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Social Development Canada

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# Inclusive Workplaces (Accessibility) Advertising Campaign Creative Testing with Small and Medium Size Enterprises Final Report

Prepared for Employment and Social Development Canada

Prepared by Narrative Research Inc.

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## **Inclusive Workplaces (Accessibility) Advertising Campaign Creative Testing with Small and Medium Size Enterprises**

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## Executive Summary

Narrative Research Inc.

Contract Number: G9292-217748/001/CY

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### Background and Research Methodology

In support of the Speech from the Throne, the Inclusive Workplaces Advertising Campaign was developed in an effort to support the Government of Canada's plan to create more jobs and incentives for employers to hire and retain workers; strengthen employment futures by connecting workers to employers and good jobs; and introduce a robust employment strategy for Canadians with disabilities, as part of a Disability Inclusion Plan.

Building on previous learnings from the pilot initiative, the campaign aims at increasing awareness about the benefits of hiring people with disabilities. More specifically, the goal of the campaign is to increase employers' awareness and knowledge about the value of hiring persons with disabilities, and inform them of the availability of tools and resources designed to help employers create inclusive workplaces.

To address the goal of the campaign, three concepts were developed and had to be tested with the primary target audiences (Canadian small and medium size businesses) prior to one being finalized in preparation for launching the campaign in April 2021. As a separate initiative led by ESDC, the concepts were also informally tested with stakeholders representing persons with disabilities. The final choice of concept will also be informed through recommendations from the Accessibility Advertising Working Group, which includes program representatives from the Office for Disability Issues, the Accessibility Secretariat and the Skills and Employment Branch.

The objectives of the current research included to test three concepts for the outreach campaign to determine how well the main messages are understood and perceived; whether the ad concepts grab employers' attention and what components (design, vocabulary, imagery, tone) are successful/not successful; assess the clarity of the concepts; understand the strengths and weaknesses of the ad concepts; determine how employers prefer to receive information about this topic; and generate other suggestions for improvements.

To meet these objectives, a total of eight online focus groups were conducted on March 22<sup>nd</sup> and 23<sup>rd</sup>, 2021 in four regions (Atlantic, Quebec, Ontario and Prairies/West). In each region, one group was conducted with businesspeople from small organizations (1 to 99 employees) while one group was conducted with those from medium size organizations (100 to 499 employees). Sessions each lasted between 90 minutes and two hours and participants received \$150 in appreciation for their time. Representatives from those organizations were all involved in recruiting for their company or employer,



and thus they were all familiar with the hiring and human resource practices for their business, to varying degrees. In total, 72 individuals were recruited while 64 took part in a session. All participants were recruited per the recruitment specifications for the Government of Canada.

### Political Neutrality Certification

I hereby certify as a Representative of Narrative Research that the deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Directive on the Management of Communications. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate or ratings of the performance of a political party or its leaders.

Signed   
Margaret Brigley, CEO & Partner | Narrative Research  
Date: March 29, 2021

### Key Findings and Conclusions

The following summarizes the key findings and conclusions from the focus groups on the ***Inclusive Workplaces (Accessibility) Advertising Campaign – Creative Testing with Small and Medium Size Enterprises*** (POR-127-20) research study.

Employers that took part in the research believe in the value of inclusive workplaces, and as such, they welcomed an outreach campaign that reminded them of the benefits. That being said, all three concepts tested were seen as educating employers on the value of inclusive workplaces, rather than providing more actionable information to assist them in implementing inclusiveness, and thus none of the three approaches was seen as strongly compelling. Consideration should be given to include a more specific call-to-action in the final campaign, as well as make available information, assistance and support programs to help employers implement inclusive workplaces.

Of the three concepts presented, the Persons with Abilities outperformed the two others for its positive tone and the illustration of people, which helped humanize the message. The concept's intent was understood as informing employers of the importance of an inclusive workplace through hiring persons with disabilities for their abilities and the resulting value they bring to employers. Despite the message being clearly communicated through the text, it was not properly conveyed by the image of three people standing still, sideways. Indeed, employers felt that seeing inclusive workplaces exemplified in images or photography would help reinforce the message. The provision of testimonials or real-life examples of effective hiring of persons with disabilities also held great appeal and should be considered as part of the campaign or in supporting materials. At the same time, there is confusion with how inclusive workplaces are defined, and as such, the illustration of various gender and ethnicities gave the impression that it refers to diversity beyond persons with disabilities.



Both employers and persons with disabilities were seen as the target audience for this concept, given the use of the expression “I have ability” next to the image of the persons with disabilities and the direct question to employers about hiring in the opening statement. The ad’s opening statement was questioned, however, as some employers do not believe that organizations hiring persons with disabilities outperform their peers. In addition, at a glance, the statement could be misinterpreted to say that persons with disabilities, not organizations, outperform their peers.

