

realize

FOSTERING
POSITIVE CHANGE
FOR PEOPLE LIVING
WITH HIV AND OTHER
EPISODIC DISABILITIES


réalise

UN MOTEUR
DE CHANGEMENT POUR
LES PERSONNES VIVANT
AVEC LE VIH ET D'AUTRES
INVALIDITÉS ÉPISODIQUES

Should I Tell Them?

Working Towards Barrier-Free Recruitment in the Canadian Labour Market





Realize is a national charitable organization working to improve the quality of life of people living with HIV and related conditions through rehabilitation research, education, and cross-sector partnerships. **Realize** members are individuals and organizations that have an interest in HIV, disability and rehabilitation. These include: community-based HIV/AIDS, disability and rehabilitation organizations; national professional associations and individual clinicians; unions; private-sector companies; people living with HIV and other disabilities; health care, social care and human resources professionals; and other people who are interested in HIV, disability and rehabilitation.

For more information, please contact us at:
1240 Bay Street, Suite 600
Toronto, ON M5R 2A7
+1 416 513-0440 or at info@realizecanada.org
www.realizecanada.org

© 2020 **Realize**



Acknowledgements

Realize would like to thank all of the individuals living with episodic disabilities whose voices and experiences have guided and informed this work. We would also like to thank Ayesha Khan for her dedication to this project. We are so happy that she's been part of the **Realize** team. We would also like to thank Dr. Monique Gignac and Dr. Arif Jetha for their interest and excitement along with their guidance throughout this project. The staff of the Institute for Work and Health has been an unwavering partner working alongside us to create this Policy Brief. **Realize** is also grateful to all of the researchers who have spent hours digging into what people with episodic disabilities are facing when it comes to seeking employment. This document wouldn't be what it is without their dedicated inquiry.



TABLE OF CONTENTS

Acknowledgements	3
Introduction	5
Episodic Disabilities at Work	6
Legislation	7
Resources to Support the Communication and Disclosure of Episodic Disabilities	9
The Literature	10
Recommendations	11
Conclusion	12
References	13
Appendices	15

INTRODUCTION

It is estimated that 1 in 5 Canadians aged fifteen and older experience one or more disabilities during their lifetime¹. Disability is often discussed as a *continuous* and *consistent* state of limitation that impacts an individual's participation in life activities or situations². However, according to the 2017 Canadian Survey on Disability, of the 6.2 million Canadians living with a disability, 3.8 million (61.3%) describe their disability as “dynamic” and experience fluctuations in their limitations². This highlights a classification of disabilities known as “episodic disabilities”. Through the mandates of the *Accessible Canada Act*, Canada has pledged to become “barrier-free” in its employment actions by addressing and eliminating physical, infrastructural, technological, and social barriers. To achieve this goal, policymakers must establish policies that support persons with episodic disabilities during the hiring and probationary periods of employment.

Episodic disabilities are long term health conditions defined by periods of good health that are interrupted by periods of illness and limitations in activities. These periods of illness vary in duration, intensity, and severity. Conditions such as arthritis, multiple sclerosis (MS), Crohn's, colitis, HIV, mental health conditions, migraine, epilepsy, and some forms of cancer are examples of episodic disabilities. Many of these conditions are among the most common long-term health conditions impacting Canadians^{3,4,5}. Due to the unpredictable and often invisible nature of many episodic disabilities, persons living with these conditions may face unique challenges in their daily lives, particularly with respect to workforce participation, communication, and support⁶.

The periodic nature of episodic disabilities and differences in the severity and duration of limitations can lead to disruptions that may impact an individual's ability to fulfill their work tasks and maintain social inclusion in the workplace², including absenteeism and a decrease in productivity.

The most common workplace accommodation requested by working Canadians with episodic disabilities is flexible work arrangements². This includes modifications to start and end times of the workday or shifts, and longer or

Categories of Episodic Disabilities

Continuous: The individual experiences a constant and consistent state of limitation that impacts their ability to participate in daily activities.

Fluctuating: The individual experiences shorter time periods (less than a month) where they feel limited by their condition, but also experience periods during this time where they are able to participate in daily activities with reduced limitations.

Progressive: The individual experiences limitations that worsen over time.

Recurrent: The individual experiences limitations repeatedly during a time period of one month or more; their ability to participate in daily activities 1) stays the same 2) improves or 3) they are able to participate more during some time periods and less during other time periods.

Adapted from Statistics Canada's *Dynamics of Disability Report*, 2019.

more frequent breaks. Examples of other common supports and accommodations are modifications to some job tasks and use of special equipment or assistive devices (e.g., ergonomic workstations)⁷. Work accommodations can lead to an increase in productivity, fewer workplace activity limitations, and fewer job disruptions for employees with episodic disabilities^{2,7}.

EPISODIC DISABILITIES AT WORK


A common misconception about hiring persons with disabilities is that they are expensive to accommodate. However, over half of the accommodations requested by persons with disabilities cost \$500 or less⁸. For persons with episodic disabilities, commonly requested accommodations like increased flexibility may not require any additional direct costs from the organization².

