadian organizational sources supporting the recommendation, the convergence classification, and the CRAAP quality assessment. It also lists the specific source documents by code, producing organization, and year of publication. This enables full traceability from any recommendation back to its original sources. Sources are listed in the Appendix section.

Jurisdictional Notes

The jurisdictional note indicates whether the practice constitutes a legal requirement under Canadian human rights or accessibility legislation, or whether it is positioned as a recommended best practice. Where a recommendation involves the duty to accommodate, the standard of undue hardship, or the confidentiality of medical information, it is almost certainly grounded in legal obligation rather than discretionary practice. Specific legislative requirements vary by province and territory, and employers should consult the applicable legislation in their jurisdiction.

3. Recruitment

Recruitment practices determine which candidates enter an organization's selection process. The accessibility of job postings, the channels through which positions are advertised, and the criteria applied during screening all shape whether persons with disabilities have equitable opportunity to compete for employment.

Across the 95 Canadian documents analysed in this synthesis, recruitment attracted some of the strongest and most consistent guidance. The seven recommendations that follow reflect convergence from as many as 24 independent organizations. They address job descriptions, accommodation statements, recruitment channels, application accessibility, community partnerships, inclusive language, and organizational branding.

Strong convergence **Full confidence**

Recommendation 1.1

Focus job descriptions on essential functions and outcomes rather than methods of performance

Write every job description around what the role actually requires. Start by listing only bona fide occupational requirements and essential functions. Strip out qualifications that are not genuinely necessary, such as a driver's licence when the position does not involve driving, or a specific level of education when hands-on skills matter more. Frame requirements in terms of outcomes and desired skills rather than specific physical capabilities. Use inclusive action verbs: "move around the workspace" rather than "walk the floor," or "exchange information" rather than "speak clearly." Where your organization uses applicant tracking systems or AI screening tools, audit them to confirm they filter for legitimate job requirements and do not inadvertently screen out candidates with disabilities. Consider a strengths-based approach that matches workers to roles based on what they can do, not what they cannot. Explore the many acceptable ways a job could be accomplished at the earliest stage of human resources planning. Applying these practices broadens the candidate pool and communicates to applicants with disabilities that the organization assesses candidates based on qualification, not assumption.

Convergence evidence

Sources

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Classification

Strong

CRAAP quality

Full (96%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); AB-03 (EmployAbilities (Alberta), 2023); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-08 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-11 (ESDC / Labour Program, 2023); FED-18 (Canadian Human Rights Commission, 2006); FED-20 (Canadian Human Rights Commission, 2007); MB-01 (Manitoba Accessibility Office, 2021); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-18 (MS Society of Canada, 2008); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); ON-01 (Ontario Human Rights Commission, 2016); ON-02 (Ontario Human Rights Commission, 2008); ON-03 (Ontario Human Rights Commission, 2008); ON-07 (University Health Network, 2020); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-03 (Saskatchewan

Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 1.2

Include accommodation information and an accessibility statement in all job postings

Every job posting should include a clear accommodation statement placed before the application instructions. Name a specific contact person and explain how candidates can request support throughout the recruitment process. A strong statement might read: "[Organization Name] is committed to providing an accessible application and interview process. If you require accommodation, please contact [Name] at [email/phone]." Beyond the accommodation statement, describe the physical work environment in the posting itself, including information about scent-free policies, noise levels, accessible washrooms, lighting, and workstation setup. Outline the stages of your selection process so candidates can plan. Write the posting in plain, jargon-free language at roughly a Grade 8 reading level, using short sentences, bullet points, and clear formatting. Include a diversity and inclusion statement that explicitly mentions disability. Provide your accommodation policy to all applicants and remind candidates of their right to accommodation when you contact them for interviews.

Convergence evidence

Sources	Classification	CRAAP quality
23 of 95	Strong	Full (96%)

Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-06 (Public Service Commission of Canada, 2015); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020); ON-02 (Ontario Human Rights Commission, 2008); ON-03 (Ontario Human Rights Commission, 2008); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); SK-03 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The duty to accommodate applies throughout the recruitment and selection process. Under Canadian human rights legislation, employers must provide accommodations to candidates with disabilities at every stage.

Strong convergence **Full confidence**

Recommendation 1.3

Advertise positions through diverse and disability-specific recruitment channels

Reach beyond your usual recruitment networks. Post positions on disability-specific job boards and with community organizations that serve job seekers with disabilities. Create a sourcing plan that includes targeted outreach to disability employment agencies, diversity-focused search firms, and campus career offices with disability programming. Use multiple channels: online platforms, community centres, word-of-mouth referrals, and partnerships with organizations such as supported employment agencies and government employment services. Explicitly encourage staff to share vacancies with underrepresented groups. Systematic reviews show that targeted referrals increase the likelihood of hiring persons with disabilities. Advertising broadly, rather than relying on networks that may not be fully representative, is one of the most direct ways to diversify your candidate pool.

Convergence evidence

Sources

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Classification

Strong

CRAAP quality

Full (79%)

Supporting sources: AB-04 (WorkFirst Alberta, 2020); BC-03 (BC Office of the Human Rights Commissioner, 2025); BC-06 (Presidents Group / Inclusive Workplace, 2020); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-11 (ESDC / Labour Program, 2023); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-16 (Business + Higher Education Roundtable / CNIB, 2024); NNGO-19 (Inployable (Canadian), 2023); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020); ON-03 (Ontario Human Rights Commission, 2008); ON-12 (Ontario Disability Employment Network, 2019)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 1.4

Ensure the entire application process is accessible to persons with disabilities

Review every step of your application process for barriers. Ensure job posting platforms and online application forms are compatible with assistive technology, including screen readers.

Follow WCAG 2.1 accessibility standards for your careers website. Add alternative text to all images in recruitment materials, keeping it under 125 characters. Accept applications in alternate formats (paper, email, phone) alongside standard online submissions. Clearly identify which fields are mandatory versus optional. Provide descriptions of any pre-employment tests in advance, along with notice that accessibility supports are available. Use plain language throughout. Offer to schedule communication with candidates in advance so they have time to process and respond. These measures ensure that qualified candidates are not excluded before they reach an interview.

Convergence evidence

Sources	Classification	CRAAP quality
12 of 95	Strong	Full (92%)
<p>Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); MB-01 (Manitoba Accessibility Office, 2021); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-19 (Inployable (Canadian), 2023); NNGO-30 (Western University, 2020); ON-03 (Ontario Human Rights Commission, 2008); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-12 (Ontario Disability Employment Network, 2019); ON-16 (David C. Onley Initiative / Algonquin College, 2020); ON-17 (ODEN / Presidents Group, 2022)</p>		

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 1.5

Partner with disability employment service providers and community agencies for recruitment

Build relationships with disability employment service providers and community agencies in your area. These organizations can help you source pre-screened, job-ready candidates, support onboarding, provide on-the-job coaching, and offer ongoing workplace support at little or no cost to your organization. Ask potential partners: What supports do you offer after placement? How long do post-hire supports last? What do you expect from us as a business? Recruitment centres, community living centres, employer networks, and campus disability services offices are all potential partners. Small and medium-sized employers in particular can benefit from community organizations that offset the practical demands of inclusive hiring with expertise, candidate screening, and training resources.

Convergence evidence

Sources	Classification	CRAAP quality
12 of 95	Strong	Full (92%)
<p>Supporting sources: BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-05 (Signal49 Research, 2025); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-14 (Canadian</p>		

Apprenticeship Forum, 2009); NNGO-16 (Business + Higher Education Roundtable / CNIB, 2024); NNGO-17 (WCG Services, 2024); NNGO-19 (Inployable (Canadian), 2023); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 1.6

Use inclusive, plain, and accessible language in job postings and descriptions

Use plain, jargon-free language in all job postings and descriptions. Aim for a Grade 8 reading level. Keep sentences short and use bullet points for clarity. Avoid exaggerated job title descriptors such as "rockstar" or "ninja." Do not list excellent verbal communication as a blanket requirement for every role. Remove requirements that are not directly related to job tasks. Run postings through a gender decoding tool to ensure the language does not skew toward any particular group. Include only genuinely essential qualifications. Ensure ads do not contain statements, qualifications, or references that relate directly or indirectly to disability. Offer alternative formats of job postings, including large print, HTML, and plain language versions.

Convergence evidence

Sources

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Classification

Strong

CRAAP quality

Full (86%)

Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-01 (ESDC / Hire for Talent, 2022); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-12 (Retail Council of Canada, 2019); ON-03 (Ontario Human Rights Commission, 2008); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence **Full confidence**

Recommendation 1.7

Include a commitment to diversity, equity, and inclusion in organizational branding and recruitment materials

Place a clear commitment to diversity, equity, and inclusion on your organization's website, in employee handbooks, on the intranet, and in all job postings and advertisements. This statement should explicitly mention disability. Make the commitment visible through concrete examples: showcase diversity in your team, highlight employee testimonials, and demonstrate representation in your public-facing materials. Go beyond the statement by connecting your branding to specific actions, such as welcoming applications from persons with disabilities and listing available accommodations. A public commitment signals to candidates and employees that inclusion is an operational priority within the organization.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (80%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); FED-10 (ESDC / Disability Inclusion Business Council, 2022); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-17 (WCG Services, 2024); NNGO-20 (Conference Board of Canada (CIWE/CDTM-W), 2014); ON-12 (Ontario Disability Employment Network, 2019)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

4. Interviewing

Interview and assessment processes present specific barriers for candidates with disabilities. Inaccessible locations, assessment formats that assume a single mode of communication, and evaluation panels without training in bias recognition can exclude qualified candidates before their qualifications are considered.

The six recommendations in this section address accommodation during assessments, advance communication with candidates, fair and consistent selection methods, physical accessibility of interview locations, unconscious bias, and restrictions on disability-related questions. They are grounded in convergence from up to 25 independent Canadian sources.

Strong convergence Full confidence

Recommendation 2.1

Provide accommodations for job applicants during the interview and assessment process

Provide accommodations for all candidates during interviews and assessments. When contacting candidates to schedule, ask whether they require any adjustments. Offer options: virtual or telephone interviews, extra time, sign language interpreters, accessible locations, and alternative assessment formats such as written interviews or practical demonstrations. Design accommodations that remove obstacles presented by the testing method without modifying the nature or level of the qualification being assessed. Base each accommodation on a systematic analysis of three elements: the candidate's functional limitations, the assessment tools being used, and the qualifications being assessed. Consider what workplace accommodations would be available for similar tasks once the person is hired, and mirror those in the assessment. If a person indicates a need for accommodation for the first time at the assessment session, offer to reschedule rather than proceed without supports. Gather information from the candidate about past accommodations, adaptive technology used, and any medication that could affect test performance.

Convergence evidence

Sources

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Classification

Strong

CRAAP quality

Full (92%)

Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); BC-01 (BC Public Service Agency, 2025); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-06 (Public Service Commission of Canada, 2015); FED-07 (Public Service Commission of Canada, 2015); FED-08 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-11 (ESDC / Labour Program, 2023); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-04 (Signal49 Research, 2025); NNGO-05 (Signal49 Research, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-18 (MS Society of Canada, 2008); NNGO-22 (Ontario Disability Employment Network (ODEN), 2021); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020); ON-03 (Ontario Human Rights Commission, 2008); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-07 (University Health Network, 2020); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

The duty to accommodate applies throughout the recruitment and selection process. Under Canadian human rights legislation, employers must provide accommodations to candidates with disabilities at every stage.

Strong convergence Full confidence

Recommendation 2.2

Inform applicants of available accommodations before and during the interview process

Inform all candidates about available accommodations before and during the interview process. When scheduling, provide the interview format, who will be present, expected duration, and clear directions including accessibility features of the location. Send a "what to expect" message covering dress code, travel and parking details, and accessibility considerations. Share interview questions or topic areas in advance. Give information about chosen assessment tools promptly, as candidates need this information to decide whether to request accommodation. Discuss aspects of the assessment with the candidate to encourage open conversation about their needs and reduce anxiety. Remind candidates of the accommodation policy at every stage of contact. Make the contact responsible for accommodations different from those making the hiring decision, so candidates do not fear that a request will influence outcomes.

Convergence evidence

Sources

11 of 95

Classification

Strong

CRAAP quality

Full (91%)

Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-01 (ESDC / Hire for Talent, 2022); FED-06 (Public Service Commission of Canada, 2015); FED-07 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-12 (Retail Council of Canada, 2019); NNGO-22 (Ontario Disability Employment Network (ODEN), 2021); NNGO-30 (Western University, 2020); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

The duty to accommodate applies throughout the recruitment and selection process. Under Canadian human rights legislation, employers must provide accommodations to candidates with disabilities at every stage.

Strong convergence Full confidence

Recommendation 2.3

Use fair, consistent, and non-discriminatory interview and selection methods

Use structured interviews with standardized, job-related questions and consistent scoring criteria. Develop a scoring matrix with clear ratings for each answer. Ask all candidates the same questions in the same order and score using the same criteria. Establish an interview panel of two to three people trained in equity, diversity, inclusion, and bias-free assessment. Include at least one panel member familiar with the role being filled. Ensure interview questions assess ability to complete job tasks, not culture-specific knowledge or colloquialisms unrelated to work. Do not disqualify candidates for inability to perform non-essential job functions. If speed is not a job requirement, allow enough time for everyone to finish. If grammar and spelling tools are available on the job, permit them during the assessment. Use multiple assessment tools so candidates can demonstrate their competencies in different ways. Offer clear feedback to all candidates after interviews.