The concept’s positioning statement, “Disabilities don’t define ability. Hire inclusive.”, was well received for being forward-thinking and positive, though some questioned the claim as they believed that ability can be impacted by a disability. Likewise, the concept’s statement held appeal, though both the tagline and the statement were seen as not properly reflected in the creative for the social media post.

Mixed reactions were offered with the Myths & Facts concept. Although the provision of factual information and the approach of debunking myths held some appeal, the negative tone and the questionable claim strongly contributed to the lack of appeal. Providing factual information about inclusive hiring was appreciated by employers, who expressed interest in understanding the more specific and varied benefits of inclusive hiring, as well as how to implement this kind of workplace. That being said, employers disliked that the Myth & Fact concept focuses on the costs or barriers of inclusive hiring rather than the benefits, in addition to presenting the fact in a negative light (i.e., it costs money to hire a person with disabilities), rather than focusing on the positive (i.e., the majority of employers spent nothing). At the same time, the average amounts claimed for accommodating an employee with disabilities appeared high to some employers (notably small businesses) while it appeared low to others who noted that the cost of hiring includes training and supervision which can be higher for an employee with a disability in some instances than for other employees. As such, some felt that the factual statement was meaningless and somewhat misleading.

The Myths & Facts social media post design was felt to be outdated and too simplistic which contributed to diminishing the message’s credibility. The concept tagline, “Consider the facts. Hire persons with disabilities.”, received mixed reactions, while employers generally disliked the statement’s focus on the costs or barriers of inclusive hiring.

Reactions to the Inclusive Workplaces concept were also mixed. While the positive tone and its focus on the benefits of hiring inclusive were well liked, the message lacked clarity and the claim lacked proper context. To be more compelling, the claim needs to specify how performance is defined (e.g., financial, reputation, employee satisfaction) and measured (e.g., 8 times more than what?). The concept was also seen as more narrowly targeting employers who are in the process of hiring, due to the opening statement starting with “Hiring?”.

The Inclusive Workplaces design appeared outdated to employers and the use of the puzzle pieces was generally associated with the subject of autism, rather than disabilities more broadly. A number of employers disliked the description of persons with disabilities as “a valuable missing piece” of the puzzle, as it was not seen as being consistent with the ideas of inclusion, teamwork and togetherness. The



concept's tagline, "Hire persons with disabilities. It's good for business.", was liked by some who felt it highlighted successful business outcomes as a benefit, while others felt that it did not effectively represent the more intangible benefits of inclusive workplaces (e.g., employee morale, good corporate citizenship).

As ESDC finalizes the development of the campaign, consideration should be given to further developing the Persons with Abilities concept with some modifications, including editing the opening statement (i.e., "Hiring? Diverse organizations that include..."), illustrating how persons with disabilities add value to an organization, providing precise statistics on value and benefits, and clarifying what constitutes an inclusive workplace. The call-to-action should also be clarified by directing employers to existing resources to help them implement an inclusive workplace. In launching the campaign, a mix of social media, professional associations, job posting sites and webinars should be considered to communicate campaign information to employers.



## Introduction

### Context

In support of the Speech from the Throne, the Inclusive Workplaces Advertising Campaign was developed in an effort to support the Government of Canada's plan to create more jobs and incentives for employers to hire and retain workers; strengthen workers' future by connecting workers to employers and good jobs; and introduce a robust employment strategy for Canadians with disabilities, as part of a Disability inclusion Plan.

Building on previous learnings from the pilot initiative, the campaign aims at increasing awareness about the benefits of hiring people with disabilities. More specifically, the goal of the campaign is to increase employers' awareness and knowledge about the value of hiring persons with disabilities, and inform them of the availability of tools and resources designed to help employers create inclusive workplaces.

To address the goal of the campaign, three concepts were developed and had to be tested with the primary target audiences (Canadian small and medium size businesses) prior to one being finalized in preparation for launching the campaign in April 2021. As a separate initiative led by ESDC, the concepts were also informally tested with stakeholders representing persons with disabilities. The final choice of concept will also be informed through recommendations from the Accessibility Advertising Working Group, which includes program representatives from the Office for Disability Issues, the Accessibility Secretariat and the Skills and Employment Branch.

### Objectives

The creative concept testing was designed to assess three campaign creative concepts with Canadian small and medium size business representatives who are involved in hiring employees for the business. More specifically, the research objectives included assessing each of the three concepts on the following aspects:

- Determine how well the main messages are understood and perceived;
- Determine whether the ad concepts grab employers' attention and what components (design, vocabulary, imagery, tone) are successful/not successful;
- Assess the clarity of the concepts;
- Assess the strengths and weaknesses of the ad concepts;
- Determine how employers prefer to receive information about this topic; and
- Generate other suggestions for improvements.





This report presents the findings of the research. It includes a high-level executive summary, the description of the detailed methodology used and the detailed findings of the online focus group discussions, including recommendations made. The working documents are appended to the report, including the recruitment screener (Appendix A), the moderator's guide (Appendix B), and the materials tested (Appendix C).