Table 1: “Flexible Work Time” Accommodation Strategies for Persons with Episodic Disabilities⁹

Accommodation Strategy	Cost
Modified start and end times	No direct cost
Modified breaks (e.g. longer or more periodic)	No direct cost
Work from home on some occasions*	No direct cost
Individualized work plan for periods of poor health or unforeseen absences	No direct cost
Flexibility to attend medical appointments	No direct cost

* Provided that employees do not require equipment or workplace materials to be purchased by the organization.

Individuals with disabilities have a right to reasonable accommodations if they do not result in undue hardship to an employer. However, making the decision whether to disclose an episodic disability can be challenging. Although individuals with episodic disabilities do not need to disclose a disease or health diagnosis, they are responsible for communicating the nature and extent of their work limitations and may be asked to provide medical confirmation of a health condition. It also can be helpful to discuss suggestions for accommodation strategies. When a disability is “non-visible” (which is common among episodic disabilities), individuals will weigh the costs and benefits of disclosure for their employment situation. Choosing to communicate about an episodic disability may mean that individuals are able to access workplace supports and accommodations to help sustain their employment. However, people with episodic disabilities sometimes fear stigma, social exclusion or even discrimination that could result




from disclosure. They also may not disclose because they are not experiencing any limitations, their condition is well managed with treatment, or they feel that by not sharing, they do not have to worry about others' opinion. In order to promote social inclusion and reduce the fear and stigma associated with disclosure, employers must establish policies and procedures to support workers living with episodic conditions should they choose to disclose at any stage of the hiring process, including probationary periods. Employees and jobseekers with disabilities who choose to discuss their disability and accommodation needs with employers and recruiters should be able to do so without fear of stigma or discrimination.

LEGISLATION

The protection of the rights of people with disabilities is mandated under the *Canadian Human Rights Act* to ensure equal opportunity and prohibit discrimination against designated groups¹⁰. At the federal level, the *Employment Equity Act* requires employers to establish and follow equitable employment practices to foster an inclusive, supportive, accommodating and barrier-free work environment for employees¹¹. This includes providing reasonable accommodations to the Act's beneficiaries, including employees living with disabilities. In May 2019, the Senate passed Bill C-81, now known as the *Accessible Canada Act (ACA)*, which aims to achieve a "barrier-free Canada" by 2040 through the identification, prevention, and elimination of the physical, technological, and social barriers that impact the participation of persons with disabilities from fully engaging in society¹². The *Accessible Canada Act* builds on the *Canadian Human Rights Act* and states that federally-regulated organizations will be mandated to 1) create and implement accessibility plans under consultation with persons with disabilities, 2) develop tools to collect feedback on their progress as accessible and barrier free spaces, and 3) publish progress reports on the status of their accessibility plans¹². These accessibility plans are an opportunity for federal organizations to assess and improve their accommodation, communication, and disclosure practices during hiring and work probation periods. This will assist in the identification and elimination of barriers towards employment for people with disabilities.

The *Accessible Canada Act* is limited to federally regulated organizations¹². However, as an example, Ontario's private and non-profit organizations and workplaces are mandated by the Employment Standard under the *Accessibility for Ontarians with Disabilities Act (AODA)* to ensure that their hiring processes are accessible to applicants with disabilities¹³. The Employment Standard considers all aspects of the hiring process including recruitment, interviews, and offers of employment¹³. As of 2017, compliance of the Employment Standard is mandatory for all organizations, regardless of size or sector. Employers and recruiters must 1) inform applicants that accommodations during the hiring process are available, 2) provide an equal employer statement within their job postings, and 3) consult with applicants if they require accommodations during the hiring period¹⁴. These



consultations are an opportunity for employers to improve accessibility in their workplaces. It is recommended that employers create opportunities for the disclosure of episodic and other disabilities, and for discussion of supportive accommodations during the hiring process. Implementing anti-discrimination hiring practices contributes to ensuring the health, safety, and wellbeing of workers by fostering an accessible and supportive work environment. Under the Employment Standard, when a job offer is made, the employer must notify the successful applicant of their organization's accommodation policies and encourage the applicant to make any accommodation request as soon as possible¹³.

An organization's duty to comply with the AODA's Employment Standard is regulated by 1) the employer's self-reporting of their compliance of the AODA's requirements, 2) audit inspections conducted by the Accessibility Directorate of Ontario, and 3) the tracking of complaints filed by individual employees¹⁴. In 2017, the AODA conducted P2 audit inspections to confirm workplace compliance of the AODA's accessibility requirements and regulations. These audits focused on hiring regulations¹⁵. Of the 476 organizations that were audited, 93% reported that they notified their employees, potential job applicants, and successful candidates of their accommodation policies for jobseekers with disabilities during the recruitment and hiring process¹⁵. The deadline for the compliance of small organizations (1-49 employees) under the Employment Standard of the AODA was January 1st, 2017¹⁵. All private and non-profit organizations in the province of Ontario (regardless of size or sector) are now mandated to comply with the Employment Standards¹³.