Convergence evidence

Sources

11 of 95

Classification

Strong

CRAAP quality

Full (100%)

Supporting sources: BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-07 (Public Service Commission of Canada, 2015); FED-08 (Public Service Commission of Canada, 2015); FED-11 (ESDC / Labour Program, 2023); NNGO-01 (Conference Board of Canada, 2015); NNGO-06 (Conference Board of Canada (now Signal49), 2023); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-09 (Social Research and Demonstration Corporation, 2025); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-17 (WCG Services, 2024); NNGO-19 (Inployable (Canadian), 2023); NNGO-30 (Western University, 2020); ON-10 (Retail Council of Canada / EnAbling Change, 2015)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence Full confidence

Recommendation 2.4

Ensure interview locations and processes are physically accessible

Conduct interviews in locations that are fully accessible. Identify accessible parking options and provide clear directions about where to meet, including building accessibility features. Inform candidates about transit options, guide or service dog policies, and scent-free policies. Ask candidates in advance about any accessibility considerations for the interview location. If your usual interview room is not wheelchair-accessible, move to one that is. For virtual interviews, send the platform link early and confirm the candidate is comfortable with the technology. Consider whether the assessment space accommodates individuals who use augmentative or alternative communication devices. Have a backup plan for accessibility issues that arise on the day.

Convergence evidence

Sources	Classification	CRAAP quality
8 of 95	Strong	Full (88%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-12 (Retail Council of Canada, 2019); NNGO-19 (Inployable (Canadian), 2023); NNGO-22 (Ontario Disability Employment Network (ODEN), 2021); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-12 (Ontario Disability Employment Network, 2019); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence **Full confidence**

Recommendation 2.5

Address unconscious bias and stereotypes in hiring and interview decisions

Train all interviewers and assessors on unconscious bias. Assemble diverse hiring panels that include, where possible, at least one member with a disability or someone knowledgeable about the disability being considered. Do not make assumptions about a person's limitations. Some disabilities are invisible. Coach assessors to display a positive attitude and create an atmosphere where candidates feel confident to give their best performance. Keep the contact responsible for accommodations separate from those making the hiring decision, so candidates are not penalized for requesting support. Review evaluation criteria for hidden biases, such as penalizing non-traditional communication styles that are unrelated to job performance.

Convergence evidence

Sources	Classification	CRAAP quality
4 of 95	Moderate	Full (100%)

Supporting sources: BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-01 (ESDC / Hire for Talent, 2022); FED-07 (Public Service Commission of Canada, 2015); FED-08 (Public Service Commission of Canada, 2015); FED-10 (ESDC / Disability Inclusion Business Council, 2022); ON-03 (Ontario Human Rights Commission, 2008)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 2.6

Do not ask disability-related or medical questions during the interview process

Do not ask candidates about disability, diagnosis, or medical history during interviews. You may ask whether the candidate can perform the essential duties of the job. Candidates are not required to disclose a disability or provide information beyond the functional limitations for which they need accommodation. If you need further information to arrange an accommodation, obtain the candidate's permission before contacting a health professional. Collect information professionally and sensitively. Where no barrier to fair assessment exists linked to a prohibited ground of discrimination, accommodation may not be required.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: FED-06 (Public Service Commission of Canada, 2015); FED-07 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-17 (Canadian Human Rights Commission, 2024); ON-14 (Canadian Mental Health Association Ontario, 2017)

Jurisdictional notes

Asking disability-related or medical questions during interviews is prohibited under Canadian human rights legislation unless the questions relate directly to a bona fide occupational requirement.

5. Hiring

Hiring decisions are the point at which inclusive recruitment and interviewing practices must translate into equitable outcomes. Bias at this stage can negate the effort invested in accessible recruitment and fair assessment.

These six recommendations address non-discrimination in hiring decisions, broadened evaluation criteria, assessor training, supported employment pathways, confirmation of accommodation in the offer letter, and employer readiness. While convergence is lower in this domain than in recruitment, the guidance is direct and practical.

Moderate convergence **Full confidence**

Recommendation 3.1

Do not use disability or accommodation needs as a factor in hiring decisions

Never use disability or accommodation needs as a factor in hiring decisions. Focus on attitudes, abilities, skills, and personality rather than perceived limitations. Do not assume a person is unsuitable without fully assessing their qualifications. Do not disqualify candidates for inability to perform non-essential job functions, as these can often be reassigned or removed. An applicant is not obliged to inform an employer of accommodation requirements before being hired. Medical examinations should be conducted only after the job offer has been made and accepted. The need for accommodation cannot be used when evaluating the merits of an application.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (80%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-20 (Canadian Human Rights Commission, 2007); FED-22 (Correctional Service Canada, 2019); ON-03 (Ontario Human Rights Commission, 2008)

Jurisdictional notes

Using disability or accommodation needs as a factor in hiring decisions is prohibited under all Canadian human rights codes. Medical examinations may only be conducted after a conditional offer of employment.

Moderate convergence **Full confidence**

Recommendation 3.2

Broaden evaluation criteria to value diverse experience

Broaden your evaluation criteria beyond traditional minimum experience and educational requirements. Consider adding items such as overcoming challenges, problem-solving ability, and capacity for new perspectives to desired skill sets. Assess candidates based on required soft skills and attitude, not exclusively test outcomes. Permit alternatives to references if references create a barrier. Consider transferable skills and use pre-employment training programmes to assess job

skills. Adopt a multi-level approach to job matching that considers not only skills and abilities but also values, interests, and long-term career goals.

Convergence evidence

Sources	Classification	CRAAP quality
4 of 95	Moderate	Full (100%)

Supporting sources: BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); ON-10 (Retail Council of Canada / EnAbling Change, 2015)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 3.3

Train assessors to recognize and correct for bias

Provide all assessors and hiring panel members with training on unconscious bias, human rights principles, and inclusive assessment practices. Assemble diverse panels. If your organization uses AI tools to screen candidates, give hiring managers guidance on recognizing algorithms that may discriminate against persons with disabilities. Ensure persons assessing candidates are trained to identify and correct for bias based on age, social class, life experience, and other personal factors that are unrelated to job performance.

Convergence evidence

Sources	Classification	CRAAP quality
3 of 95	Low	Full (100%)

Supporting sources: BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); ON-03 (Ontario Human Rights Commission, 2008)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Moderate confidence**

Recommendation 3.4

Use internships and supported pathways to permanent employment

Offer internships, traineeships, and paid work experience leading to permanent employment. Having internship programmes for persons with disabilities increases their likelihood of being hired and supports them in gaining and retaining employment. Consider hiring summer students with disabilities to provide meaningful first work experiences. These pathways allow supervisors to identify strengths and provide a structured transition to permanent roles.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Moderate (67%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-11 (ESDC / Labour Program, 2023); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 3.5

Confirm accommodation in offer of employment

When making an offer of employment, notify the successful candidate of your accommodation policies. If a candidate has already requested an accommodation, confirm it in the letter of offer. This confirms that the organization has received the request and will act on it during onboarding. Include standard language encouraging employees to communicate any additional accommodation needs as they learn what they require to do their best work in the new environment. Notify the candidate of policies for accommodating employees with disabilities.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-12 (Retail Council of Canada, 2019); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-17 (ODEN / Presidents Group, 2022)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 3.6

Ensure employer and hiring manager readiness

Ensure hiring managers and supervisors are prepared before the employee starts. Conduct upfront due diligence: prepare the team, confirm accommodations are arranged, and ensure the manager knows how to provide necessary supports. Connect with disability employment service providers or community organizations that can offer guidance, training, and practical tools. Employer readiness is as consequential as employee readiness in determining successful integration.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); NNGO-09 (Social Research and Demonstration Corporation, 2025); NNGO-17 (WCG Services, 2024); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

6. Onboarding

Onboarding establishes the conditions for long-term retention. For employees with disabilities, it is the stage at which accommodation plans are put into practice and workplace supports are tested against actual job demands.

These seven recommendations address mentoring and buddy systems, communication of accommodation policies, disability awareness during orientation, proactive accommodation conversations, structured orientation, engagement of service providers, and extended onboarding timelines. The strongest recommendation in this domain draws on 20 independent sources.

Strong convergence Full confidence

Recommendation 4.1

Provide job coaching, mentoring, buddy systems, or natural supports for new and existing employees

Assign every new employee a workplace buddy, mentor, or go-to person during their first weeks and months. Mentoring programmes for persons with disabilities increase knowledge of employment services, preparation for employment, and employment outcomes. Consider engaging an external job coach, particularly for employees with intellectual disabilities, autism spectrum disorder, or other disabilities where on-the-job coaching can accelerate workplace success. Integrate mentoring into onboarding to build trust, provide guidance, and offer a safe space for questions. Provide training visuals, step-by-step task lists, and clear daily schedules. Ask each new hire how they learn best: some benefit from written instructions or photo-based job aids, others learn by watching, and others learn by doing. Extend these supports to existing employees as well, particularly after role changes.

Convergence evidence

Sources

20 of 95

Classification

Strong

CRAAP quality

Full (90%)

Supporting sources: BC-06 (Presidents Group / Inclusive Workplace, 2020); FED-03 (Accessibility Standards Canada, 2025); FED-11 (ESDC / Labour Program, 2023); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-19 (Inployable (Canadian), 2023); NNGO-23 (VRAIE-IDEA / ESG-UQAM, 2026); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-29 (Unknown Canadian org, 2020); NNGO-30 (Western University, 2020); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-16 (David C. Onley Initiative / Algonquin College, 2020); ON-17 (ODEN / Presidents Group, 2022); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence Full confidence

Recommendation 4.2

Communicate the accommodation policy to new employees during onboarding and orientation

Share your accommodation policy with every new employee during onboarding. Include information about how to request accommodations in all onboarding packages. Provide the policy in accessible formats. Discuss accommodation needs early and develop individualized accommodation plans collaboratively. Create clear channels for new employees to share feedback on the onboarding process, accommodations, and the workplace environment. Offer employees the opportunity to review their contracts and onboarding materials with HR staff. If your organization is covered by provincial accessibility legislation, you are legally required to inform new employees about your accommodation policies as soon as practicable after they begin employment and whenever those policies change.

Convergence evidence

Sources

12 of 95

Classification

Strong

CRAAP quality

Full (92%)

Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); FED-01 (ESDC / Hire for Talent, 2022); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-16 (Canadian Human Rights Commission, 2026); FED-18 (Canadian Human Rights Commission, 2006); NNGO-04 (Signal49 Research, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-23 (VRAIE-IDEA / ESG-UQAM, 2026); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-11 (Government of Ontario / AODA, 2014); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-16 (David C. Onley Initiative / Algonquin College, 2020); ON-17 (ODEN / Presidents Group, 2022)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence Full confidence

Recommendation 4.3

Embed disability awareness and accessibility into the onboarding process

Integrate disability awareness and accessibility into onboarding as a standard component, not a supplementary addition. Provide all new employees with information about disability in the workplace, with visible and active support from senior management. Make this inclusive hiring guide part of your onboarding for hiring managers and HR staff. Train all staff on disability awareness, equity, and inclusion. Ensure onboarding materials are available in accessible formats. Have assistive technology and accommodations in place before the employee's first day. Highlight accessibility features of your workspace during facility tours: accessible washrooms, entrances with automatic doors or ramps, and break rooms. Have a conversation with the new staff member about what, if anything, coworkers need to know about their accommodation or disability. Follow the employee's lead on disclosure.

Convergence evidence

Sources	Classification	CRAAP quality
9 of 95	Strong	Full (100%)
<p>Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); FED-03 (Accessibility Standards Canada, 2025); FED-13 (Treasury Board of Canada Secretariat, 2011); NNGO-05 (Signal49 Research, 2025); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-19 (Inployable (Canadian), 2023); NNGO-30 (Western University, 2020); ON-12 (Ontario Disability Employment Network, 2019); ON-16 (David C. Onley Initiative / Algonquin College, 2020); ON-17 (ODEN / Presidents Group, 2022)</p>		

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence **Full confidence**

Recommendation 4.4

Ask new employees about accommodation needs upon hiring or during onboarding

After a job offer is accepted, advise the new employee of their right to workplace accommodation and ask whether accommodation is needed. Do not wait for the employee to raise it. Include standard language in your onboarding process that invites employees to share any adjustments they identify as they begin work. Ask each new hire how they learn best. Some people benefit from written instructions, others from demonstrations, others from hands-on practice. Follow up on accommodation needs as the employee settles into the role, since needs may change once the person experiences the actual work environment.

Convergence evidence

Sources	Classification	CRAAP quality
4 of 95	Moderate	Full (75%)
<p>Supporting sources: FED-18 (Canadian Human Rights Commission, 2006); NNGO-23 (VRAIE-IDEA / ESG-UQAM, 2026); ON-06 (Toronto District School Board, 2018); ON-17 (ODEN / Presidents Group, 2022)</p>		

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence **Full confidence**

Recommendation 4.5

Provide structured, accessible orientation to job and workplace

Provide a structured, accessible orientation to the job and workplace. Share an onboarding schedule a few days in advance and avoid last-minute changes, as employees with disabilities may rely on planning. Use plain language and universal design principles in onboarding materials. Provide an individualized orientation that accounts for the employee's needs regarding format and timing. Plan the first day in advance: everything the person needs to do the job should be set up and ready. A well-organized first day establishes the conditions for sustained engagement and retention. Ensure facility tours are accessible for people who use mobility devices.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-30 (Western University, 2020); ON-12 (Ontario Disability Employment Network, 2019); ON-17 (ODEN / Presidents Group, 2022)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Moderate confidence**

Recommendation 4.6

Engage disability employment service providers during onboarding

Bring disability employment service providers into the onboarding process when appropriate. External specialists can help implement accommodations, provide job coaching, raise team awareness, and reassure the new employee. Ask service providers what supports they offer post-placement and for how long. Prepare plain language guides, step-by-step audio instructions, visual guides, and daily task lists for employees who need them. Support the direct supervisor as well, since their confidence in the process shapes the employee's experience.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Moderate (67%)

Supporting sources: BC-06 (Presidents Group / Inclusive Workplace, 2020); FED-01 (ESDC / Hire for Talent, 2022); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 4.7

Extend onboarding period and follow up regularly

Extend your onboarding period beyond the first week. Research indicates that one-day or one-week orientations are insufficient to improve retention, productivity, or engagement. It generally takes 12 to 18 months for new hires to settle in fully. Follow up regularly, particularly during the first six weeks. Schedule check-ins to confirm accommodations are working and adjust as needed. Ensure ongoing access to supports, not just during the initial hiring and onboarding stages.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-11 (Retail Council of Canada, 2022); ON-12 (Ontario Disability Employment Network, 2019)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

7. Accommodation

Accommodation is the central element of disability employment practice in Canada and the area with the greatest volume of guidance. The duty to accommodate is a legal obligation under both federal and provincial human rights legislation, and the 30 recommendations in this section reflect the scope and weight of that obligation.