## Research Methodology

### Target Audience

For the purpose of the study, there were two target business audiences in Canada, namely:

- **Small Enterprises:** organizations in a variety of sectors who have between 1 and 99 employees; and
- **Medium Enterprises:** organizations in a variety of sectors who have between 100 and 499 employees.

Representatives from those organizations were all involved in recruiting for their company or employer, and thus they were all familiar with the hiring and human resource practices for their business, to varying degrees.

### Research Approach

The study included a total of eight online focus groups conducted on March 22<sup>nd</sup> and 23<sup>rd</sup>, 2021. The following tables provide a breakdown of sessions based on audience, region, and language and specifies the number of focus groups, the number of recruits per group and the session length.

Number of Online Focus Groups Length of discussion: 1.5 hours						
Audience	Atlantic Canada	Ontario	Prairies/Western Canada	Quebec	Total Groups	Total Recruits
Small businesses (1-99 employees)	1 English group	1 English group	1 English group	1 French group	4	36
Medium size businesses (100-499 employees)	1 English group	1 English group	1 English group	1 French group	4	36
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>72</b>

Each group included a mix of industries/sectors, business size (within range), and location (within regions). In addition, participants included a mix in terms of length of hiring experience within their organization and each group included several participants who believe that the business they work for has not employed someone with a disability for at least the past five years. A mix of age and gender were also represented in each group.

Each session lasted between 90 minutes and two hours and each participant received a compensation of \$150. In total, 72 individuals were recruited to take part, while 64 attended a focus group (including 32 small business representatives and 32 who work for a medium size employer). In addition, one recruited individual was incentivized although they did not take part in the focus groups due to experiencing technical issues.



All participants were recruited per the recruitment specifications for the Government of Canada. Recruitment was primarily conducted through qualitative panels stored on Canadian servers, with follow up calls to confirm the details provided and to ensure quotas were met. As a secondary recruitment method, random digit calling from a business sample was conducted. Those with current employment in sensitive occupations were excluded from the research, including marketing, marketing research, public relations, advertising, media, graphic design, web design/development, influencers, and people working for a government department or agency (municipal, provincial or federal). Individuals who had been to five or more focus groups in the past five years, as well as those who had attended a focus group in the past six months were also excluded from the research.

### Context of Qualitative Research

Qualitative discussions are intended as moderator-directed, informal, non-threatening discussions with participants whose characteristics, habits and attitudes are considered relevant to the topic of discussion. The primary benefits of individual or group qualitative discussions are that they allow for in-depth probing with qualifying participants on behavioural habits, usage patterns, perceptions and attitudes related to the subject matter. This type of discussion allows for flexibility in exploring other areas that may be pertinent to the investigation. Qualitative research allows for more complete understanding of the segment in that the thoughts or feelings are expressed in the participants' "own language" and at their "own levels of passion." Qualitative techniques are used in marketing research as a means of developing insight and direction, rather than collecting quantitatively precise data or absolute measures. As such, results are directional only and cannot be projected to the overall population under study.



## Research Findings

### General Comments on the Review of Concepts

*Employers believed in the value of inclusive workplaces and expressed interest in being reminded of and/or educated on these benefits, as well as having access to assistance and information to help them implement a more inclusive workplace.*

Three different campaign concepts were presented for evaluation, with each concept including a social media post, a tagline and a positioning statement. The presentation order of concepts was rotated across groups to prevent order bias. The following sections present broad findings that apply across concepts.

### Current Perceptions on Inclusive Workplaces

Employers who took part in the research appeared open and welcoming to the idea of an inclusive workplace. As presented, all three concepts were seen as promoting inclusive workplaces and the hiring of persons with disabilities, something that employers widely supported. As such, the overall intent of the campaign was welcomed and employers were receptive to the overall campaign message. That being said, it was felt that the three concepts tried to convince employers of the value of inclusive workplaces, and because of this, the personal relevance of the concepts was questioned by employers who already believe in the value of inclusive workplaces. The concepts were seen as targeting employers who had little to no experience with hiring persons with disabilities, and may not be convinced in the value such hires would bring to their organization. These perceptions were common across all groups, although they were slightly more prevalent among medium size organizations.

*"[This campaign] does not apply to me because I already know. It talks about not separating or segmenting employees you have but to enhance and identify. That these individuals [persons with disabilities] are highly contributing to the organization. It is something that I speak to and something that I encourage. It is part of how we operate."  
Medium Size Business*

### Campaign Intent

The three concepts were mainly perceived as educational, with the goal of raising general awareness about inclusivity in the workplace. None of the concepts included a compelling call to access more information. Specifically, although participants understood the goal was to encourage employers to develop inclusive workplaces, the call-to-action was felt to be unclear.