As of August 2020, four provinces across Canada have developed and mandated accessibility legislation, each with their own respective priorities, objectives, and timelines. In order for Canada to achieve a "barrier-free" status by 2040, every province and territory will need to enact accessibility legislation to eliminate barriers, and foster the support and social inclusion of persons with disabilities.

Table 2: Provincial and Territorial Accessibility Legislation

Province or Territory	Accessibility Legislation	Year Enacted	Objective
Quebec	<i>Act Respecting Equal Access to Employment in Public Bodies</i> ¹⁶ <i>Act to Secure Handicapped Persons in the Exercise of their Rights with a View to Achieving Social, School and Workplace Integration</i> ¹⁷	2001 2004 (based on the 1974 <i>Act to Secure Handicapped Persons in the Exercise of their Rights</i>)	Mandate equal access to employment for public sector employees. Foster social inclusion and employment, and secure the rights of persons with disabilities.
Ontario	<i>Accessibility for Ontarians with Disabilities Act (AODA)</i> ¹⁸	2005 (based on the 2001 <i>Ontarians with Disabilities Act</i>)	Achieve a barrier-free Ontario by 2025
Manitoba	<i>Accessibility for Manitobans Act (AMA)</i> ¹⁹	2013	Achieve an inclusive Manitoba by 2023
Nova Scotia	<i>Nova Scotia Accessibility Act (NSAA)</i> ²⁰	2017	Achieve an accessible Nova Scotia by 2030

Other provinces are developing accessibility legislation. British Columbia has proposed the “British Columbia Accessibility Act” which outlines accessibility standards to achieve a “barrier-free British Columbia by 2024”²¹. This suggested bill had its first reading in May 2018, and officials have engaged in public consultation with the public to improve the legislation²¹. In 2019, Saskatchewan reported the development of accessibility legislation to remove and prevent barriers²². Because of the COVID-19 pandemic, public consultation of the legislation has been postponed. However, the Saskatchewan government is currently preparing for public engagement as they continue to develop their accessibility legislation²².

Although the current federal and provincial legislation mandates discussing accommodations and disclosure during the hiring process, the process varies across organizations and their specific accommodation policies. This adds to the challenges in the job-seeking experience for people with episodic disabilities, as each potential job opportunity presents a different set of considerations. Some organizations will include accommodation notes or statements



within their job postings, while others do not. Few organizations create a time set aside for the discussion of accommodations during the hiring process. These inconsistencies can further perpetuate a fear of disclosure, and concerns about possible stigma and job refusal. Of the 3.8 million Canadians living with dynamic (episodic) disabilities, 48.45% are not employed². If the AODA is to achieve a “barrier-free Ontario” by 2025, and the ACA to achieve a “barrier-free Canada” by 2040, it is vital that the legislation addresses the barriers to employment that people with episodic disabilities face during the hiring process and probationary periods.

RESOURCES TO SUPPORT THE COMMUNICATION AND DISCLOSURE OF EPISODIC DISABILITIES

To address the needs of people with episodic disabilities during the hiring process, an international resource scan was conducted of publicly available English-language digital resources. The resources were collected in a systematic search performed by the Accommodating and Communicating about Episodic Disabilities (ACED) Partnership grant (<https://aced.iwh.on.ca>), funded by the Social Sciences and Humanities Research Council of Canada (SSHRC) and the Canadian Institutes of Health Research (CIHR). The resource scan identified 25 international resources which were publicly available as of 2017, providing jobseekers and employers with guidance and support regarding issues related to the disclosure of disabilities during the hiring process. This scan included resources that discussed condition-specific disclosure (e.g., MS, depression, cancer) and the disclosure of disabilities in general (see Appendix 2).

THE LITERATURE

We also undertook a review of peer-reviewed academic research from 2010-2020 regarding the hiring of persons with disabilities and the disclosure and communication of disabilities during the hiring and probationary process (For the Literature Review Summary Table, please see Appendix 3). The selected studies varied in terms of research design (e.g., surveys, focus groups, experimental research) and included interviews with employers, Human Resources professionals, employees with a disability, and jobseekers.



RECOMMENDATIONS

The following policy recommendations are based on a review of the gaps in legislation, the environmental scan of publicly available resources and peer-reviewed studies from the past ten years related to employment, disclosure, and the communication of disabilities. These recommendations do not oppose current policy. Rather they enhance current and future legislative and research action items.

1. Consult with persons with disabilities – including people living with episodic disabilities - at all levels of government decision making, including the development of provincial and territorial accessibility legislation.
2. Extend the *Accessible Canada Act's* mandate for organizational accommodation plans to include provincial private and non-profit organizations.
3. Increase the promotion and compliance of provincial and territorial accessibility employment standards (e.g., through social media campaigns and knowledge translation).
4. Implement the suggested recommendations of the “2018 Review of the AODA Employment Standards Report” to include organizations of all sizes, specifically workplaces with fewer than 50 employees.
5. Streamline the disclosure process to limit the number of times the applicant and/or successful candidate must disclose their episodic disability during the recruitment process.
6. Enhance ways to protect the privacy of a potential new worker’s health information and ensure that it is not used to discriminate against individuals living with an episodic disability during the hiring process.
7. Provide additional training within organizations to help those making hiring decisions to recognize the complexity of disclosure decisions, and develop ways to avoid systemic hiring biases against persons living with disabilities.
8. Educate individuals within organizations who undertake hiring decisions to better understand the episodic nature of many disabilities, that people living with episodic disabilities may need accommodation at some times and not others, and that not disclosing may reflect the absence of need and not a desire to hide or misrepresent abilities.