These recommendations span the full accommodation lifecycle: from identifying a need and initiating a collaborative process, through documentation, confidentiality, and funding, to ongoing monitoring and dispute resolution. They draw on convergence from as many as 40 independent Canadian sources. Many of these practices are legal requirements, not optional. Where that is the case, the jurisdictional notes identify the applicable obligations.

Strong convergence Full confidence

Recommendation 5.1

Provide a range of accommodation options including modified duties, schedule changes, equipment, and reassignment

Offer a broad range of accommodation options tailored to individual needs. These include modified duties, flexible scheduling (staggered start and end times, shorter and more frequent breaks, time off for appointments), ergonomic equipment, assistive technology, remote or hybrid work, changes to the physical workspace, reassignment of non-essential tasks, and sensory accommodations such as noise-reducing headphones, quieter workspaces, adjusted lighting, or cubicle partitions. Provide plain language guides, step-by-step audio or visual instructions, and daily task lists for employees who need them. Consider having a specialized service provider conduct assistive technology assessments, ergonomic evaluations, and worksite accommodation recommendations. Review job requirements and explore ways to allocate tasks more effectively among staff. The goal is to match the accommodation to the person, not to apply a one-size-fits-all solution.

Convergence evidence

Sources

40 of 95

Classification

Strong

CRAAP quality

Full (80%)

Supporting sources: AB-02 (Government of Alberta (employer guide), 2019); AB-03 (EmployAbilities (Alberta), 2023); AB-04 (WorkFirst Alberta, 2020); BC-01 (BC Public Service Agency, 2025); BC-02 (BC Office of the Human Rights Commissioner, 2022); BC-04 (BC Office of the Human Rights Commissioner, 2022); BC-06 (Presidents Group / Inclusive Workplace, 2020); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-07 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); FED-21 (Canadian Human Rights Commission, 2008); FED-22 (Correctional Service Canada, 2019); FED-23 (Canadian Association of Professional Employees, 2024); MB-02 (Manitoba Human Rights Commission, 2020); MB-04 (Government of Manitoba / Disabilities Issues Office, 2016); MB-05 (Government of Manitoba, 2021); NB-01 (New Brunswick Human Rights Commission, 2017); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-04 (Signal49 Research, 2025); NNGO-05 (Signal49 Research, 2025); NNGO-09 (Social Research and Demonstration Corporation, 2025); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-17 (WCG Services, 2024); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-23 (VRAIE-IDEA / ESG-UQAM, 2026); NNGO-25 (WorkSafeNB, 2015);

NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-29 (Unknown Canadian org, 2020); NNGO-30 (Western University, 2020); NU-01 (Government of Nunavut / Department of Human Resources, 2025); ON-01 (Ontario Human Rights Commission, 2016); ON-07 (University Health Network, 2020); ON-08 (City of Toronto, 2020); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-16 (David C. Onley Initiative / Algonquin College, 2020); ON-17 (ODEN / Presidents Group, 2022); SK-01 (Saskatchewan Public Service Commission, 2020); SK-03 (Saskatchewan Human Rights Commission, 2021)

Jurisdictional notes

Reassignment to an alternative position is an established part of the accommodation hierarchy in Canadian law, to be considered when the current role cannot be accommodated.

Strong convergence Full confidence

Recommendation 5.2

Employer bears ultimate responsibility for the accommodation process

The employer bears ultimate responsibility for the accommodation process. This is a legal obligation under federal and provincial human rights legislation, not discretionary good practice. Ensure an accommodation policy and procedure is in place that clearly states the accountabilities of the employer, the manager, and the employee. The duty to accommodate extends beyond the traditional workplace to wherever the employee performs work, including telework and travel. A request for accommodation does not have to be in writing. Self-identification for employment equity purposes is not required to be eligible for accommodation. Identify the resources necessary to fulfil the duty to accommodate in your business and human resources plans. The duty is a shared, multi-party obligation involving the employer, the employee, and, where applicable, the union.

Convergence evidence

Sources

31 of 95

Classification

Strong

CRAAP quality

Full (84%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); AB-02 (Government of Alberta (employer guide), 2019); BC-02 (BC Office of the Human Rights Commissioner, 2022); FED-01 (ESDC / Hire for Talent, 2022); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-05 (Treasury Board of Canada Secretariat, 2020); FED-09 (Public Service Commission of Canada, 2020); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-13 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); FED-21 (Canadian Human Rights Commission, 2008); FED-22 (Correctional Service Canada, 2019); FED-23 (Canadian Association of Professional Employees, 2024); MB-01 (Manitoba Accessibility Office, 2021); MB-02 (Manitoba Human Rights Commission, 2020); MB-05 (Government of Manitoba, 2021); NB-01 (New Brunswick Human Rights Commission, 2017); NB-02 (New Brunswick Human Rights Commission, 2020); NL-01 (Newfoundland and Labrador Human Rights Commission, 2020); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-02 (Canadian Association for Supported Employment, 2021); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-14 (Canadian

Apprenticeship Forum, 2009); NNGO-18 (MS Society of Canada, 2008); NNGO-20 (Conference Board of Canada (CIWE/CDTM-W), 2014); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-26 (Workers Compensation Board of PEI, 2015); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-31 (Sheridan College, 2022); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-09 (University of Waterloo, 2021); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-02 (Saskatchewan Human Rights Commission, 2021); SK-03 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The employer's ultimate responsibility for accommodation and the duty to inquire are established legal obligations under Canadian human rights law. Failure to fulfil these obligations can result in a human rights complaint and remedial orders.

Strong convergence **Full confidence**

Recommendation 5.3

Engage in a collaborative and interactive accommodation process with the employee

Accommodation must be a collaborative process. Sit down with the employee and discuss the specific limitations affecting their work, explore possible accommodations, and arrive at a mutually agreed solution rather than imposing one. Listen to the employee's suggestions and be flexible and creative. Keep an open mind: if no single solution is obvious, explore combinations. Involve the union representative and HR as needed. The employee should advise the manager about their abilities, functional limitations, and restrictions. See that the employee is aware of their responsibilities in the process, including providing documentation from a qualified health care professional when necessary. If agreement cannot be reached, the employer may recommend an option that meets both the worker's accommodation needs and the employer's operational needs, with clear reasons provided.

Convergence evidence

Sources	Classification	CRAAP quality
28 of 95	Strong	Full (86%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); BC-01 (BC Public Service Agency, 2025); BC-04 (BC Office of the Human Rights Commissioner, 2022); BC-06 (Presidents Group / Inclusive Workplace, 2020); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-05 (Treasury Board of Canada Secretariat, 2020); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-13 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); FED-23 (Canadian Association of Professional Employees, 2024); MB-01 (Manitoba Accessibility Office, 2021); MB-02 (Manitoba Human Rights Commission, 2020); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NB-01 (New Brunswick Human Rights Commission, 2017); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-02 (Canadian Association for Supported Employment, 2021); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-11 (Retail Council of Canada, 2022); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-

28 (NEADS (National Educational Association of Disabled Students), 2003); ON-06 (Toronto District School Board, 2018); ON-07 (University Health Network, 2020); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-11 (Government of Ontario / AODA, 2014); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-03 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The requirement for a collaborative accommodation process is well established in Canadian human rights jurisprudence. The employee, employer, and union (where applicable) all bear responsibilities. This is a legal standard, not merely a recommended practice.

Strong convergence **Full confidence**

Recommendation 5.4

Accommodate employees up to the point of undue hardship, supported by evidence

Accommodate employees up to the point of undue hardship. This is the legal standard across Canadian jurisdictions. Undue hardship is assessed individually based on health, safety, and cost. For large organizations, cost alone is unlikely to constitute undue hardship unless it threatens the survival of the organization. If full accommodation is not possible, offer options that partially meet the person's needs. Do not assume accommodations will be costly: research shows most cost little or nothing, and the resulting improvements in retention and productivity typically exceed the expenditure. If accommodation is not possible due to undue hardship, provide detailed written reasons explaining why. The burden of proof rests with the employer.

Convergence evidence

Sources	Classification	CRAAP quality
27 of 95	Strong	Full (89%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); AB-02 (Government of Alberta (employer guide), 2019); BC-01 (BC Public Service Agency, 2025); BC-02 (BC Office of the Human Rights Commissioner, 2022); FED-01 (ESDC / Hire for Talent, 2022); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-05 (Treasury Board of Canada Secretariat, 2020); FED-09 (Public Service Commission of Canada, 2020); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-13 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); FED-22 (Correctional Service Canada, 2019); FED-23 (Canadian Association of Professional Employees, 2024); MB-01 (Manitoba Accessibility Office, 2021); MB-02 (Manitoba Human Rights Commission, 2020); NB-01 (New Brunswick Human Rights Commission, 2017); NL-01 (Newfoundland and Labrador Human Rights Commission, 2020); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-02 (Canadian Association for Supported Employment, 2021); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-11 (Retail Council of Canada, 2022); NNGO-18 (MS Society of Canada, 2008); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-26 (Workers Compensation Board of PEI, 2015); NNGO-31 (Sheridan College, 2022); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-07 (University Health Network, 2020); ON-09 (University of Waterloo, 2021); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-03 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The duty to accommodate up to the point of undue hardship is a legal obligation under the Canadian Human Rights Act (federal) and all provincial and territorial human rights codes. The factors for assessing undue hardship (health, safety, and cost) are established in law and interpreted by human rights tribunals. This is not a best practice; it is a legal requirement.

Strong convergence Full confidence

Recommendation 5.5

Assess and address accommodation needs on a case-by-case, individualized basis

Assess every accommodation need on a case-by-case, individualized basis. Different workers may need different accommodations even if they have the same disability, and a worker's needs may change over time as health, family, or work circumstances evolve. Develop individualized accommodation plans. Offer accessibility passports that support portability across the organization. The type, amount, and source of supporting documentation should be determined on a case-by-case basis. In many cases, a collaborative conversation between the manager and employee can address the need without external documentation. Integrate accommodation needs into future human resources and business planning. Ensure accommodation is provided in a way that respects the person's dignity, privacy, confidentiality, comfort, and autonomy.

Convergence evidence

Sources

26 of 95

Classification

Strong

CRAAP quality

Full (92%)

Supporting sources: AB-02 (Government of Alberta (employer guide), 2019); AB-03 (EmployAbilities (Alberta), 2023); BC-04 (BC Office of the Human Rights Commissioner, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-05 (Treasury Board of Canada Secretariat, 2020); FED-07 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); MB-02 (Manitoba Human Rights Commission, 2020); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NB-01 (New Brunswick Human Rights Commission, 2017); NNGO-01 (Conference Board of Canada, 2015); NNGO-02 (Canadian Association for Supported Employment, 2021); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-16 (Business + Higher Education Roundtable / CNIB, 2024); NNGO-19 (Inployable (Canadian), 2023); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-06 (Toronto District School Board, 2018); ON-07 (University Health Network, 2020); ON-09 (University of Waterloo, 2021); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018)

Jurisdictional notes

The requirement for individualized, case-by-case assessment is a cornerstone of Canadian accommodation law, established by the Supreme Court of Canada.

Strong convergence Full confidence

Recommendation 5.6

Do not require employees to disclose a specific diagnosis; request only functional limitations and workplace barriers

Do not require employees to disclose a specific diagnosis. You are entitled to know whether the worker has a disability requiring accommodation, what barriers they experience, and what their accommodation needs are. You are not entitled to a diagnosis, treatment details, or prognosis beyond what is necessary to implement the accommodation. Focus on functional limitations and restrictions relevant to the job. Minimize the need for disclosure of personal or medical information. Where possible, make accommodations available without requiring medical documentation. When documentation is necessary, the employer should cover the cost of obtaining it. A change in the employee's supervisor or senior management is not a valid reason to request new documentation or reassess existing accommodations.

Convergence evidence

Sources

22 of 95

Classification

Strong

CRAAP quality

Full (95%)

Supporting sources: BC-01 (BC Public Service Agency, 2025); BC-02 (BC Office of the Human Rights Commissioner, 2022); BC-04 (BC Office of the Human Rights Commissioner, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-06 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-13 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-15 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); MB-02 (Manitoba Human Rights Commission, 2020); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NB-01 (New Brunswick Human Rights Commission, 2017); NL-01 (Newfoundland and Labrador Human Rights Commission, 2020); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-31 (Sheridan College, 2022); NU-01 (Government of Nunavut / Department of Human Resources, 2025); ON-01 (Ontario Human Rights Commission, 2016); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); SK-01 (Saskatchewan Public Service Commission, 2020); SK-02 (Saskatchewan Human Rights Commission, 2021); SK-03 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The right of employees not to disclose a specific diagnosis is grounded in privacy legislation and human rights law across Canadian jurisdictions. Employers are entitled to functional limitations relevant to the job, not diagnostic details.

Strong convergence Full confidence

Recommendation 5.7

Review and monitor accommodation measures on a regular basis

Review accommodation measures regularly to confirm they continue to meet the employee's needs. Schedule check-ins monthly during the first three months, then at least quarterly. At minimum, review annually. Circumstances that trigger a review include changes in the employee's

health, changes in job duties, new technology, a new work location, or a new supervisor. If the accommodation is not working, discuss why and whether modifications might help. Where possible, keep the employee at work while waiting for modifications. Build pre-scheduled follow-up meetings into the accommodation plan. A named individual should be responsible for monitoring all requests to ensure the policy is consistently applied.