*"It reads more like a PSA. More of an awareness campaign. More of a general campaign."  
Medium Size Business*



This may be a result of the message (“it’s good to hire persons with disabilities”) being too broad and largely seen as common knowledge. At the same time, the facts provided lacked clarity in some instances and were considered too broad to effectively engage the target audience. To be compelling, information needs to be relevant to their business situation. The concepts also lacked a strong invitation to visit the website, with most participants unsure of what they would gain by seeking more information online. Time is of high value to businesspeople, and employers mentioned that they would need a compelling reason to seek out additional information online after seeing the social media post.

With this in mind, the call-to-action could be reframed to suggest that resources and tools are available to assist employers in becoming more inclusive. Suggestions were made to include a statement in the advertisement inviting employers to click on the post, such as, “learn 10 tips to hire persons with disabilities”, or “we’ve got the tools to help you hire persons with disabilities”, or “find out how to word your job postings to make them more inclusive”. The generic “learn more” label currently seen on the social media post is not specific enough to be compelling, and some mentioned that it does not visually stand out.

### Positive Outcomes

An approach that focuses on the positive outcomes of inclusive workplaces was considered most engaging. In discussing the various approaches across the three concepts, employers felt that the message conveyed in the final campaign should highlight the benefits of hiring persons with disabilities, rather than trying to minimize its negative impacts on the business. There is a widespread perception that there is a potential high cost to hire persons with disabilities, whether financial or in terms of time and effort in relation to training and supervision. Sending a positive message was considered empowering, inspiring, and helping employers take the extra step to creating a more inclusive workplace. Focusing on the barriers was felt to send the message that significant efforts may be required, while focusing on the positives sends the message that it is achievable.

### Focusing on Benefits and Value

Apart from adopting a positive tone, it was felt that the final campaign should focus on the benefits or value of hiring persons with disabilities rather than only addressing the financial costs. In general, participants believed that there are benefits to being an inclusive and diversified workplaces. That being said, they were unaware or unsure of the specific advantages to them or the tangible results that are achieved from having an inclusive workplace, particularly if they had little to no experience with hiring persons with disabilities in the past. Interestingly, they are open to the idea and are looking to understand more specifically what positive impacts this will have on their business.

Focusing on the costs of accommodation may be problematic as it is perceived as a negative barrier, especially for smaller employers, that may be difficult to overcome. The cost-related claims were also questioned, as they believed that costs would vary greatly based on the type of disability, industry, type of work and type of workplace, and thus a generic claim (e.g., average cost of \$500) is somewhat



meaningless and, at times, considered misleading. As such, employers are interested in understanding the “what’s in it for me” more so than “what will I need to invest” to create an inclusive workplace.

*“Je me demande, ‘what’s in it for me’ d’engager les gens avec des problèmes physiques ou mentaux.” (I wonder, “what’s in it for me” to hire people with physical or mental disabilities.) Small Size Business*

*“Je pense qu’on doit penser à pourquoi nous les ressources humaines ou les employeurs on est résistant à embaucher les [personnes] handicapées]. Il y a beaucoup d’obstacles. On doit faire beaucoup d’accommodations. Comment faire face à ces obstacles? Ce serait quelque chose qu’ils pourraient nous dire; comment on peut sauter par-dessus ces obstacles.” (I think you have to think about why we, in human resources or employers are resistant to hiring people with disabilities. There are a lot of obstacles. We have to make a lot of accommodations. How to face these obstacles? It would be something they could tell us; how we can jump over these obstacles.) Medium Size Business*

*“I think the ad raises more questions. There might be an average of \$500, but what’s the range? Probably \$0 to \$5,000. I don’t know. And again, it depends on the disability, unfortunately. And I think it also raises the question of, or it makes you think of the other costs. Those perhaps those loss of productivity, or perhaps a disabled person not being as productive, or demanding more supervision or more training, and while not saying I agree with that, it almost triggers those questions when you start making me think of the costs associated with hiring a disabled person. That there may be other costs just not in relation to hiring.” Small Size Business*

Of note, participants generally believed that a claim’s credibility is highly enhanced by trust in its source. Positively, some felt that any message from government would be innately trustworthy.

*“They need to use sources that are independently verified and have global standards or recognition. Information has to be verifiable.” Medium Size Business*

## Being More Actionable

Apart from understanding how their business will benefit from being more inclusive, employers were interested in learning about available resources and financial assistance to help them create an inclusive workplace. The final campaign should consider focusing on the specific benefits of inclusive workplaces as well as providing clear instructions on how to establish this kind of environment and how to structure the recruitment process to find candidates from diversity groups. Indeed, despite employers’ general openness to the idea of hiring persons with disabilities, they indicated lacking knowledge of how to proceed. Helping employers map a route and identify tools and resources available to them – including financial assistance – was seen as important to engaging them in the process.