CONCLUSION

Through the mandates of the *Accessible Canada Act*, Canada has pledged to become “barrier-free” in its employment actions. The Act aims to address and eliminate physical, technological, and social barriers. However, to be truly considered “barrier-free”, we must also strive towards eliminating invisible barriers, such as implicit biases, stigma, and stereotypes that impact the hiring of jobseekers with episodic disabilities. To achieve this, policymakers must establish policies that support persons with episodic disabilities during the hiring and probationary periods of employment.

Persons with disabilities should be free to make decisions about disclosure that meet their needs, including being able to discuss their disability and workplace accommodation needs without the fear of stigma or job discrimination. To eliminate barriers to employment and foster social inclusion of persons with episodic disabilities, organizations need to be aware of the current legislation and incorporate practices to support the hiring of persons with episodic disabilities, including evidence from the peer-reviewed literature on disability and work. The employment rate for working age individuals with episodic disabilities in Canada is just over 50% (about 1.96 million Canadians), which is considerably lower than their counterparts not living with a disability². To improve the opportunities of those living with an episodic disability who want to work, we need to improve practices throughout the hiring process. Choosing whether, when, to whom and how to disclose an episodic disability is a personal decision that is currently complicated by the inconsistencies in the hiring process and uncertainties in how that information is used. By creating accessible work environments with accommodative hiring practices, not only will job-seekers with episodic disabilities have the opportunity to thrive as productive employees, Canada will be able to increase the participation of persons with episodic disabilities in the workforce, and in doing so, act on the commitment to achieve a “barrier-free Canada” by 2040.

REFERENCES

1. Morris S, Fawcett G, Brisebois L, Hughes J. (2018). Canadian Survey on Disability Reports: A demographic, employment and income profile of Canadians with disabilities aged 15 years and over, 2017. Statistics Canada, 2018.
2. Morris S, Fawcett G, Timoney LR, Hughes J. (2019). The Dynamics of Disability: Progressive, Recurrent or Fluctuating Limitations [Internet]. Statistics Canada, 2019. Available from: <https://www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2019002-eng.pdf>
3. Gilmour H, Ramage-Morin P, Wong SL. (2016). Epilepsy in Canada: Prevalence and impact [Internet]. Statistics Canada, 2016. Available from: <https://www150.statcan.gc.ca/n1/en/pub/82-003-x/2016009/article/14654-eng.pdf?st=AmA4fT5l>
4. Gilmour H, Ramage-Morin P, Wong SL. (2018). Multiple sclerosis: Prevalence and impact [Internet]. Statistics Canada, 2018. Available from: <https://www150.statcan.gc.ca/n1/en/pub/82-003-x/2018001/article/54902-eng.pdf?st=p54xwS6v>
5. Prevalence of Chronic Diseases Among Canadian Adults [Internet]. Statistics Canada, 2016. Available from: <https://www.canada.ca/en/public-health/services/chronic-diseases/prevalence-canadian-adults-infographic-2019.html>
6. Gignac MAM, Bowring J, Jetha A, Beaton DE, Breslin FC, France R-L, et al. (2020). Disclosure, privacy and workplace accommodation of episodic disabilities: Organizational perspectives on disability communication-support processes to sustain employment. *Journal of Occupational Rehabilitation*, 2020. Available from: <https://doi.org/10.1007/s10926-020-09901-2>
7. Gignac MAM, Kristman V, Smith PM, Beaton DE, Bradley EM, Ibrahim S, et al. (2018). Are There Differences in Workplace Accommodation Needs, Use and Unmet Needs among Older Workers with Arthritis, Diabetes and No Chronic Conditions? Examining the Role of Health and Work Context. *Journal of Work, Aging and Retirement*, 4(4):381–398.
8. Thomson G. (2018). Funding for Workplace Accommodations in Ontario [Internet]. Accessibility for Ontarians with Disabilities Act, 2018. Available from: <https://aoda.ca/funding-for-workplace-accommodations-in-ontario/>
9. Morris S. (2017). Canadian Survey on Disability Reports: Workplace accommodations for employees with disabilities in Canada, 2017 [Internet]. Statistics Canada, 2019. Available from: <https://www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2019001-eng.pdf>
10. Canadian Human Rights Act [Internet]. Government of Canada, 2019. Available from: <https://laws-lois.justice.gc.ca/eng/acts/h-6/FullText.html>