Convergence evidence

Sources	Classification	CRAAP quality
19 of 95	Strong	Full (100%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); AB-03 (EmployAbilities (Alberta), 2023); BC-01 (BC Public Service Agency, 2025); BC-04 (BC Office of the Human Rights Commissioner, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-05 (Treasury Board of Canada Secretariat, 2020); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); MB-02 (Manitoba Human Rights Commission, 2020); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); MB-05 (Government of Manitoba, 2021); NB-02 (New Brunswick Human Rights Commission, 2020); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-29 (Unknown Canadian org, 2020); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-03 (Saskatchewan Human Rights Commission, 2021)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Strong convergence **Full confidence**

Recommendation 5.8

Exercise the duty to inquire when aware or ought to be aware of a possible accommodation need

When you are aware, or should reasonably be aware, that an employee may need accommodation, you have a duty to inquire. Do not wait for a formal request. If you notice changes in performance, attendance, or behaviour that could be linked to a disability, approach the conversation with sensitivity. Proactively demonstrate that your organization can be trusted with personal information. The duty to inquire exists even when the employee has not asked for help. Research solutions and seek expert advice when needed. This proactive obligation is a legal requirement under human rights legislation.

Convergence evidence

Sources	Classification	CRAAP quality
17 of 95	Strong	Full (100%)

Supporting sources: BC-02 (BC Office of the Human Rights Commissioner, 2022); BC-06 (Presidents Group / Inclusive Workplace, 2020); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-16 (Canadian Human Rights Commission,

2026); FED-17 (Canadian Human Rights Commission, 2024); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); ON-01 (Ontario Human Rights Commission, 2016); ON-08 (City of Toronto, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); SK-01 (Saskatchewan Public Service Commission, 2020); SK-02 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The employer's ultimate responsibility for accommodation and the duty to inquire are established legal obligations under Canadian human rights law. Failure to fulfil these obligations can result in a human rights complaint and remedial orders.

Strong convergence **Full confidence**

Recommendation 5.9

Review workplace policies, practices, and standards regularly to identify and remove systemic barriers

Regularly review your workplace policies, practices, and standards to identify and remove systemic barriers. Adopt inclusive design approaches: the more inclusive your tools and processes are at the outset, the less need there is for individual accommodations. Include persons with disabilities early and often in developing and updating policies, processes, products, and services. Apply an intersectional accessibility lens to training, work experience programmes, and HR processes. Use assessment tools that do not create systemic barriers to employment. Consider environmental and social factors that create disabling conditions.

Convergence evidence

Sources	Classification	CRAAP quality
17 of 95	Strong	Full (76%)

Supporting sources: BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-03 (Accessibility Standards Canada, 2025); FED-08 (Public Service Commission of Canada, 2015); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-23 (Canadian Association of Professional Employees, 2024); MB-02 (Manitoba Human Rights Commission, 2020); NB-01 (New Brunswick Human Rights Commission, 2017); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-11 (Retail Council of Canada, 2022); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020); ON-01 (Ontario Human Rights Commission, 2016); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

The obligation to identify and remove systemic barriers is established in Canadian human rights law and reinforced by the Accessible Canada Act (2019) and provincial accessibility legislation.

Strong convergence Full confidence

Recommendation 5.10

Keep accommodation records confidential and separate from personnel files

Keep all accommodation records confidential and separate from personnel files. Share personal information about an employee's accommodation strictly on a need-to-know basis and only with the employee's informed consent. Talk with the employee about how the implementation of their accommodation will be communicated to others. The focus of any shared information should remain on the barriers the employee faces and the supports needed, not on the nature of the disability. Do not disclose details of the employee's condition to coworkers, clients, or other parties unless the employee agrees.

Convergence evidence

Sources

16 of 95

Classification

Strong

CRAAP quality

Full (94%)

Supporting sources: BC-01 (BC Public Service Agency, 2025); FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); MB-05 (Government of Manitoba, 2021); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NU-01 (Government of Nunavut / Department of Human Resources, 2025); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-17 (ODEN / Presidents Group, 2022); SK-01 (Saskatchewan Public Service Commission, 2020); SK-02 (Saskatchewan Human Rights Commission, 2021); SK-03 (Saskatchewan Human Rights Commission, 2021)

Jurisdictional notes

Confidentiality of accommodation information is a legal obligation under federal and provincial privacy legislation, reinforced by human rights tribunal decisions.

Strong convergence Full confidence

Recommendation 5.11

Use the least intrusive means when requesting medical or supporting information

Use the least intrusive means when requesting medical or supporting information. Seek only functional limitations and restrictions relevant to the job. Do not request a specific diagnosis unless absolutely necessary. Be sensitive to the employee's beliefs and values. Limit requests to physicians and be open to accepting information from other qualified professionals. If the employee has already provided documentation or previously received an accommodation, do not request new information from external specialists unless job duties have materially changed. The employee does not have to share an entire professional document; the sections about functional limitations and professional recommendations are usually sufficient.

Convergence evidence

Sources	Classification	CRAAP quality
15 of 95	Strong	Full (100%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); BC-01 (BC Public Service Agency, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-16 (Canadian Human Rights Commission, 2026); FED-18 (Canadian Human Rights Commission, 2006); FED-19 (Canadian Human Rights Commission, 2007); MB-05 (Government of Manitoba, 2021); NB-01 (New Brunswick Human Rights Commission, 2017); NL-01 (Newfoundland and Labrador Human Rights Commission, 2020); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NU-01 (Government of Nunavut / Department of Human Resources, 2025); ON-06 (Toronto District School Board, 2018); ON-09 (University of Waterloo, 2021); SK-01 (Saskatchewan Public Service Commission, 2020); SK-02 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The principle of least intrusive means in requesting medical information is established in human rights jurisprudence and privacy law across Canadian jurisdictions.

Strong convergence **Full confidence**

Recommendation 5.12

Document accommodation plans in writing, signed by all parties

Put accommodation plans in writing and have all parties sign. The written plan should document the specific supports agreed upon, review timelines, the process for requesting changes, schedules, duties, and workplace adjustments. Include training on any adjusted equipment or systems. Document the entire accommodation process: the request, information gathered, options explored, the accommodation provided, and follow-up outcomes. Keep this documentation confidential and separate from human resources files.

Convergence evidence

Sources	Classification	CRAAP quality
15 of 95	Strong	Full (93%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); AB-03 (EmployAbilities (Alberta), 2023); BC-01 (BC Public Service Agency, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-08 (Public Service Commission of Canada, 2015); FED-15 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NNGO-01 (Conference Board of Canada, 2015); NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-06 (Toronto District School Board, 2018); ON-08 (City of Toronto, 2020); ON-09 (University of Waterloo, 2021); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-01 (Saskatchewan Public Service Commission, 2020)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Strong convergence Full confidence

Recommendation 5.13

Accept and respond to accommodation requests in good faith and in a timely manner

Accept accommodation requests in good faith and respond in a timely manner. Treat the person respectfully throughout. Respond within a reasonable period proportionate to the complexity of the request. Only request supporting information when absolutely required to implement the accommodation. Acknowledge requests promptly and ensure accommodations are in place before any evaluation of the worker. Provide temporary accommodations while a request is being finalized. Delays should be limited; excessive delays may be found to have breached the duty to accommodate.

Convergence evidence

Sources

13 of 95

Classification

Strong

CRAAP quality

Full (92%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); FED-03 (Accessibility Standards Canada, 2025); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-19 (Canadian Human Rights Commission, 2007); MB-02 (Manitoba Human Rights Commission, 2020); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NB-01 (New Brunswick Human Rights Commission, 2017); NB-02 (New Brunswick Human Rights Commission, 2020); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-09 (University of Waterloo, 2021); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-01 (Saskatchewan Public Service Commission, 2020)

Jurisdictional notes

The obligation to respond to accommodation requests in good faith and without undue delay is a legal requirement. Excessive delays have been found to constitute a failure to accommodate.

Strong convergence Full confidence

Recommendation 5.14

Train managers, supervisors, and HR staff on accommodation obligations and processes

Train all managers, supervisors, and HR staff on accommodation obligations and processes. Training should cover the duty to accommodate, the duty to inquire, undue hardship, confidentiality, human rights principles, and practical skills for conducting accommodation conversations. Ensure managers are familiar with all aspects of the accommodation policy. Include ableism-awareness content that helps managers understand how ableism shows up in daily organizational processes and HR practices. Provide training on disability awareness and inclusion, including how to interact appropriately with persons with disabilities in a disability-confident manner. This training should be mandatory, not optional.

Convergence evidence

Sources	Classification	CRAAP quality
13 of 95	Strong	Full (85%)

Supporting sources: BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-13 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); MB-02 (Manitoba Human Rights Commission, 2020); NNGO-01 (Conference Board of Canada, 2015); NNGO-05 (Signal49 Research, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-09 (Social Research and Demonstration Corporation, 2025); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-17 (WCG Services, 2024); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-12 (Ontario Disability Employment Network, 2019); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Strong convergence **Full confidence**

Recommendation 5.15

Provide flexible work arrangements as an accommodation or inclusive practice

Offer flexible work arrangements to all employees as both an accommodation measure and an inclusive practice. Options include flexible scheduling, remote or hybrid work, shorter and more frequent breaks, staggered start and end times, and time off for appointments that can be made up. Provide productivity supports to all employees without requiring disclosure, such as ergonomic desk setups and adaptable work environments. Lead with empathy and take a human-centred approach. Accommodation conversations should be treated as routine workplace discussions, no different in character from scheduling or leave requests.

Convergence evidence

Sources	Classification	CRAAP quality
13 of 95	Strong	Full (77%)

Supporting sources: BC-01 (BC Public Service Agency, 2025); FED-01 (ESDC / Hire for Talent, 2022); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-11 (ESDC / Labour Program, 2023); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-18 (Canadian Human Rights Commission, 2006); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-04 (Signal49 Research, 2025); NNGO-20 (Conference Board of Canada (CIWE/CDTM-W), 2014); ON-07 (University Health Network, 2020); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-16 (David C. Onley Initiative / Algonquin College, 2020); SK-03 (Saskatchewan Human Rights Commission, 2021)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Strong convergence Full confidence

Recommendation 5.16

Employer is responsible for funding accommodation measures

The employer is responsible for funding accommodation measures. Consider a centralized funding source for accommodations to alleviate operational budget constraints, separate financial questions from hiring and promotion decisions, and provide anonymity for requesting employees. Be aware of available government funding programmes that offset accommodation costs. If you require medical information or assessments beyond what the employee has provided, you must bear the cost. Research consistently shows that most accommodations are low-cost or free.

Convergence evidence

Sources	Classification	CRAAP quality
12 of 95	Strong	Full (83%)

Supporting sources: AB-01 (Alberta Human Rights Commission, 2023); FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); NB-01 (New Brunswick Human Rights Commission, 2017); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-07 (University Health Network, 2020); ON-09 (University of Waterloo, 2021); ON-14 (Canadian Mental Health Association Ontario, 2017); SK-02 (Saskatchewan Human Rights Commission, 2021)

Jurisdictional notes

The employer's responsibility to fund accommodations is established in Canadian human rights law. The cost of obtaining medical documentation required by the employer must also be borne by the employer.

Strong convergence Full confidence

Recommendation 5.17

Develop and maintain a written workplace accommodation policy

Develop and maintain a written workplace accommodation policy. The policy should outline the process for requesting, assessing, and providing accommodations, designate who is responsible, explain how decisions are made, and set timelines. Include a statement of your organization's commitment to diversity, equality, and inclusion. Make the policy a practical tool that managers and workers can turn to for a consistent approach. Include steps for dispute resolution. The policy should be an evolving document, reviewed at least annually and updated as needed.

Convergence evidence

Sources	Classification	CRAAP quality
10 of 95	Strong	Full (100%)

Supporting sources: BC-02 (BC Office of the Human Rights Commissioner, 2022); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); MB-01 (Manitoba Accessibility Office, 2021); MB-02 (Manitoba Human Rights Commission, 2020); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NL-01 (Newfoundland and Labrador Human Rights Commission, 2020); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-02 (Canadian Association for Supported Employment, 2021); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); ON-05 (Government of Ontario / Accessibility Directorate, 2022); SK-03 (Saskatchewan Human Rights Commission, 2021)

Jurisdictional notes

While having a written accommodation policy is considered best practice, the underlying duty to accommodate is a legal obligation. Some jurisdictions, including Ontario under the AODA, require written accommodation processes.

Strong convergence **Full confidence**

Recommendation 5.18

Recognize mental health conditions as disabilities requiring accommodation, and address psychological safety and stigma

Recognize mental health conditions, neurodiversity, and episodic disabilities as disabilities requiring accommodation. Employers' understanding of accommodation must extend beyond visible and permanent physical disabilities. Interview formats may need to be adapted for candidates with mental health disabilities. Promote psychological safety in the workplace so employees feel comfortable disclosing mental health needs. Address stigma directly through training and awareness programmes. Seek expert advice when a disability is complex, has variable manifestations, or affects cognitive functioning.

Convergence evidence

Sources	Classification	CRAAP quality
9 of 95	Strong	Full (89%)

Supporting sources: FED-06 (Public Service Commission of Canada, 2015); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-23 (Canadian Association of Professional Employees, 2024); NNGO-01 (Conference Board of Canada, 2015); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-20 (Conference Board of Canada (CIWE/CDTM-W), 2014); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-14 (Canadian Mental Health Association Ontario, 2017); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

Mental health conditions are recognized as disabilities under all Canadian human rights codes. The duty to accommodate applies fully to mental health, episodic, and invisible disabilities.

Strong convergence Full confidence**Recommendation 5.19***Reassign to alternative position when current role cannot be accommodated*

When an employee's current role cannot be accommodated, reassign them to an alternative position for which they are qualified. Follow a hierarchy: first, return to the current position with modifications; second, temporary alternate duties; third, permanent reassignment to another position within the organization. Employees who cannot return to their substantive position may be placed on a priority placement list for suitable vacancies. Use best efforts to find a position that optimizes earnings potential, minimizes disruption, and preserves dignity.