*“If I had an interesting hook or something that would inspire me to diversify my staff further, I would take action on my own. But I am not sure what these links or follow through are trying to get us to do. If there were tips or tricks on how to structure a job request to target people with disabilities that is interesting to me.” Small Size Business*

*“The message is you would like us to hire people with disabilities so maybe you have to come out and say, this is how you need to do it; how you should post on LinkedIn.” Small Size Business*

*“Instead, they should say, ‘we’ve got the tools to help you; hire people with disabilities’ or ‘learn 5 easy tricks to hire people with disabilities in your business ads’.” Small Size Business*

*“On n’est pas assez informé sur le comment [embaucher quelqu’un avec un handicap] et je ne trouve pas qu’on répond à ça.” (We don’t know enough about how to [hire someone with a disability] and I can’t find the answer to that.) Medium Size Business*

*“I think it’s more about getting people with disabilities getting matched with employers. In my 20 years I’ve never had in my 25 years running a company have someone with a disability apply for a job. I tell you it wouldn’t have been a negative if someone would have come in in a wheelchair or blind or anything, if they could have worked in my office and could do a job that my office needed done. At that point I would have looked at the government to see if there’s some form of assistance or something for help. And maybe someone with a disability would have been more loyal or appreciative of a job if they got one, because hiring people has been the worst part about running a business because you’re always looking and there’s always turnover.” Small Size Business*

*“Maybe if [the ad] told me to click here to find how to hire people with disabilities ... because unless they come to us directly, I don’t know how we seek them out directly and diversify ourselves further.” Medium Size Business*

## Demonstrating Inclusive Workplaces

Perhaps given that the hiring process was seen as being people-centered, and that the value of hiring persons with disabilities goes beyond business performance considerations, employers felt that the campaign should include more of a human angle. At the same time, exemplifying inclusive workplaces, using real-life examples, was felt to be a good approach to help employers conceptualize the varied benefits and rewards offered. As such, the provision of real-life examples of inclusive workplaces was highly appealing and many employers were interested in hearing of other businesses’ experiences. The provision of positive actual business experiences, as well as testimonials from employers and workers (persons with disabilities and their co-workers) who have successfully created an inclusive workplace were deemed important by employers to grab their attention and make the campaign more compelling to them.



*“Ils devraient montrer des « user case » dans lesquelles on voit des personnes avec des handicaps se réaliser et avoir un impact positif au sein de l’entreprise. Des chiffres et l’aspect monétaire mais aussi un point de vue social qui est moins mesurable. Des capsules en mode « flip board » qui racontent des histoires. On se fait tout le temps « pitcher » des jugements de valeurs mais on n’a pas assez d’exemples de la réalité.”*  
*(They should show "user cases" in which we see people with disabilities realize themselves and have a positive impact within the company. Show numbers and the monetary aspect, but also a social point of view which is less measurable. Capsules in "flip board" mode that tell stories. We get pitched in value judgments all the time, but we don't have enough real-life examples.) Small Size Business*

*“...have someone tell their story ... if we’re talking about people with disabilities, I think that’s the most effective way. No pictures or readings are going to be as effective as that.” Medium Size Business*

## Terminology

Employers commented a number of times on the choice of terminology used to identify persons with disabilities. More specifically, it was mentioned that in French, using the term “personnes en situation de handicap” may be more respectful and modern than using the term “personnes handicapées”.

*“[Je préfère le terme] « en situation de handicap » surtout que même une personne en fauteuil roulant on ne dit plus une personne handicapée, on dit une personne à mobilité réduite.”* (I prefer the term ‘en situation de handicap’, especially since even for people in a wheelchair, we don’t say a person with a disability anymore, we say a person with reduced mobility.) Small Size Business

Although less of an issue in the English groups, a few participants expressed their discomfort with the term “persons with disabilities” and suggested replacing it with a term such as, “persons with different abilities” or “people with diverse abilities”.

*“The word ‘disabilities’ is the incorrect word to use. People with different abilities would be better. When you start a conversation saying people have disabilities you are putting a negative spin on it.” Medium Size Business*

*“Can you use the word disabilities? That sounds very old school. Everybody has varying abilities. We are diverse in our abilities.” Small Size Business*

In addition to the broad reactions captured above regarding the three concepts, the following sections present results specific to each of the three concepts under study.





## Persons with Abilities Concept

*The Persons with Abilities concept was preferred for its positive tone and illustration of people, although it has an unclear message, a wide target audience and a weak call-to-action.*

### Overall Reactions

This approach was preferred overall, despite some concerns. This was the preferred concept across English groups and among French-speaking small business representatives. Employers particularly appreciated the concept's positive tone and the illustration of real people, which humanized the message. That said, the message was considered too broad to be impactful, with both the primary target audience and the call-to-action being unclear.