11. Employment Equity Act [Internet]. Government of Canada, 2017. Available from: <https://laws-lois.justice.gc.ca/eng/acts/E-5.401/FullText.html>
12. Accessible Canada Act [Internet]. Government of Canada, 2019. Available from: <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
13. Thomson G. (2018). What is the Employment Standard? Accessibility for Ontarians with Disabilities Act. Available from: <https://aoda.ca/what-is-the-employment-standard/>
14. Thomson G. (2018). Who Enforces AODA Compliance. [Internet]. Accessibility for Ontarians with Disabilities Act. Available from: <https://www.aoda.ca/who-enforces-aoda-accessibility-compliance/>
15. 2018 Review of the Employment Standards - Initial Recommendations Report [Internet]. Government of Ontario, 2019. Available from: <https://www.ontario.ca/page/2018-review-employment-standards-initial-recommendations-report>
16. A-2.01 - Act respecting equal access to employment in public bodies [Internet]. Publications Quebec, 2020. Available from: <http://legisquebec.gouv.qc.ca/en/ShowDoc/cs/A-2.01>
17. E-20.1 - Act to Secure Handicapped Persons in the Exercise of their Rights with a View to Achieving Social, School and Workplace Integration [Internet]. Publications Quebec, 2020. Available from: <http://legisquebec.gouv.qc.ca/en/ShowDoc/cs/E-20.1>
18. The Act (AODA) [Internet]. Accessibility for Ontarians with Disabilities Act, 2019. Available from: <https://aoda.ca/the-act/>
19. The Law [Internet]. The Accessibility for Manitobans Act. Available from: <http://www.accessibilitymb.ca/law.html>
20. Access by Design 2030: Achieving an Accessible Nova Scotia [Internet]. Government of Nova Scotia. Available from: <https://novascotia.ca/accessibility/access-by-design/>
21. British Columbia Accessibility Act [Internet]. Siteimprove, 2020. Available from: <https://siteimprove.com/en-ca/accessibility/british-columbia-accessibility-act/>
22. Accessibility Legislation for Saskatchewan [Internet]. Government of Saskatchewan. Available from: <https://www.saskatchewan.ca/government/public-consultations/accessibility-legislation-for-saskatchewan>



APPENDICES

Appendix 1: Definitions of the categories of episodic disabilities adapted from Statistics Canada’s 2017 “Dynamics of Disability” Report.

Continuous: The individual experiences a constant and consistent state of limitation that impacts their ability to participate in daily activities.

Fluctuating: The individual experiences shorter time periods (less than a month) where they feel limited by their condition, but also experience periods during this time where they are able to participate in daily activities with reduced limitations.

Progressive: The individual experiences limitations that worsen over time.

Recurrent: The individual experiences limitations repeatedly during a time period of one month or more and their ability to participate in daily activities is 1) stays the same 2) improves or 3) they are able to participate more during some time periods and less during other time periods.

Appendix 2: Publicly available resources to support the communication and disclosure of episodic disabilities during the hiring process and probationary period.

Resources were excluded if they 1) mentioned disclosure only briefly without detailed information 2) did not provide a balanced examination of the benefits and risks of disclosure (e.g., advised that individuals should never disclose) 3) focused only on the return to work period or current employment and 4) did not discuss the hiring process as a potential time to disclose episodic disabilities or accommodation requirements.

Resources Reviewed:

Country	Organization	Resource Title	Condition(s)	Summary of Resource
Australia	National Disability Coordination Officer (NDCO) Program	Disclosure: It's A Personal Decision	All Disabilities	A comprehensive resource for job applicants that outlines tips for disclosure for different kinds of interviews.
Australia	National Disability Coordination Officer (NDCO) Program	Education to Employment	All Disabilities	A comprehensive resource that outlines why and when an applicant would disclose their disability to their employer and/or recruiter.
Canada	Mental Health Works	Mental Health Works (website)	Mental Health	Provides information to employers about mental health and employment through workshops and online courses. This webpage informs employers how to increase accessibility during the hiring process, and discusses when and how candidates can disclose and request accommodation.
Canada	Mental Health Works	Mental Health Works-2016 (website)	Mental Health	A resource for job candidates to learn where they can disclose their mental health discussion and how they can describe it. The resource provides example scripts and prompts for applicants, and a “pros

				& cons" list of disclosing and asking for accommodation during the interview process.
Canada	Canadian Mental Health Association (CMHA)	Steps to Employment: a workbook for people who have experienced mental health problems	Mental Health	A detailed resource that discusses disclosure and accommodation throughout all stages of the hiring process (see chapter 7).
Canada	Wilfred Laurier University Career Development Centre	Self-Identifying Disability in the Workplace	All Disabilities	Resources for job applicants that discuss the timing of disclosure and discussions for accommodation at all stages of the hiring process (before, during, and after).
Canada	Cancerandwork.ca	Cancer and Work	Cancer	The webpage titles "disclosure during a job interview" outlines the timing of disclosure and accommodation discussion for job applicants. Provides tips, suggestions, and other supportive resources.
Canada	Canadian Council on Rehabilitation and Work (CCRW)	TRUST: Workplace Disclosure	All Disabilities	A detailed resource that discusses disclosure and accommodation throughout all stages of the hiring process for job applicants. Provides a "pros & cons" list about when and how to disclose.
Canada	Alberta Learning Information Service (ALIS)	Talking About Invisible Disabilities	All Disabilities	This resource discusses the reasons one may disclose their disability to a potential employer, including a breakdown of when one can disclose during the hiring process. Also includes a "pros & cons" table