Convergence evidence

Sources	Classification	CRAAP quality
7 of 95	Strong	Full (100%)
<p>Supporting sources: FED-15 (Treasury Board of Canada Secretariat, 2011); MB-05 (Government of Manitoba, 2021); NU-01 (Government of Nunavut / Department of Human Resources, 2025); ON-07 (University Health Network, 2020); SK-01 (Saskatchewan Public Service Commission, 2020); SK-03 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)</p>		

Jurisdictional notes

Reassignment to an alternative position is an established part of the accommodation hierarchy in Canadian law, to be considered when the current role cannot be accommodated.

Strong convergence Full confidence**Recommendation 5.20***Establish an appeal or complaint process for accommodation decisions*

Establish an appeal or complaint process for accommodation decisions. If an employee has been denied accommodation, is unsatisfied, or believes the request was not handled according to policy, they should be able to request a review. Schedule a review meeting to answer questions, clarify misunderstandings, and ensure the policy has been properly applied. If a dispute cannot be resolved internally, the employee may file a complaint with the applicable human rights commission. Encourage discussion before a formal grievance becomes necessary.

Convergence evidence

Sources	Classification	CRAAP quality
6 of 95	Strong	Full (100%)

Supporting sources: FED-09 (Public Service Commission of Canada, 2020); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); MB-03 (Government of Manitoba / Disabilities Issues Office, 2015); NNGO-01 (Conference Board of Canada, 2015); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); ON-09 (University of Waterloo, 2021)

Jurisdictional notes

While an internal appeal process is best practice, employees always retain the right to file a complaint with the applicable human rights commission if they believe the duty to accommodate has not been met.

Strong convergence **Moderate confidence**

Recommendation 5.21

Provide temporary or interim accommodation while a request is being processed

Provide temporary or interim accommodation while a formal request is being processed. Employees do not need a prolonged absence before receiving accommodations. Appropriate and timely accommodations can prevent injuries and illnesses from occurring in the first place. Treat accommodation requests as presumptively valid and do not permit informal gatekeeping of approved supports. Where permanent accommodation cannot be immediately provided, interim measures should bridge the gap.

Convergence evidence

Sources

6 of 95

Classification

Strong

CRAAP quality

Moderate (67%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-19 (Canadian Human Rights Commission, 2007); FED-23 (Canadian Association of Professional Employees, 2024); MB-02 (Manitoba Human Rights Commission, 2020); NNGO-05 (Signal49 Research, 2025)

Jurisdictional notes

The obligation to provide interim accommodations while processing a request is supported by human rights jurisprudence. Failing to do so may constitute a breach of the duty to accommodate.

Moderate convergence **Full confidence**

Recommendation 5.22

Publish and distribute the accommodation policy in accessible formats to all employees

Publish your accommodation policy in accessible formats on the organization's website, intranet, and in employee handbooks. Share it with external contractors. Proactively inform all workers about their right to request accommodations and the process for doing so, rather than waiting for employees to ask. Communicate through multiple channels: onboarding materials, internal

platforms, and manager training. Inform all job candidates and employees that accommodation measures are available.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: BC-02 (BC Office of the Human Rights Commissioner, 2022); FED-17 (Canadian Human Rights Commission, 2024); NNGO-01 (Conference Board of Canada, 2015); NNGO-31 (Sheridan College, 2022); ON-04 (Government of Ontario / Accessibility Directorate, 2022)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Moderate convergence **Full confidence**

Recommendation 5.23

Establish centralized coordination, governance, and continuous improvement for accommodation

Establish centralized coordination for accommodation. Designate a unit or individual responsible for overseeing accommodation requests, ensuring consistency across the organization, and tracking outcomes. Use disability-appropriate metrics such as retention rates, satisfaction, psychological safety, and accommodation availability and timelines. Establish internal mechanisms for continuous improvement through ongoing monitoring and evaluation. Consider a centralized accessibility supports fund to address needs efficiently and remove financial disincentives from hiring and promotion decisions.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: FED-13 (Treasury Board of Canada Secretariat, 2011); NNGO-01 (Conference Board of Canada, 2015); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); ON-09 (University of Waterloo, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Moderate convergence Full confidence

Recommendation 5.24

Provide medical information to health care providers to support accurate functional assessments

When engaging health care providers in the accommodation process, provide them with a description of the employee's job functions and responsibilities, the work schedule, whether the position is safety-sensitive, and any other relevant workplace demands. This information helps clinicians provide accurate functional assessments and targeted recommendations. Communicate with health care providers with the worker's consent.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: FED-15 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); ON-09 (University of Waterloo, 2021)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Moderate convergence Full confidence

Recommendation 5.25

Use the GC Workplace Accessibility Passport or similar portability tools to simplify ongoing accommodations

Use the Government of Canada Workplace Accessibility Passport or a similar tool to document barriers an employee faces and the agreed-upon solutions. The passport allows employees to carry their accommodation information with them when they change positions, supervisors, or locations, preventing the need to renegotiate supports each time. A completed passport should be sufficient documentation in most situations to support workplace accommodation requests. This approach streamlines the process and reduces the burden on employees who would otherwise need to restart the accommodation process with each organizational change.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Full (75%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-23 (Canadian Association of Professional Employees, 2024)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Moderate convergence **Quality flag**

Recommendation 5.26

Provide wraparound supports and external resources beyond workplace accommodations

Look beyond workplace-only accommodations. Employees facing barriers may also need access to wraparound supports such as transportation assistance, child care, and mental health services. Designate a contact person who can be reached immediately when issues arise. Provide post-hire supports and ongoing access to expertise on disability-related issues. Connect with government and community programmes that fund or supplement workplace accommodations. Recognize that sustainable employment often depends on supports outside the workplace.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Flag (25%)

Supporting sources: AB-04 (WorkFirst Alberta, 2020); BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Moderate convergence **Full confidence**

Recommendation 5.27

Inform and involve coworkers appropriately while maintaining privacy

Share information about an employee's accommodation with coworkers only when necessary and only with the employee's consent. Decide together what colleagues need to know. Follow the employee's lead about whether they want to share information themselves or have their manager do it. Ensure all employees understand their responsibility to respect the accommodation requirements and privacy of others. When accommodation affects workflows or team arrangements, communicate the changes clearly without revealing personal medical information.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: FED-05 (Treasury Board of Canada Secretariat, 2020); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-23 (VRAIE-IDEA / ESG-UQAM, 2026); ON-08 (City of Toronto, 2020)

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Moderate convergence **Moderate confidence**

Recommendation 5.28

Ensure physical accessibility of workplace facilities and workstations

Ensure your physical workspace is accessible. Provide workstations at accessible heights with adequate space for manoeuvring. Ensure accessible routes to all work-related areas including meeting rooms, break rooms, and washrooms. Provide accessible off-street parking that is wider, closer to the entrance, and clearly marked. Maintain accessible pathways free of obstacles. Provide ergonomic workstations adjustable to individual needs. Ensure adequate lighting and reduce glare. Minimize background noise and distractions where possible.

Convergence evidence

Sources	Classification	CRAAP quality
4 of 95	Moderate	Moderate (50%)
Supporting sources: NNGO-17 (WCG Services, 2024); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018)		

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Low convergence **Full confidence**

Recommendation 5.29

Consider informal accommodations before initiating a formal process

Consider informal accommodations before launching a formal process. A temporary change in hours, an alternate work location, or a minor workspace adjustment can often address the need without paperwork. This preserves the employee's dignity and avoids unnecessary bureaucracy. Maintain the principle that work-related needs should be addressed as simply and respectfully as possible. If the informal solution proves insufficient, transition to the formal process.

Convergence evidence

Sources	Classification	CRAAP quality
3 of 95	Low	Full (100%)
<p>Supporting sources: BC-01 (BC Public Service Agency, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-05 (Treasury Board of Canada Secretariat, 2020); FED-16 (Canadian Human Rights Commission, 2026)</p>		

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

Low convergence **Moderate confidence**

Recommendation 5.30

Use independent medical examinations only as a last resort in specific circumstances

Use independent medical examinations (IMEs) only as a last resort, when all other means of obtaining sufficient medical information have been exhausted. An IME cannot generally be a condition of employment or a first step in the accommodation process. An employee's obligation is to cooperate with reasonable requests, including responding to an IME when there is a reasonable basis for it, such as when available medical information is insufficient, conflicting, or unclear. The employer must cover the cost.

Convergence evidence

Sources	Classification	CRAAP quality
3 of 95	Low	Moderate (67%)
<p>Supporting sources: FED-16 (Canadian Human Rights Commission, 2026); FED-19 (Canadian Human Rights Commission, 2007); FED-22 (Correctional Service Canada, 2019); SK-02 (Saskatchewan Human Rights Commission, 2021)</p>		

Jurisdictional notes

The duty to accommodate persons with disabilities is a legal obligation under federal and provincial human rights legislation across Canada. Specific requirements may vary by jurisdiction.

8. Return to Work

When an employee is absent due to illness or injury, the objective is a safe, timely, and dignified return to productive work. Research consistently demonstrates that the probability of return declines sharply with the duration of absence: after six months, approximately 50% of employees return; after twelve months, fewer than 2% do.

These nine recommendations address collaborative return-to-work planning, graduated return arrangements, monitoring, early intervention, contact during leave, pre-return preparation, medical readiness, return-to-position hierarchy, and medical information sharing. They are grounded in convergence from up to 21 independent Canadian sources.

Strong convergence Full confidence

Recommendation 6.1

Develop a return-to-work plan collaboratively with the employee

Develop a return-to-work plan collaboratively with the employee, their health care provider, the manager, HR, and any union representative. The plan should be targeted, safe, timely, and documented. Follow a hierarchy: first, return to the employee's own position; second, return to the same position with accommodations; third, return to a different position. Include specific accommodation measures, timelines, schedules, duties, and workplace adjustments. Analyse the workplace to identify current return-to-work practices and areas of concern. Install adaptive technology or equipment in advance of the return date and provide training on any new systems. Schedule follow-up meetings to review progress and make adjustments.

Convergence evidence

Sources

21 of 95

Classification

Strong

CRAAP quality

Full (95%)

Supporting sources: AB-02 (Government of Alberta (employer guide), 2019); FED-03 (Accessibility Standards Canada, 2025); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-13 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-15 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-19 (Canadian Human Rights Commission, 2007); FED-21 (Canadian Human Rights Commission, 2008); MB-05 (Government of Manitoba, 2021); NB-01 (New Brunswick Human Rights Commission, 2017); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-12 (Retail Council of Canada, 2019); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-25 (WorkSafeNB, 2015); NNGO-26 (Workers Compensation Board of PEI, 2015); NU-01 (Government of Nunavut / Department of Human Resources, 2025); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-07 (University Health Network, 2020); ON-08 (City of Toronto, 2020); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); SK-01 (Saskatchewan Public Service Commission, 2020); SK-02 (Saskatchewan Human Rights Commission, 2021); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

Strong convergence Full confidence

Recommendation 6.2

Support graduated or phased return-to-work arrangements

Support graduated or phased returns to work. Offer progressively increasing hours and duties as the employee's condition improves. Flexible scheduling, including reduced hours, increases the likelihood of workers with disabilities maintaining longer periods of employment. The plan should specify the elements of the graduated return: essential job functions at each phase, work hours and schedules, equipment required, environmental conditions, and duration at each stage. Modified work offers should match work activities to the employee's current abilities.

Convergence evidence

Sources	Classification	CRAAP quality
13 of 95	Strong	Full (77%)
<p>Supporting sources: FED-11 (ESDC / Labour Program, 2023); FED-15 (Treasury Board of Canada Secretariat, 2011); MB-05 (Government of Manitoba, 2021); NB-01 (New Brunswick Human Rights Commission, 2017); NNGO-12 (Retail Council of Canada, 2019); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-25 (WorkSafeNB, 2015); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-01 (Ontario Human Rights Commission, 2016); ON-07 (University Health Network, 2020); ON-08 (City of Toronto, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018)</p>		

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

Strong convergence Moderate confidence

Recommendation 6.3

Monitor effectiveness of return-to-work arrangements and adjust as needed

Monitor the effectiveness of return-to-work arrangements and adjust as needed. Continue to track the employee's progress and respond to changing needs. The employee's condition may not improve as anticipated, or new needs may emerge. If the plan is not working, discuss why and explore modifications. Where possible, keep the employee at work while adjustments are being made. Establish internal mechanisms for continuous improvement. Use disability-appropriate metrics to evaluate outcomes.

Convergence evidence

Sources	Classification	CRAAP quality
9 of 95	Strong	Moderate (67%)
<p>Supporting sources: FED-12 (Treasury Board of Canada Secretariat, 2011); FED-13 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-21 (Canadian Human Rights Commission, 2008); FED-22 (Correctional Service Canada, 2019); FED-23 (Canadian Association of Professional Employees, 2024); NNGO-12 (Retail Council of Canada, 2019); NNGO-24 (MyWorkplaceHealth /</p>		

WorkSafe Saskatchewan, 2020); NU-01 (Government of Nunavut / Department of Human Resources, 2025); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-07 (University Health Network, 2020)

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

Strong convergence Moderate confidence

Recommendation 6.4

Implement early intervention and stay-at-work programmes to prevent prolonged absence

Implement early intervention and stay-at-work programmes to prevent prolonged absence. The probability of returning to employment drops sharply with absence duration: after six months, only 50% return; after 12 months, 2% or less. Engage return-to-work coordinators or disability management advisors as early as possible. Develop a framework outlining the organization's approach to disability management, including a policy statement, goals, roles and responsibilities, and programme administration. Establish a long-term commitment from management and unions. Dedicated resources are critical: the three knowledge domains are disability case management, disability prevention and workplace intervention, and programme development and management.

Convergence evidence

Sources

7 of 95

Classification

Strong

CRAAP quality

Moderate (71%)

Supporting sources: FED-13 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-15 (Treasury Board of Canada Secretariat, 2011); FED-21 (Canadian Human Rights Commission, 2008); FED-22 (Correctional Service Canada, 2019); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-25 (WorkSafeNB, 2015); NNGO-26 (Workers Compensation Board of PEI, 2015); ON-08 (City of Toronto, 2020)

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

Strong convergence Full confidence

Recommendation 6.5

Maintain appropriate contact with the employee during a leave of absence

Maintain appropriate contact with the employee during a leave of absence. Early and sustained contact by the manager is the most important factor in successful disability management. Contact should start on the first day of absence and continue throughout. Check in to find out how the

employee is doing and when they might return, so arrangements can be made in advance. Contact should not be so frequent or intrusive that it places undue pressure on the employee. Consider the worker's preferences for communication frequency.