*“J’aime beaucoup plus cette approche qui part du positif plutôt que de « débunker » un mythe que pas tout le monde a.” (I like this positive approach a lot more than debunking a myth that is not shared by everyone.) Small Size Business*

*“It’s making me wonder how exactly is it going to benefit my business, because I’m not seeing it here, and I know it’s probably designed to build curiosity, but how are people with disabilities going to benefit my company, either financially through the government – is there compensation for that? Or, how are they outperforming?” Small Size Business*

### Messages, Tone, Clarity, Credibility

The concept was viewed as communicating the importance of creating an inclusive workplace by hiring persons with disabilities because they offer valuable skills. It positions employees with disabilities as being as capable as any other employees, despite differences. In general, this approach to the topic of hiring persons with disabilities held appeal and was felt to be generally credible.

*“[Ça dit] j’ai un handicap mais je me qualifie quand même pour un boulot chez vous. Ne faites pas attention à mon handicap, je suis aussi bien que les autres. Donnez votre chance à une personne handicapée et votre organisation performera mieux. J’y crois.” (It says: I have a disability, but still qualify for a job with you. Don't mind my disability; I'm just as good as everyone else. Give someone with a disability a chance and your organization will perform better. I believe it.) Small Size Business*

*“Selon moi ils suggèrent que ce sont des gens qui performent et qu’ils ont une valeur aussi importante que les gens qui n’ont pas d’handicap.” (In my opinion, they suggest that these are people that perform well and that they are as valuable as people who do not have disabilities.) Small Size Business*

*“It is encouraging organizations to think beyond because disabilities do not really define the abilities of a person.” Medium Size Business*



*“They want to promote hiring people with disabilities; bringing it to our attention. That is the message I get out of it.” Small Size Business*

*“[Le message est que] quand on fait du recrutement, il faut considérer les personnes en situation de handicap qui sont aussi qualifiées.” (The message is that when we are recruiting, we need to consider persons with disabilities who are also qualified.) Medium Size Business*

In a few instances, however, it was believed the message might be a little outdated, as employers are already aware of the general value of having a more inclusive workplace.

*“Are people convinced that people with disabilities don’t have the ability to function within society? As someone who deals with hiring at our business, this is messaging I would have seen 10 years ago.” Small Size Business*

Despite the perception that the overall intent of the concept was to imply that persons with disabilities have as valuable capabilities as those of other individuals, the image itself suggested that the concept’s intent is to promote diversity more broadly (including gender and cultural diversity).

*“J’aime l’écriture à la main qui vient capter l’attention. Mais la photo je ne comprends pas ce qu’elle veut dire. S’il n’y a rien d’écrit [à l’entour] et que je vois la photo je ne pourrais pas dire c’est quoi le but de la pub. On pense diversité à cause de la personne noire et la femme.” (I like the handwriting, that grabs attention. But I don’t understand what the image means. If nothing is written around it and I see this photo I would not be able to say what is the ad’s intent.) Medium Size Business*

In addition, seeing only the sideways profile of individuals did not suggest to participants what their abilities might be, especially if they were only seeing the ad briefly. Moreover, participants felt the concept did not illustrate how they can contribute to the workplace. As such, it was at times felt that the image is not adequately communicating the concept’s message. Suggestions were made to show individuals in workplace situations, performing tasks and interacting with coworkers.

*“Je comprends le concept, l’approche mais je trouve qu’on parle de qualification, de gens compétents et on nous montre trois personnes : trois têtes qui ne font rien, de dos, de côté. Je ne vois pas le lien, l’idée en arrière. Le texte oui il fonctionne, mais pas l’image.” (I understand the concept, the approach, but I find that we are talking about qualification, competent people and we are shown three people: three heads doing nothing, their backs, sideways. I don’t see the connection, the idea behind it. The text, yes it works, but not the image.) Medium Size Business*

*“I don’t know how many people would have picked out that there was someone with a hearing aid, someone with glasses, and someone who we would say would have an*



*invisible disability...the fact is you would have to look really hard to see that.” Medium Sized Business*

The opening statement mentions that organizations that include persons with physical and invisible disabilities outperform their peers. A number of employers took offense to that claim and felt that it may not be reflective of what is actually happening. They felt that saying that these organizations are “as good as” organizations who are less diverse would still communicate an important message for employers, while being more realistic. If the preference is to keep the existing statement, there was desire for the opening statement to specify how these businesses outperform others, if that is the case.

*“Ce n’est pas parce que j’engage une personne handicapée que mon entreprise performe mieux qu’une autre – [cet énoncé] me choque.” (Just because I hire someone with a disability doesn't mean that my business is performing better than another one - that claim shocks me.) Small Size Business*

*“Et le mot « performe mieux que les autres » c’est un peu fort. Qui êtes-vous pour me dire ça?” (The words, ‘outperforms others’ is a bit strong. Who are you to tell me that?) Medium Size Business*

Of note, at a glance, a few participants first thought the statement spoke of the performance of persons with disabilities outperforming their peers, rather than that of organizations.

## Relevance and Appeal

The target audience was unclear to some, who felt that it could speak to both employers and persons with disabilities seeking employment. The opening statement led some to believe that the concept targeted employers who are looking for staff, as the sentence starts with the term “Hiring?”, while the image and the handwritten text implied that the message is directed at persons with disabilities looking for work (i.e., showing people with the phrase, “I have ability”).