				about the risks and benefits of disclosure.
Canada	Alberta Learning Information Service (ALIS)	Disclosure: What to Say About Your Disability - and When	All Disabilities	This resource outlines a "pros & cons" with respect to the timing of disclosure during the hiring process, and includes suggested recommendations for each opportunity of disclosure
Canada	Champions Career Centre	Disclosing your disability	All Disabilities	Resource provides a "pros & cons" list of disclosing and asking for accommodation during the hiring process.
Canada	National Educational Association of Disabled Students	Duty to Accommodate	All Disabilities	This resource focuses on the legal aspects of disclosing a disability, including when and why one would disclose. Provides a neutral stance on disclosure.
Canada	Canadian Manufacturers & Exporters (CME)	Taking Action: An HR Guide.	All Disabilities	This resource is targeted towards employers and includes a guide of how to talk about disabilities and necessary accommodations during the hiring process
Canada	Workplace Planning Board of York Region & West Gwillimbury	Hiring workers with disabilities	All Disabilities	A resource for employers on how to conduct interviews and hiring process. Discusses when applicants can disclose and ask for accommodations during the interview and hiring process.
UK	Kings College London, University of London	Conceal or Reveal: A guide to telling employers about a mental health condition (CORAL)	Mental Health	Resource provides a "pros & cons" list of disclosing and asking for accommodation during the hiring process.

UK	National AIDS Trust	HIV and Recruitment	HIV & Hepatitis C	A resource targeted toward job applicants that outlines when a job applicant could encounter the need or possibility to disclose their HIV positive status during the job application process. Outlines the factors the job applicant may have to consider, including the request for accommodations
UK	Shaw Trust	Tackle Mental Health	Mental Health	This resource outlines tips for employers to create an environment open for disclosure and discussion about the accommodation needs of their job applicants and/or successful candidates.
USA	Center for Psychiatric Rehabilitation at Boston University	Disclosing Your Disability to an Employer	Mental Health	Resource provides information to employees on how to disclose and discuss their psychiatric disability to their employer during the hiring process
USA	Center for Psychiatric Rehabilitation at Boston University	Facts Sheets and Scenarios for Employers	Mental Health	Resource provides information to employers on how discuss the disclosure and accommodation needs of an applicant's psychiatric disability during the hiring process through the use of case studies
USA	Office of Disability Employment Policy, U.S. Department of Labour	Youth, Disclosure, and the Workplace Why, When, What, and How [webpages]	All Disabilities	A short resource for job applicants that discusses who and when to disclose to and ask about accommodations. Can be supported with additional (external) resources.

USA	The National Collaborative on Workforce and Disability for Youth (NCWD/Youth)	By Youth, For Youth: Employment	All Disabilities	This resource is targeted to youth who are seeking employment and includes a "pros & cons" list about disclosing during at different stages of the hiring process.
USA	The National Collaborative on Workforce and Disability for Youth (NCWD/Youth)	The 411 on Disability Disclosure	All Disabilities	Section 8 of the workbook provides information to job applicants on when to disclose during the hiring process
USA	University of Massachusetts Medical School	Do I Tell My Boss?: Disclosing My Mental Health Condition at Work	Mental Health	This resource includes a "pros & cons" list about disclosing during at different stages of the hiring process.
USA	McBurney Disability Resource Center, University of Wisconsin Madison	Disclosure and the Workplace	All Disabilities	Resource provides a "pros & cons" list of disclosing and asking for accommodation during the hiring process.
USA	Curb Cuts to the Middle-Class Initiative	Recruiting, Hiring, Retaining, and Promoting People with Disabilities	All Disabilities	This resource is targeted towards employers of when and how discuss disclosure and accommodation needs of employees

Resource scan material provided by the Accommodating and Communicating about Episodic Disabilities (ACED) Partnership Grant (<https://aced.iwh.on.ca>).

Appendix 3: Literature Review Summary Table.

Research from 2010-2020 was included if it 1) discussed the paid employment, recruitment, and hiring of people with disabilities 2) discussed the disclosure of disabilities during the hiring and probationary period 3) was peer-reviewed for an academic journal.