Convergence evidence

Sources

6 of 95

Classification

Strong

CRAAP quality

Full (83%)

Supporting sources: FED-14 (Treasury Board of Canada Secretariat, 2011); FED-15 (Treasury Board of Canada Secretariat, 2011); FED-19 (Canadian Human Rights Commission, 2007); MB-05 (Government of Manitoba, 2021); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); ON-03 (Ontario Human Rights Commission, 2008); SK-01 (Saskatchewan Public Service Commission, 2020)

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

Moderate convergence **Full confidence**

Recommendation 6.6

Ensure accommodation measures are in place before the employee returns

Have accommodation measures in place before the employee returns. Procure and install adaptive technology or technical aids in advance. Ensure ergonomic accommodations or assistive devices are ready on or by the return-to-work date. Arrange training on new equipment. Consider a welcome-back meeting with colleagues. Allocate sufficient preparation time. Prompt implementation of accommodations reinforces a workplace culture of trust and operational readiness.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: AB-02 (Government of Alberta (employer guide), 2019); FED-12 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-19 (Canadian Human Rights Commission, 2007); MB-05 (Government of Manitoba, 2021); ON-14 (Canadian Mental Health Association Ontario, 2017)

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

Moderate convergence **Full confidence**

Recommendation 6.7

Do not pressure employees to return before they are medically ready

Do not pressure employees to return to work before they are medically ready. Consider the worker's preferences for communication frequency. Reach out for updates but do not apply undue pressure. Treat disability management policies as a floor, not a ceiling: managers may exceed minimum requirements. Do not rely on insurance company decisions as an indication of fitness; verify medical information independently. For safety-sensitive positions, employers may need additional time to confirm fitness. The manager's responsibility to an ill or injured employee continues for as long as the employee is absent.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Full (75%)

Supporting sources: FED-14 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-19 (Canadian Human Rights Commission, 2007); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-26 (Workers Compensation Board of PEI, 2015); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003)

Jurisdictional notes

Pressuring an employee to return before medical clearance can constitute a breach of the duty to accommodate and may expose the employer to liability.

Moderate convergence **Full confidence**

Recommendation 6.8

Prioritize return to pre-absence position; follow hierarchy of alternatives

The priority is to return the employee to their pre-absence position. If that is not possible, follow a hierarchy of alternatives: modified job in the same workplace, different job in the same workplace, similar job in another workplace, or retraining. Provide a job that optimizes earnings potential, minimizes disruption, preserves dignity, and reflects the interests of the employee. If there is a good chance the employee can return to duty, do not permanently fill their position for at least 24 months.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Full (75%)

Supporting sources: FED-12 (Treasury Board of Canada Secretariat, 2011); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-15 (Treasury Board of Canada Secretariat, 2011); FED-23 (Canadian Association of Professional Employees, 2024); ON-07 (University Health Network, 2020); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

Low convergence **Full confidence**

Recommendation 6.9

Obtain and share appropriate medical information for RTW

Obtain and share appropriate medical information to support the return to work. Provide the health care provider with a description of the worker's job functions, the work schedule, whether the position is safety-sensitive, and any other relevant information. You are entitled to receive information about how the medical condition affects ability to complete job duties, the prognosis for recovery, and information about medication or treatment that may affect performance. You need the employee's consent to retrieve additional information. If the employee refuses, explain that the accommodation process may be affected.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: FED-15 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-19 (Canadian Human Rights Commission, 2007); FED-21 (Canadian Human Rights Commission, 2008); SK-02 (Saskatchewan Human Rights Commission, 2021)

Jurisdictional notes

Return-to-work obligations are governed by a combination of human rights legislation, workers' compensation statutes, and employment standards. The duty to accommodate applies throughout the return-to-work process.

9. Career Advancement

Equitable employment of persons with disabilities extends beyond hiring to include advancement, performance management, and professional development. Where these processes are inaccessible or fail to account for accommodations, organizations risk losing employees they have invested in recruiting and onboarding.

These five recommendations address fair performance management, accessible training and promotion, accommodations for career development processes, workforce equity data, and retention barriers. They draw on convergence from up to 12 independent Canadian sources.

Strong convergence Full confidence

Recommendation 7.1

Ensure fair performance management that accounts for accommodations and adjusts expectations appropriately

Performance management must account for accommodations. Do not evaluate an employee negatively for limitations related to a disability that is being, or should be, accommodated. Provide accessibility supports before assessing performance. Put mitigation factors in place so a worker with a disability is not faulted for needs that emerge during a performance discussion. Meet with employees both informally and formally through regularly scheduled one-on-one meetings and annual reviews. If you notice that an employee is facing new challenges, consider whether the situation reflects an accommodation need before treating it as a performance issue. Employees may still be held to legitimate performance standards, provided those standards have been adjusted to reflect the accommodation.

Convergence evidence

Sources

12 of 95

Classification

Strong

CRAAP quality

Full (92%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-19 (Canadian Human Rights Commission, 2007); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-08 (City of Toronto, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

Performance standards must account for accommodations. Holding an employee to standards that do not reflect their accommodation plan may constitute discrimination.

Strong convergence Moderate confidence

Recommendation 7.2

Ensure training, development, and promotion opportunities are accessible and non-discriminatory

Ensure training, professional development, and promotion opportunities are accessible and free from discrimination. Remove barriers in training formats, materials, and delivery. Encourage the promotion of persons with disabilities based on merit, equity, and seniority. Provide career development support including leadership opportunities, speaking engagements, and educational programmes. Ensure individuals from marginalized groups who are promoted into leadership have adequate support to succeed. Co-invest in skill development programmes such as job shadowing, work exposure, and simulated worksites. Surface candidates' transferable skills and long-term career goals during recruitment to identify future development opportunities.

Convergence evidence

Sources

11 of 95

Classification

Strong

CRAAP quality

Moderate (73%)

Supporting sources: AB-04 (WorkFirst Alberta, 2020); BC-03 (BC Office of the Human Rights Commissioner, 2025); BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-11 (ESDC / Labour Program, 2023); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-06 (Conference Board of Canada (now Signal49), 2023); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-23 (VRAIE-IDEA / ESG-UQAM, 2026); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence Full confidence

Recommendation 7.3

Provide accommodations for performance reviews and career development processes

Provide accommodations for performance reviews and career development processes, not just for day-to-day work. Confirm that evaluation during probationary periods begins only once accommodations have been provided. Have the employee's supervisor review the accommodation plan before the annual performance review to ensure all tools are in place for productivity. Identify and address any negative consequences to a worker resulting from the organization's delay or failure to provide accommodations. Measure representation of persons with disabilities in promotion and career development initiatives.

Convergence evidence

Sources

6 of 95

Classification

Strong

CRAAP quality

Full (83%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); NNGO-01 (Conference Board of Canada, 2015); ON-09 (University of Waterloo, 2021); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 7.4

Monitor workforce equity data (hiring, retention, promotion, turnover)

Collect and analyse workforce demographic data. Compare representation of persons with disabilities to labour market availability and set hiring and promotion targets with specific timelines. Monitor rates of hiring, retention, promotion, and turnover by equity group. Address any gaps identified. Use disability-appropriate metrics such as retention rates, satisfaction scores, psychological safety, and accommodation availability and timelines to measure inclusion efforts.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: BC-03 (BC Office of the Human Rights Commissioner, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 7.5

Address retention barriers (harassment, instability, lack of representation)

Address the specific barriers that drive turnover among employees with disabilities. These include harassment, job instability, and lack of representation. Ensure the organization has clear policies on anti-harassment that explicitly cover disability. Build direct supervisors' capacity to understand

and respond to employee needs. Secure visible commitment from senior leadership to inclusion at all levels. Connect with other employers to develop your organization's capacity and share practical tools.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: NNGO-09 (Social Research and Demonstration Corporation, 2025); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-29 (Unknown Canadian org, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

10. Retention & Inclusive Culture

An inclusive workplace culture sustains the engagement, productivity, and retention of employees with disabilities over the long term. Policies establish the framework, but culture is shaped by leadership behaviour, peer attitudes, communication practices, and the extent to which accessibility is integrated into standard operations rather than treated as an exception.

These 20 recommendations address accessible communications, inclusive culture, employee resource groups, policy design, training, attitudinal barriers, leadership accountability, self-identification, emergency planning, professional development, policy review, engagement of persons with disabilities, strategic planning, supervisor behaviour, check-ins, feedback mechanisms, social inclusion, equitable compensation, progressive discipline, and structured onboarding. The strongest recommendations in this domain draw on convergence from up to 25 independent sources.

Strong convergence **Full confidence**

Recommendation 8.1

Provide information and communications in accessible formats

Provide all workplace information and communications in accessible formats. Hard-code or embed captions on videos so subtitles play automatically. Offer materials in multiple formats: large print, digital, plain language, audio, and formats compatible with screen readers. Survey employees to understand what is working well and what barriers remain. Use multiple channels for communication: email, intranet, town halls, and one-on-one conversations. Add alternative text to all images. Ensure internal communications, training materials, and onboarding resources meet accessibility standards.

Convergence evidence

Sources

25 of 95

Classification

Strong

CRAAP quality

Full (88%)

Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); AB-04 (WorkFirst Alberta, 2020); FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-05 (Treasury Board of Canada Secretariat, 2020); FED-06 (Public Service Commission of Canada, 2015); FED-08 (Public Service Commission of Canada, 2015); FED-09 (Public Service Commission of Canada, 2020); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); MB-04 (Government of Manitoba / Disabilities Issues Office, 2016); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-11 (Retail Council of Canada, 2022); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-19 (Inployable (Canadian), 2023); NNGO-22 (Ontario Disability Employment Network (ODEN), 2021); NNGO-23 (VRAIE-IDEA / ESG-UQAM, 2026); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-27 (Ready, Willing & Able (RWA) / Autism Alliance of Canada, 2023); ON-03 (Ontario Human Rights Commission, 2008); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-06 (Toronto District School Board, 2018); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-16 (David C. Onley Initiative / Algonquin College, 2020); ON-17 (ODEN / Presidents Group, 2022)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence Full confidence

Recommendation 8.2

Build an inclusive workplace culture that values diversity and respects dignity

Build a workplace culture that genuinely values diversity and respects the dignity of every employee. This requires consistent communication, sound judgement, and operational flexibility from managers. Include a commitment to diversity and inclusion as a required qualification in position descriptions. Ensure fully inclusive environments throughout the full employee life cycle. Equity means recognizing that an employee with a disability may need adjustments, such as a wider cubicle for a wheelchair user, to be successful. Identify practical, timely, and cost-efficient solutions that respect the employee's dignity, privacy, comfort, and autonomy.

Convergence evidence

Sources	Classification	CRAAP quality
24 of 95	Strong	Full (92%)
<p>Supporting sources: AB-03 (EmployAbilities (Alberta), 2023); BC-01 (BC Public Service Agency, 2025); FED-01 (ESDC / Hire for Talent, 2022); FED-04 (Treasury Board of Canada Secretariat, 2023); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); MB-02 (Manitoba Human Rights Commission, 2020); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-02 (Canadian Association for Supported Employment, 2021); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-17 (WCG Services, 2024); NNGO-19 (Inployable (Canadian), 2023); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-29 (Unknown Canadian org, 2020); NNGO-30 (Western University, 2020); ON-07 (University Health Network, 2020); ON-08 (City of Toronto, 2020); ON-12 (Ontario Disability Employment Network, 2019); ON-14 (Canadian Mental Health Association Ontario, 2017); ON-16 (David C. Onley Initiative / Algonquin College, 2020); ON-17 (ODEN / Presidents Group, 2022); YK-01 (Government of Yukon, 2024)</p>		

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 8.3

Establish employee resource groups, disability networks, and peer support structures

Create employee resource groups and disability networks. These give underrepresented employees psychosocial support, a space to share experiences, and interpersonal connections. Coordinate disability management through committees or interdisciplinary teams assigned meaningful roles. Consult these groups when developing policies, evaluating accommodations, and addressing workplace barriers. Community organizations can supplement internal capacity, particularly for small and medium-sized employers. Ask employees with disabilities directly, through surveys, focus groups, or resource group discussions, whether the workplace supports their needs.

Convergence evidence

Sources

17 of 95

Classification

Strong

CRAAP quality

Full (88%)

Supporting sources: FED-11 (ESDC / Labour Program, 2023); FED-13 (Treasury Board of Canada Secretariat, 2011); NNGO-01 (Conference Board of Canada, 2015); NNGO-05 (Signal49 Research, 2025); NNGO-06 (Conference Board of Canada (now Signal49), 2023); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-12 (Retail Council of Canada, 2019); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-17 (WCG Services, 2024); NNGO-19 (Inployable (Canadian), 2023); NNGO-26 (Workers Compensation Board of PEI, 2015); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-30 (Western University, 2020); ON-04 (Government of Ontario / Accessibility Directorate, 2022); ON-06 (Toronto District School Board, 2018); ON-10 (Retail Council of Canada / EnAbling Change, 2015); ON-11 (Government of Ontario / AODA, 2014); ON-12 (Ontario Disability Employment Network, 2019); ON-13 (Discover Ability Network, 2020); ON-14 (Canadian Mental Health Association Ontario, 2017); YK-01 (Government of Yukon, 2024)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 8.4

Build accommodation and accessibility into workplace policies and practices at the design stage

Design accommodation and accessibility into workplace policies and practices at the outset, rather than retrofitting after a need arises. Assess the accessibility of your built environment, website, marketing materials, and online job application process. Partner with accessibility organizations or consultants for assessments. Review existing training and work experience programmes through an intersectional accessibility lens. Set representation targets consistent with workforce availability. Use workplace accommodation as a strategy to attract and retain talent, recognizing that accessible design improves the work environment for all employees.