It was suggested to change the wording on the image to “they have ability” to more specifically identify employers as the primary target audience. While there are advantages to having a broader audience, the message is less tailored to each, and thus is perhaps less impactful.

*“The target audience is everybody who is involved in hiring. It talks to everybody and invites them to do their part by being more open to persons with disabilities.” Medium Size Business*

*“The message could go for a general audience; for employers who are interested in changing their diversity standards.” Medium Size Business*



*“Ils s’adressent à qui? Aux employeurs? À des personnes qui sont en recherche d’emploi? C’est pas clair.” (Who are they speaking to? Employers? People who are looking for work? It’s unclear.) Medium Size Business*

*“Le message est un peu confusant. Les mots « vous embauchez » c’est pour les employeurs, mais « je me qualifie » avec des caractères à la main j’ai l’impression que ça s’adresse aux candidats, aux gens qui doivent appliquer.” (The message is confusing. The word ‘Hiring?’ is for employers, but the handwritten words ‘I have ability’- I feel like it is for candidates, for people who need to apply.) Medium Size Business*

*“De voir la photo des trois personnes en situation de handicap physique c’est comme si à eux autres aussi ça leur dit : je vais avoir la tête haute; j’ai des qualifications; faut pas que j’ai peur d’aller faire application. Ça touche autant les employés que les employeurs.” (Seeing the photo of the three people with physical disabilities, it’s as if it says to them: I’m going to have my head held high; I have qualifications; I must not be afraid to go and apply. It speaks to both employees and employers.) Small Size Business*

## Reactions to the Tagline

As part of the concept discussion, participants were also asked to comment on its tagline:

- English tagline: Disabilities don’t define ability. Hire Inclusive.
- French tagline: Un handicap ne définit pas les capacités. Embauchez de façon inclusive.

This tagline was preferred across most groups and audiences, regardless of language. The message was considered positive and respectful, while being somewhat directive.

That being said, a few expressed concerns with the claim that disabilities don’t define abilities, as they believed that abilities may be limited or different, and that it is the employer’s responsibility to accommodate those differences.

*“Un handicap ne définit pas les capacités, je ne suis pas totalement d’accord avec ça. Ça définit tes capacités mais comme employeur tu peux accompagner cette personne-là.” (Disability doesn’t define ability, I don’t totally agree with that. It defines your abilities, but as an employer, you can support that person.) Small Size Business*

*“On s’entend qu’en tant qu’employeur il faut donner de la formation et s’adapter à la réalité. Un handicap ne définit pas les capacités. Ben oui, c’est le cas. Il y a des capacités qui sont réduites et il faut s’adapter.” (We agree that as an employer we have to provide training and adapt to reality. A disability does not define ability. Well, yes it does. There are reduced abilities and we need to adapt.) Medium Size Business*



At the same time, the invitation to “hire inclusive” left a few wondering what exactly defined an inclusive workplace. Nonetheless, this was not seen as a major issue with this tagline.

*“Embauchez de façon inclusive, je ne sais pas ce que ça veut dire. Ce n’est pas clair”  
(Hire inclusive, I don’t know what it means. It’s unclear.) Small Size Business*

## Reactions to the Positioning Statement

Participants were read a positioning statement that described how the concept presented the idea of hiring people with disabilities. They were asked to comment on the approach itself, and to indicate the extent to which they felt the creative presented reflected the positioning.

### Positioning statement:

*Employers want people with abilities, they just don’t know those qualities are abundant in people with disabilities. This concept shows that the ability to generate and foster new ideas, fresh insights, creative solutions and add real value, is the ability that matters the most.*

Despite the appeal of the social media post, it was not seen as strongly aligning with the positioning statement, notably in terms of demonstrating how inclusive workplaces result in the ability to generate and foster new ideas, fresh insights, creative solutions and add real value. These ideas, however, were highly appealing to employers as a means to positively promote inclusion and diversity in the workplace.

*“Le concept est bon mais le concept est mal véhiculé. De nous dire que les employés handicapés sont largement qualifiés, la plupart des employeurs sont au courant et dans la publicité on ne démontre pas qu’ils sont qualifiés.” (The concept is good, but the concept is poorly conveyed. To tell us that employees with disabilities are highly qualified, most employers are aware of it and the advertising does not show that they are qualified.) Medium Size Business*

## Memorability and Call-to-Action:

While the visual of people grabbed attention, the lack of clear messaging and weak call-to-action were considered as making the social media post unmemorable. Moreover, some felt that only seeing the side profile of these individuals limited the personal connection.

The campaign’s intent was viewed as raising general awareness about inclusive workplaces, rather than directing employers to take action. Many were unsure of what they would gain by looking online, and no reasons were provided for why they should search the topic further. Employers generally felt that this concept is more informative than actionable.