Author	Year	Study Title	Journal	Objective	Research Design	Participants	Location	Study Findings
Andersson J; Luthra R; Hurtig P; Tideman M	2015	Employer attitudes toward hiring persons with disabilities: A vignette study in Sweden	Journal of Vocational Rehabilitation	Explored the attitudes and experiences of employers of hiring people with disabilities	Vignette method with follow up survey	Recruiters and employers responsible for hiring	Sweden	Employers indicated varying levels of interest in hiring people with disabilities, which was dependent on the type of disability experienced. Employers with more experience of hiring and working with persons with disabilities were more likely to hire persons with disabilities.
Baker PMA; Linden MA; LaForce SS; Rutledge J; Goughnour KP	2018	Barriers to Employment Participation of Individuals with Disabilities: Addressing the Impact of Employer (Mis)Perceptions and Policy	American Behavioral Scientist	Identified similarities and differences between the academic and industry literature to identify opportunities for developing targeted policies and address	Comparative survey and thematic analysis of academic and industry literature on policies related to employment and workplace inclusion of	N/A	United States	A majority of job applicants and employees with disabilities reported having "invisible disabilities". Employers reported concerns about the work performance abilities of candidates with mental or emotional disabilities compared to physical disabilities. Workplace culture was reported as a factor contributing to the inclusion of employees with disabilities. Misconceptions of persons with disabilities was related to lack of knowledge and limited interactions with people with disabilities. Some employers perceived that the cost of supporting an employee with a disability was a financial risk to the organization and reported

				barriers to employment.	persons with disabilities.			screening out potential candidates based on a disability disclosure.
Brouwers EPM; Joosen MCW; van ZC; Van WJ;	2020	To Disclose or Not to Disclose: A Multi-stakeholder Focus Group Study on Mental Health Issues in the Work Environment	Journal of Occupational Rehabilitation	Investigated the perspectives, experiences, and attitudes of stakeholders regarding the disclosure of mental health conditions by employees and job applicants.	A focus group study and thematic content analysis	27 participants consisting of: (6) People with mental illness; (4) Human Resources (HR) managers, involved in hiring decisions; (5) employers; (8) work reintegration professionals; and (4) mental health advocates	Netherlands	<p>Identified factors that influenced the disclosure process of a mental illness including: 1) to whom and when to disclose 2) workplace factors, financial factors, and employee factors. Participants reported that disclosure was associated with positive outcomes including: 1) improved relationships with employers 2) authenticity 3) work environment support and 4) friendly culture. Negative outcomes associated with disclosure included 1) stigma and 2) discrimination.</p> <p>Perspectives of hiring:</p> <p>1) stakeholders agreed that if work was not impacted by the mental health condition, then it is better to not disclose to avoid potential discrimination. However, if the mental health condition impacts work performance and productivity, then disclosure was perceived as necessary.</p> <p>2) Mental Health advocates, employers, and HR managers believed that disclosing during the hiring processes reduced the candidate's chances of being hired. They agreed that the candidate should establish a professional relationship with their employer before disclosing.</p>

								3) Work Reintegration professionals believed that candidates should disclose their mental health condition during the hiring process as it is easier for them to do their jobs of arranging accommodations and maintaining positive relationships with employers.
Dolce JN; Bates FM	2011	Hiring and employing individuals with psychiatric disabilities: Focus groups with human resource professionals	Journal of Vocational Rehabilitation	Explored the perspectives of human resource professionals on hiring persons with psychiatric disabilities	In depth focus groups and qualitative analysis	14 individuals who work in human resources and are involved in the hiring and recruiting process	United States	Disclosure of a disability during the interview stage was not recommended as it can be used to screen out a job applicant by HR staff. Knowledge of an applicant's psychiatric disability was perceived as potentially influencing the hiring decision. Preconceived notions of candidates with psychiatric disabilities included poor work attendance and performance, an inability to complete the job, and an inability to establish good working relationships with coworkers. Researchers recommended formal training on disability to eliminate stigma and educate employers on how to support candidates and employees with psychiatric disabilities.
Fraser R; Ajzen I; Johnson K; Hebert J; Chan F	2010	Understanding employers' hiring intentions in relation to qualified workers with disabilities	Journal of Vocational Rehabilitation	Investigated the beliefs, influences, and perceived control of Human Resource directors related to the hiring of	Focus groups	6 individuals from small companies (30-100 employees); 8 individuals from mid-sized companies (101-500 employees); and 6 participants	United States	Employers from small companies had the greatest number of concerns, including being more risk averse to the hiring of people with disabilities, being concerned about potential legal challenges, concerns about the financial burden of workplace accommodations and the inability to eliminate and prevent barriers in their workplace. Mid-sized companies reported being less risk-averse than small companies, but often held views that people with disabilities were either less qualified or would have lower work productivity compared to people without

				people with disabilities		from large companies (500+ employees).		disabilities. They were concerned that coworkers without a disability would be resentful of accommodations for employees with disabilities. Employers from large companies had the greatest exposure to hiring and working with employees with disabilities. Large companies were least concerned with potential litigation or financial risk. However, they reported sometimes facing challenges with convincing department and team managers to engage in outreach to job candidates with disabilities as a hiring strategy.
Hernandez B; Chen B; Araten-Bergman T; Levy J; Kramer M; Rimmerman A	2012	Workers with Disabilities: Exploring the Hiring Intentions of Non-profit and For-profit Employers	Employee Responsibilities & Rights Journal	Explored the experiences of employers and hiring intentions of persons with disabilities. Examined the variation between for-profit and non-profit organization. Utilized a Theory of Planned Behaviour framework	Focus group and thematic content analysis	12 employers in the non-profit sector and 5 employers in the for-profit sector	United States	Non-profit employers reported more favourable attitudes towards hiring people with disabilities compared to for-profit employers. Non-profit employers reported greater value and need for a diverse workforce, which was sometimes reflected in their organizations' missions and values. Non-profit employers were more likely to employ people with disabilities for a variety of roles, including leadership positions. For-profit employers were more likely to employ persons with disabilities in seasonal or entry level positions. Both sectors expressed an interest in hiring persons with disabilities but reported being impacted by the state of the economy which they believed reduced their ability to hire people with disabilities.