Convergence evidence

Sources	Classification	CRAAP quality
14 of 95	Strong	Full (93%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); FED-18 (Canadian Human Rights Commission, 2006); MB-01 (Manitoba Accessibility Office, 2021); NL-02 (Newfoundland and Labrador Human Rights Commission, 2025); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-11 (Retail Council of Canada, 2022); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008); ON-05 (Government of Ontario / Accessibility Directorate, 2022); ON-08 (City of Toronto, 2020); ON-11 (Government of Ontario / AODA, 2014); ON-12 (Ontario Disability Employment Network, 2019); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Moderate confidence**

Recommendation 8.5

Provide disability awareness and inclusion training to all employees

Provide disability awareness and inclusion training to all employees, not just managers. Hire training companies led by persons with disabilities or freelance consultants with lived experience. Include practical content on unconscious bias, disability etiquette, and how to interact appropriately. Measure the impact of training programmes using pre- and post-training surveys. All employees who interact with the public must be trained on accessible customer service where this is a legislative requirement. Training should be repeated, not one-time.

Convergence evidence

Sources	Classification	CRAAP quality
12 of 95	Strong	Moderate (67%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); MB-04 (Government of Manitoba / Disabilities Issues Office, 2016); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-05 (Signal49 Research, 2025); NNGO-06 (Conference Board of Canada (now Signal49), 2023); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-12 (Retail Council of Canada, 2019); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-30 (Western University, 2020); ON-12 (Ontario Disability Employment Network, 2019); ON-15 (Parkinson Canada / Neurological Health Charities Canada, 2018); ON-17 (ODEN / Presidents Group, 2022)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 8.6

Address attitudinal barriers, stigma, and misconceptions about disability in the workplace

Address attitudinal barriers, stigma, and misconceptions about disability directly and systematically. Do not stereotype persons with disabilities into particular jobs. Each individual should succeed based on personal strengths, not assumptions. Invest in ableism-awareness training that helps staff understand how ableism manifests in daily organizational processes and HR practices. Break down barriers for all disabilities, including non-evident ones. Ensure all persons designated to make decisions related to accommodation have training on human rights principles, workplace discrimination, and diversity. Address the common misconception among employers that they lack access to support, funding, and best practices by connecting them with available resources.

Convergence evidence

Sources	Classification	CRAAP quality
12 of 95	Strong	Full (75%)
<p>Supporting sources: BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-16 (Canadian Human Rights Commission, 2026); FED-17 (Canadian Human Rights Commission, 2024); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-02 (Canadian Association for Supported Employment, 2021); NNGO-05 (Signal49 Research, 2025); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-17 (WCG Services, 2024); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-31 (Sheridan College, 2022); ON-03 (Ontario Human Rights Commission, 2008)</p>		

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 8.7

Senior leadership champions disability inclusion with executive accountability and governance structures

Senior leaders must visibly champion disability inclusion. This means active participation in training programmes, public statements of commitment, and executive accountability for

outcomes. Add metrics and targets on disability inclusion to the performance assessments of managers and executives. Use job exit information to identify trends and opportunities to improve retention of persons with disabilities. Report aggregate findings. The degree of leadership commitment determines whether inclusive policies are realized in practice.

Convergence evidence

Sources

11 of 95

Classification

Strong

CRAAP quality

Full (82%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); FED-10 (ESDC / Disability Inclusion Business Council, 2022); FED-13 (Treasury Board of Canada Secretariat, 2011); NL-03 (MQO Research / NL Dept of Advanced Education, 2019); NNGO-01 (Conference Board of Canada, 2015); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-16 (Business + Higher Education Roundtable / CNIB, 2024); NNGO-17 (WCG Services, 2024); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-12 (Ontario Disability Employment Network, 2019); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 8.8

Support employee self-identification and voluntary disclosure in a safe environment

Create a safe environment for employee self-identification and voluntary disclosure. Encourage candidates and employees to share accommodation needs without requiring disclosure of their specific disability. Do not tie disclosure to eligibility for accommodation. Train managers to respond to disclosure with empathy, recognize barriers, and share support options. Poor responses to disclosure discourage both current and future employees from seeking the accommodations they need. Self-identification for employment equity purposes should be voluntary and distinct from the accommodation process.

Convergence evidence

Sources

7 of 95

Classification

Strong

CRAAP quality

Full (86%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); FED-04 (Treasury Board of Canada Secretariat, 2023); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); NNGO-29 (Unknown Canadian org, 2020); ON-16 (David C. Onley Initiative / Algonquin College, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 8.9

Workplace health, safety, and emergency response planning for employees with disabilities

Include employees with disabilities in workplace health, safety, and emergency response planning. Develop individualized workplace emergency response information for employees with disabilities who require assistance during an evacuation. Establish backup plans in case the designated support person is unavailable. Let employees know in advance about loud noises, bright lights, or other sensory aspects of emergency drills. Identify and address any hazards in the workplace that may pose particular risks to employees with specific disabilities.

Convergence evidence

Sources

7 of 95

Classification

Strong

CRAAP quality

Full (100%)

Supporting sources: FED-15 (Treasury Board of Canada Secretariat, 2011); NNGO-01 (Conference Board of Canada, 2015); NNGO-19 (Inployable (Canadian), 2023); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-25 (WorkSafeNB, 2015); NNGO-26 (Workers Compensation Board of PEI, 2015)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Moderate confidence**

Recommendation 8.10

Workplace training, professional development supports, and capacity building for employees with disabilities

Provide targeted workplace training, professional development, and capacity-building supports for employees with disabilities. Ensure access to training with the supports employees need, including accommodated formats and flexible scheduling. Build the business case internally for accommodated training in skilled trades and other sectors. Develop capacity during slower business periods. Recognize that when persons with disabilities receive appropriate training and supports, they make a valuable contribution to the organization.

Convergence evidence

Sources	Classification	CRAAP quality
7 of 95	Strong	Moderate (71%)

Supporting sources: NNGO-01 (Conference Board of Canada, 2015); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-15 (Canadian Council on Rehabilitation and Work, 2023); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-10 (Retail Council of Canada / EnAbling Change, 2015)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence **Full confidence**

Recommendation 8.11

Regularly review and update accommodation and accessibility policies

Review and update your accommodation and accessibility policies regularly, at minimum annually or as required. Ensure the policy remains an evolving document tailored to your organization's current needs. Check for new legislative requirements, including provincial accessibility standards, which are introduced and updated on prescribed timelines. Building accessibility standards are also changing gradually. Stay current and ensure compliance.

Convergence evidence

Sources	Classification	CRAAP quality
6 of 95	Strong	Full (83%)

Supporting sources: FED-03 (Accessibility Standards Canada, 2025); FED-17 (Canadian Human Rights Commission, 2024); MB-04 (Government of Manitoba / Disabilities Issues Office, 2016); NNGO-01 (Conference Board of Canada, 2015); NNGO-03 (Canadian Association for Supported Employment, 2021); ON-05 (Government of Ontario / Accessibility Directorate, 2022)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Strong convergence Full confidence

Recommendation 8.12

Engage persons with disabilities in policy development and workplace decision-making

Involve persons with disabilities in policy development and workplace decision-making. Engage staff to help identify barriers in workplace policies and practices. Ensure participation is voluntary and occurs during paid hours. Ask good questions, including difficult ones, and listen. Give weight to the suggestions of staff with disabilities in the decision-making process. Accessibility and inclusion are shared organizational responsibilities and should be developed collaboratively, not imposed unilaterally.

Convergence evidence

Sources

6 of 95

Classification

Strong

CRAAP quality

Full (83%)

Supporting sources: BC-03 (BC Office of the Human Rights Commissioner, 2025); FED-01 (ESDC / Hire for Talent, 2022); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-20 (Conference Board of Canada (CIWE/CDTM-W), 2014); NNGO-28 (NEADS (National Educational Association of Disabled Students), 2003); ON-03 (Ontario Human Rights Commission, 2008)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence Full confidence

Recommendation 8.13

Develop an accessibility or inclusion strategic plan with measurable goals

Develop an accessibility or inclusion strategic plan with measurable goals. Design the plan based on feedback from employee engagement. Include specific, time-bound targets for representation and equity. Monitor progress and publicly report on it. Approach the work with a long-term view: a three-year rolling plan can help structure efforts. The plan should outline commitments to accessibility across emergency response, training, employment, information and communication, and the built environment.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); FED-03 (Accessibility Standards Canada, 2025); FED-11 (ESDC / Labour Program, 2023); NNGO-01 (Conference Board of Canada, 2015); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-09 (Social Research and Demonstration Corporation, 2025); ON-05 (Government of Ontario / Accessibility Directorate, 2022)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence **Full confidence**

Recommendation 8.14

Ensure supervisors and managers model inclusive behaviour and leadership

Ensure supervisors and managers model inclusive behaviour every day. Build their capacity to understand and respond to the needs of employees with disabilities, as gaps in supervisory understanding are a significant barrier. If employees show signs of mental stress or physical discomfort, ask if they need help. A manager does not need diagnostic information to connect an employee with assistance. Clarify work priorities and roles to prevent excessive stress. Encourage supportive working relationships among team members. Provide regular training on responding to disclosure, recognizing barriers, and sharing support options.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: BC-05 (SRDC / BC Partners in Workforce Innovation, 2023); FED-14 (Treasury Board of Canada Secretariat, 2011); FED-17 (Canadian Human Rights Commission, 2024); NNGO-05 (Signal49 Research, 2025); NNGO-07 (Social Research and Demonstration Corporation, 2023); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-17 (WCG Services, 2024)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence **Full confidence**

Recommendation 8.15

Regular check-ins, one-on-one meetings, and structured feedback

Schedule regular check-ins and one-on-one meetings with all employees, including informal coaching and formal performance reviews. Use these conversations to ask how the work environment can work better for each person. Identify whether any type of assistance might enable the employee to better perform their job functions. Keep track of challenges, complaints, and turnover to identify patterns and areas for improvement. Encourage staff to give each other constructive positive feedback.

Convergence evidence

Sources

5 of 95

Classification

Moderate

CRAAP quality

Full (80%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-18 (MS Society of Canada, 2008); NNGO-24 (MyWorkplaceHealth / WorkSafe Saskatchewan, 2020); NNGO-26 (Workers Compensation Board of PEI, 2015)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence Moderate confidence

Recommendation 8.16

Employee engagement surveys and feedback mechanisms for inclusion

Use anonymous employee surveys and structured feedback mechanisms to measure inclusion and identify barriers. Ask employees how they feel about the existing work environment and culture. Listen to their answers and respond. Track results to make data-driven improvements. Transparently report on progress. Establish a process for receiving and responding to feedback about accessible service. Provide multiple ways for people to submit feedback.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Moderate (50%)

Supporting sources: FED-10 (ESDC / Disability Inclusion Business Council, 2022); MB-04 (Government of Manitoba / Disabilities Issues Office, 2016); ON-11 (Government of Ontario / AODA, 2014); ON-12 (Ontario Disability Employment Network, 2019)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Moderate convergence Full confidence

Recommendation 8.17

Social inclusion, workplace norms clarification, and public commitment signalling

Make your commitment to inclusion visible. Display inclusion signage, badges, or posters in your workplace. Commit publicly on your website, social media, and in job descriptions. Clarify social

and situational expectations for all employees. Allow social events to be optional and do not allow workplace decisions to be made at social occasions. Discuss workplace norms openly, including communication preferences, with all employees.

Convergence evidence

Sources

4 of 95

Classification

Moderate

CRAAP quality

Full (100%)

Supporting sources: NNGO-19 (Inployable (Canadian), 2023); NNGO-27 (Ready, Willing & Able (RWA) / Autism Alliance of Canada, 2023); NNGO-29 (Unknown Canadian org, 2020); NNGO-30 (Western University, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 8.18

Equitable compensation, benefits, and career advancement review

Review compensation, benefits, and career advancement opportunities with an equity lens. Examine salaries within your industry and within your organization by diversity group. Correct any inequities. Provide a living wage for hourly employees. Review benefits offerings to identify groups that could benefit from different or better coverage. Ensure performance evaluations reflect the strengths of diverse employees and are aligned with essential job tasks, including any modifications made for employees with disabilities.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: FED-01 (ESDC / Hire for Talent, 2022); NNGO-08 (Social Research and Demonstration Corporation, 2025); NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-17 (WCG Services, 2024)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

Low convergence **Full confidence**

Recommendation 8.19

Progressive discipline protections and disability-informed performance management

Before imposing discipline, consider whether a disability may be a factor in the behaviour that led to the concern. This is particularly important where the employer is aware or should be aware of a disability. Seek to understand the situation before concluding that performance expectations have not been met. Ensure performance management accounts for accommodations and that evaluations are not based on stereotypes. During restructuring, consider whether there will be a negative impact on employees with disabilities and what measures can address this.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: NNGO-10 (Social Research and Demonstration Corporation, 2024); NNGO-21 (Canadian Human Rights Commission (CHRC), 2015); ON-01 (Ontario Human Rights Commission, 2016); ON-03 (Ontario Human Rights Commission, 2008)

Jurisdictional notes

Before imposing discipline, employers are required under human rights law to consider whether a disability may be a factor. Failure to do so may constitute discrimination.

Low convergence **Full confidence**

Recommendation 8.20

Structured onboarding, job shadowing, and workplace orientation

Provide a structured onboarding, job shadowing, and workplace orientation process that works for all employees. Offer assistance with form completion. Ask candidates to tour the workplace and explain all aspects of the work. Provide information on how different workers learn. Include a coworker or staff member to help new employees settle in. Describe a clear timeline for orientation milestones and offer hands-on experience with job tasks early in the process.

Convergence evidence

Sources

3 of 95

Classification

Low

CRAAP quality

Full (100%)

Supporting sources: NNGO-11 (Retail Council of Canada, 2022); NNGO-12 (Retail Council of Canada, 2019); NNGO-13 (Canadian Apprenticeship Forum, 2018); NNGO-14 (Canadian Apprenticeship Forum, 2009); NNGO-30 (Western University, 2020)

Jurisdictional notes

This recommendation reflects a best practice supported by convergence across multiple independent Canadian sources. While not a specific legislative requirement, it aligns with the spirit and purpose of federal and provincial human rights and accessibility legislation.

11. Emerging Practices

The following 16 practices were identified during the synthesis but are each supported by only two independent sources. They do not meet the convergence threshold for a formal recommendation, which requires support from three or more independent sources.

- **Conduct medical assessments or disability-related inquiries only after a conditional offer of employment**
Supported by: Canadian Human Rights Commission; Ontario Human Rights Commission
- **Accommodate substance dependence as a disability, including through relapse**
Supported by: Canadian Mental Health Association Ontario; NEADS (National Educational Association of Disabled Students)
- **Offer internships, work experience, and pipeline programmes for persons with disabilities**
Supported by: ESDC; WorkFirst Alberta
- **Collect workforce demographic data and set diversity hiring targets**
Supported by: BC Office of the Human Rights Commissioner; Social Research and Demonstration Corporation
- **Apply accommodation policy broadly to all worker categories including applicants**
Supported by: Canadian Association for Supported Employment; Canadian Human Rights Commission
- **Train front-office and reception staff on disability etiquette before interviews**
Supported by: Canadian Association for Supported Employment; ESDC
- **Use inclusive workforce consultants to support assessment and workplace evaluation**
Supported by: Canadian Human Rights Commission; Social Research and Demonstration Corporation
- **Set workforce representation targets and monitor hiring data**
Supported by: BC Office of the Human Rights Commissioner; WorkFirst Alberta
- **Take ownership of the onboarding process**
Supported by: Ontario Disability Employment Network; Social Research and Demonstration Corporation
- **Ensure portability of accommodations when employees change positions or locations**
Supported by: Government of Ontario; Treasury Board of Canada Secretariat
- **Use assistive and inclusive technology solutions**
Supported by: Ontario Disability Employment Network; Treasury Board of Canada Secretariat
- **Involve unions in accommodation planning and override collective agreement barriers**
Supported by: Saskatchewan Public Service Commission; University Health Network
- **Ensure accommodated work is meaningful, productive, and meets core duties**
Supported by: BC Public Service Agency; Sheridan College
- **Report workplace injuries promptly**
Supported by: Canadian Human Rights Commission; Workers Compensation Board of PEI
- **Tailor mentorship and career conversations to individual goals**
Supported by: Conference Board of Canada; Social Research and Demonstration Corporation
- **Extend ongoing career development support including for neurodivergent employees**
Supported by: Conference Board of Canada; Social Research and Demonstration Corporation

12. Limitations

- This guide draws exclusively on grey literature. It does not incorporate peer-reviewed primary research or academic studies. The recommendations reflect what Canadian organizations advise employers to do, not what controlled studies have demonstrated to be effective.
- The scope of the synthesis is limited to Canada. While many of the practices align with international guidance, sources from other countries were not included.
- Quebec is not represented. The search was limited to English-language documents, and French-language grey literature from Quebec and other francophone sources was excluded.
- Some jurisdictions are underrepresented. Prince Edward Island, Nova Scotia, and the Northwest Territories did not yield documents that met the eligibility criteria.
- Extraction relied on publicly available digital documents. Guidance that exists only in internal organizational materials, behind paywalls, or in unpublished form was therefore outside the scope of this synthesis.
- Convergence counts reflect independent organizational sources rather than individual documents. Where a single organization published multiple guides, those documents were treated as one source for the purpose of calculating convergence. This approach guards against artificial inflation of agreement by prolific publishers, but it also means that practices with genuine cross-document support within an organization are not credited beyond a single count. Some practices may therefore appear to have lower convergence than their actual prevalence in the literature would suggest.

13. Acknowledgements

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The research team gratefully acknowledges the support of their respective institutions in facilitating this work and the National Educational Association of Disabled Students (NEADS) for their partnership on the WORBE project.

The recommendations in this guide are built on the collective expertise of 53 Canadian organizations whose guidance documents were analysed in the convergence synthesis. The breadth and consistency of their published guidance on disability employment inclusion made this synthesis possible.

Appendix A. Source Documents

The following table lists all 95 documents included in the convergence synthesis, grouped by the 53 independent organizational sources. Documents are organized by jurisdiction: federal, provincial/territorial, and national non-governmental organizations. Each entry includes the document code used in the evidence panels throughout this guide, the full title, and the year of publication.

Federal

Accessibility Standards Canada

FED-03 — CAN-ASC-1.1:2024 (REV-2025) Employment Standard (full) (2025)

Canadian Association of Professional Employees

FED-23 — Duty to Accommodate: A guide for CAPE members (2024)

Canadian Human Rights Commission

FED-18 — A Place for All: A Guide to Creating an Inclusive Workplace (2006) (2006)

FED-19 — A Guide for Managing the Return to Work (2007)

FED-20 — A Guide to Screening and Selection in Employment (2007)

FED-21 — Impaired at Work: A guide to accommodating substance dependence (ARCHIVED) (2008)

FED-17 — Developing a workplace accommodation policy: A Template for Federally Regulated Employers (2024)

FED-16 — Workplace accommodation: A guide for federally regulated workplaces (2026) (2026)

Correctional Service Canada

FED-22 — Guideline 254-3: Workplace Accommodation (2019)

ESDC

FED-10 — Bridging the Gap: Report on Disability Inclusion in Canadian Workplaces (2022)

FED-01 — Including People with Disabilities in Your Workplace (2022)

FED-11 — How to improve workplace equity: Evidence-based actions for employers (2023)

Public Service Commission of Canada

FED-06 — Guide for Assessing Persons with Disabilities: Assessment Accommodations (2015)

FED-07 — The Assessment of Candidates with Disabilities (2015)

FED-08 — How to think inclusion by design (Appendix 1) (2015)

FED-09 — FAQs for HR Advisors and Managers: Assessment Accommodation (2020)

Treasury Board of Canada Secretariat

FED-12 — Handling Disability Management Cases: Accommodation (2011)

FED-13 — How to Build a Disability Management Program: The Steps (2011)

FED-14 — Managing for Wellness: Disability Management Handbook for Managers (2011)

FED-15 — The Fundamentals: Return-to-Work Plan (2011)

FED-05 — Directive on the Duty to Accommodate (2020)

FED-04 — Duty to Accommodate: A General Process for Managers (2023)

British Columbia

BC Office of the Human Rights Commissioner

- BC-02 — Accommodations in the workplace (infosheet) (2022)
- BC-04 — Accommodations for specific groups of workers (2022)
- BC-03 — Equitable hiring and promotion (infosheet) (2025)

BC Public Service Agency

- BC-01 — Managers' guide to reasonable accommodation (2025)

Presidents Group

- BC-06 — Accommodations for Your Workplace (2020)

Social Research and Demonstration Corporation

- BC-05 — BC-WIN: Increasing Employment Through Inclusive Workplaces (Final Report) (2023)

Alberta

Alberta Human Rights Commission

- AB-01 — Receiving an accommodation request (2023)

EmployAbilities (Alberta)

- AB-03 — Inclusive Hiring Made Simple: A Step-by-Step Practical Guide for Employers (2023)

Government of Alberta

- AB-02 — Duty to Accommodate: Accommodating Employees in the Workplace (2019)

WorkFirst Alberta

- AB-04 — WorkFirst Alberta Employer Toolkit (2020)

Saskatchewan

Saskatchewan Human Rights Commission

- SK-02 — Obtaining and responding to medical information in the workplace (2021)
- SK-03 — Duty to Accommodate: Human Rights Guide (2021)

Saskatchewan Public Service Commission

- SK-01 — A Manager's Guide to Accommodation and Return to Work (2020)

Manitoba

Government of Manitoba

- MB-05 — Supportive Employment Services Guidelines for Manitoba Government Employees (2021)
- MB-03 — Guide to Create an Individualized Accommodation Plan Process and Policy (2015)
- MB-04 — Employers' Handbook on the Accessibility Standard for Customer Service (2016)
- MB-01 — Accessibility in Employment: A Quick Guide to Accommodations (2021)

Manitoba Human Rights Commission

MB-02 — Reasonable accommodation in the workplace (2020)

Ontario

Canadian Mental Health Association Ontario

ON-14 — Mental Health in the Workplace: An Accommodation Guide for Managers and Staff (2017)

City of Toronto

ON-08 — Guidelines for Accommodating Disabilities (2020)

David C. Onley Initiative

ON-16 — Employers Guide to Working with and Hiring Professionals with Disabilities (2020)

Discover Ability Network

ON-13 — Step 2: Find talent (2020)

Government of Ontario

ON-04 — Accessible workplaces (AODA Employment Standard) (2022)

ON-05 — Guide to accessibility compliance for industry (2022)

ON-11 — Making Your Business Accessible for People with Disabilities (Small Business Guide) (2014)

Ontario Disability Employment Network

ON-12 — ODEN Article Series 2019 (2019)

Ontario Human Rights Commission

ON-02 — Employment applications (Human Rights at Work Ch. IV) (2008)

ON-03 — Human Rights at Work 2008 - Third Edition (full document) (2008)

ON-01 — The duty to accommodate (Policy on disability) (2016)

Parkinson Canada / NHCC

ON-15 — At Ease: A guide to improving accessibility for people with invisible disabilities (2018)

Presidents Group

ON-17 — Deep Dive: Embed Disability Awareness into your Onboarding Process (2022)

Retail Council of Canada

ON-10 — Handbook for Accessible Employment Under the AODA (2015)

Toronto District School Board

ON-06 — Workplace Accommodation for Employees with Disabilities (PR717) (2018)

University Health Network

ON-07 — Accommodation in Employment for Persons with Disabilities (2020)

University of Waterloo

ON-09 — Disability Accommodation Guidelines for Employees (2021)

New Brunswick

New Brunswick Human Rights Commission

- NB-01 — Guideline on Accommodating Physical and Mental Disabilities at Work (2017)
- NB-02 — Accommodating Disabilities at Work (plain language) (2020)

Newfoundland and Labrador

MQO Research / NL DAESL

- NL-03 — Improving Labour Market Participation of Persons with Disabilities: A Review of Barriers and Innovative Practices (2019)

Newfoundland and Labrador Human Rights Commission

- NL-01 — Understanding the Duty to Accommodate (2020)
- NL-02 — Understanding the Duty to Accommodate: A Practical Workplace Guide (2025)

Nunavut

Government of Nunavut

- NU-01 — Return to Work Policy Guidelines (2025)

Yukon

Government of Yukon

- YK-01 — GAM 3.59: Disability Management and Accommodation Policy (2024)

National NGO

Autism Alliance of Canada

- NNGO-27 — Autistic/Allistic Intercommunication: A Guide for the Workplace (2023)

BHER / CNIB

- NNGO-16 — Employer Perspectives on Hiring Persons with Disabilities (2024)

Canadian Apprenticeship Forum

- NNGO-14 — Workplace accommodations for persons with disabilities in the skilled trades (2009)
- NNGO-13 — Hiring, Training and Retaining Apprentices with Disabilities: A Guide for Employers (2018)

Canadian Association for Supported Employment

- NNGO-02 — HR Inclusive Policy Toolkit #5: Accommodations (2021)
- NNGO-03 — HR Inclusive Policy Toolkit (Introduction) (2021)

Canadian Council on Rehabilitation and Work

- NNGO-15 — Disability inclusion in the skilled trades: A blueprint for change (2023)

Canadian Human Rights Commission

- NNGO-21 — Accommodation Works! A user-friendly guide (2015)

Conference Board of Canada

- NNGO-01 — Employers' Toolkit: Making Ontario Workplaces Accessible 2nd Ed. (2015)
- NNGO-20 — Good Practices for Recruiting and Retaining Aboriginals and Persons with Disabilities (Information Request) (2014)
- NNGO-06 — Opportunity for All: Improving Workplace Experiences and Career Outcomes for Canadians With Disabilities (2023)
- NNGO-04 — Key Insights on Disclosure and Accommodations (2025)
- NNGO-05 — From Compliance to Culture: Accessibility Beyond Disclosure (2025)

Inployable (Canadian)

- NNGO-19 — Welcome to Inployable: Guide for Employers (Down syndrome) (2023)

MS Society of Canada

- NNGO-18 — MS in the Workplace: An employer's guide (2008)

NEADS (National Educational Association of Disabled Students)

- NNGO-28 — Access to Success (2003)

Ontario Disability Employment Network

- NNGO-22 — Guide to Accessible eRecruiting (2021)

Retail Council of Canada

- NNGO-12 — EnAbling Change for Retailers: Make your Store Accessible (2019)
- NNGO-11 — Inclusive Hiring: Your Duty to Accommodate (HR Toolkit) (2022)

Sheridan College

- NNGO-31 — Employer Toolkit: Hosting Students with Disabilities in the Workplace (2022)

Social Research and Demonstration Corporation

- NNGO-07 — Employment Accessibility Standards for Recruitment and Retention (Final Report) (2023)
- NNGO-10 — Neuroinclusive Employment: Knowledge Synthesis (2024)
- NNGO-08 — Employ Ability: Employer Guide (2nd edition, Oct 2025) (2025)
- NNGO-09 — Neuroinclusive Employment Final Report (2025)

Unknown Canadian org

- NNGO-29 — The Equity Toolkit for the Workplace (2020)

VRAIE-IDEA

- NNGO-23 — Hiring persons with disabilities and support needs in public sector organizations: Reflection guide (2026)

WCG Services

- NNGO-17 — Your guide to disability inclusion in the workplace (2024)

Western University

- NNGO-30 — Ability (HireWesternU) (2020)

WorkSafe Saskatchewan

- NNGO-24 — Return-to-Work Toolkit: A guide for healthy recovery from psychological workplace injury (2020)

WorkSafeNB

NNGO-25 — Working to Well: Employer's Guide to Early and Safe Return to Work and Disability Prevention (2015)

Workers Compensation Board of PEI

NNGO-26 — Work Disability Prevention: A Guide for Employers (2015)