Lindsay S; Leck J; Shen W; Cagliostro E; Stinson J	2019	A framework for developing employers' disability confidence	Equality, Diversity & Inclusion	Explored the concept of disability confidence from the perspective of employers who hire people with disabilities and employees with disabilities	A qualitative thematic analysis of 35 semi- structured interviews	18 employers who hire people with disabilities and 17 youth (15- 35) with a disability who are employed or looking for work	Canada	Themes found included: 1) disability discomfort 2) reaching beyond one's comfort zone 3) broadening perspectives and 4) disability confidence. Findings suggested that disability confidence among employers is vital for improving the social inclusion of people with disabilities in the workforce. A lack of knowledge, education, or experience in working with persons with disabilities may further perpetuate stigma and discrimination. Communicating about disabilities between employers and employees was noted to help break down stereotypes and dispel stigma. Employers that hired people with disabilities reported that it helped support an inclusive workplace culture, fostered innovation, and enhanced workplace productivity.
--	------	---	---------------------------------------	--	---	--	--------	--

Lyons BJ; Volpone SD; Wessel JL; Alonso NM	2017	Disclosing a disability: Do strategy type and onset controllability make a difference?	Journal of Applied Psychology	Explored how and why different types of disclosure impact employers' hiring intentions and decisions	Experimental study design	336 participants living in the United States recruited from Amazon's Mechanical Turk	United States	Findings suggested that de-categorizing disclosure (individual distanced themselves from their disability) reduced levels of pity in observers only when the individual was viewed as "not responsible" for their disability. The more control and responsibility that an individual had for their disability, the less desirable the candidate appeared. When de-categorizing disclosure was low, individuals were more likely to be seen as hireable candidates. Integration disclosure (emphasize the positive aspects of the disability) reduced observer's pity when the individual had low control over their disability.
Pettersen KT; Fugletveit R	2015	Should we talk about it?: A study of the experiences business leaders have of employing people with mental health problems	Work	Explored the experiences and perspectives of business leaders on employing people with mental health conditions and identified opportunities to increase the inclusion of job seekers with mental health conditions.	In-depth interviews and thematic analysis	10 business leaders from 5 public and 5 private organizations	Norway	Employers reported their desire for job seekers to be open about disclosing their disability but found difficulty in creating an environment that supported openness for disclosure. They reported requiring external support from professionals to create an inclusive work environment. Employers reported that when most job seekers or candidates disclosed, they would "under-report" the severity of their condition. Employers stated that disclosure could negatively impact their hiring intentions, despite desiring open communication.

Stergiou-Kita M; Pritlove C; Kirsh B	2016	The 'Big C'- stigma, cancer, and workplace discrimination	Journal of Cancer Survivorship	Explored how stigma and discrimination impact the hiring, return to work processes, and disclosure decisions of cancer survivors	40 semi- structured interviews and thematic analysis	16 cancer survivors, 16 health care professionals, 8 employer representatives	Canada	Cancer survivors believed that disclosing their cancer status would lead to stigma and discrimination based on misconceptions of cancer including the survivors' work abilities, productivity, and reliability, and the cost of accommodations. Survivors were concerned that disclosure would impact hiring decisions and would delay disclosure until the end of the job interview. Survivors chose to disclose based on 1) the desire to share with others 2) perceptions of workplace culture 3) the needs for support from coworkers and employers and 4) the need to develop a work plan to manage episodic nature of cancer recovery. Employer representatives and health care providers believed that survivors would not be stigmatized.
Stutterheim SE; Brands R; Baas I; Lechner L; Kok G; Bos AER	2017	HIV Status Disclosure in the Workplace: Positive and Stigmatizing Experiences of Health Care Workers Living with HIV	Journal of the Association of Nurses in AIDS Care	Understand the employment experiences of health care providers with HIV	Thematic analysis of 10 semi structured interviews	10 health care providers living with HIV	Netherlands	Individuals disclosed their HIV status for a variety of reasons, including self-focused reasons (cathartic, had positive experiences in the past, to reduce HIV-related stigma in their workplace) or were advised to disclose to support work reintegration. Reasons for concealing HIV-status included fear of potential stigma, negative responses and that disclosure was not necessary to meet their work demands. Positive reactions to disclosure included support and empathy by coworkers and employers, accommodations provided, and protection of the privacy of one's HIV-status. Negative reactions to disclosure included breeches in privacy, restrictions on work tasks, difficulty obtaining work, stigma, and discrimination.