*“In terms of the ad, it’s more informative as opposed to promoting curiosity to learn more. That is what is lacking in general. People will take a look; they will agree with it; and that will be the end of it.” Medium Size Business*



*“It’s like saying be a good boy and be inclusive here. If you want to find out more about inclusivity, here is the link. It does not give me an incentive. It should say, look what kind of write off you can get for your business.” Small Size Business*

*“It does not make me want to learn more. I don’t think it’s strong. I don’t like the text itself – Hiring, question mark. That is a weak call-to-action.” Small Size Business*

*“I would want to learn more if I had a position available. But what is the incentive to go look and where do I go look? What is the next step?” Small Size Business*

## Myths & Facts Concept

***Although providing factual information and debunking myths held some appeal, the negative slant and questionable claim strongly contributed to the Myths & Facts concept being mostly disliked by employers.***

### Overall Reactions

This concept elicited mixed reactions. While the message was clear to employers and the myth/fact approach was generally liked, it highlights negative aspects of hiring persons with disabilities, and the focus on the associated costs was debated. Although this concept was not chosen as the preferred option in most groups, it was the preference of Quebec medium-sized businesses.

*“Great direction on the myths and the facts. We all like to learn something we did not know before.” Small Size Business*

### Messages, Tone, Clarity, Credibility

This concept was seen as clearly communicating that hiring persons with disabilities is not as expensive as employers might think.

*“Le but c’est de dire aux employeurs si vous pensez que ça coûte cher, vous vous tromper.” (The point is to tell employers if you think it's expensive, you're wrong.)  
Medium Size Business*

While there is clarity in messaging, employers expressed concerns with the manner in which the message is communicated. It presents the hiring of persons with disabilities as a negative, ultimately suggesting that it costs money to hire those people. The focus is placed on the minority of employers who incurred costs, even though a majority paid nothing. To reframe the information in a more positive manner, it was suggested to say that the majority of employers who hired persons with disabilities did not have to disburse anything to accommodate these employees.



*“Quand je l’ai vu la première fois ce que j’ai retenu c’est que ça coûtait 500 \$ alors que ce n’est pas le message qu’ils veulent passer.” (When I first saw this, what I remembered is that it costs \$500, even though this is not the intended message.) Small Size Business*

*“It should start by saying that the majority of employers spend nothing to accommodate employees with disabilities.” Small Size Business*

*“What strikes me is why do they point out that there is an actual cost to hire this person? To me it is not attractive. As a business owner it will not be drawing me into it.” Small Size Business*

*“D’entrée, on ne m’explique pas le bénéfice d’avoir une personne handicapée. Et là, ça me parle simplement des contraintes.” (From the get go, they are not explaining the benefits of having a person with disabilities. It only speaks of the constraints.) Small Size Business*

In addition, the claim that employers paid an average of \$500 to accommodate an employee with disabilities was questioned and lacked credibility to some employers who have this kind of experience. Many wondered what kinds of accommodations were included in that cost, as well as what industry or type of work it applied to. The ongoing costs of hiring any employees, such as training, supervision and mentoring, and potential for individuals to require more time-off were seen as an important consideration in the hiring process, and a few employers mentioned that they totalled well beyond the \$500 average cost mentioned for their employees with disabilities. At the same time, the incremental costs of employee benefits, in some instances, were felt to be ignored or minimized by the campaign even though they can have a significant financial impact on employers. As such, not only was the amount stated questioned, but also how it is presented as factual information.

*“Est-ce vraiment un mythe? En tant qu’employeur je me poserais des questions. Il faudrait vraiment que ce soit des handicaps très légers pour qu’il n’y ait pas de coûts reliés à ça. Le coût de l’assurance collective augmente par exemple si la personne prend beaucoup de médicaments.” (Is this really a myth? As an employer, I would ask myself questions. They would really have to be very light handicaps so that there are no costs associated with that. For example, the cost of group insurance increases if the person takes a lot of medication.) Small Size Business*

*“Places I worked in the past, they are not worried with the cost of accommodating the onboarding, but more so the long-term cost in terms of productivity; will they need on-the-job accommodations and what might vary or change? I have never run into the objection of people worried because of the initial accommodation costs.” Medium Size Business*



*“Ça moi en tant qu’employeur je m’attend à avoir des coûts d’adaptation pour cette personne là et ça vient juste me le confirmer. En moyenne, ça veut dire le milieu, ça peut me couter plus ou moins cher.” (As an employer, I expect there will be adaptation costs for that person and this just confirms it. On average means in the middle; it can cost me more or less.) Small Size Business*

*“Je ne suis pas sûr de comprendre c’est quoi l’angle. On ne parle pas de temps; est-ce 500 \$ par année, par heure, par semaine? 57% des employeurs ne dépensent rien, c’est quoi, c’est positif?” (I’m not sure what the angle is. We’re not talking about time; is it \$500 per year, per hour, per week? 57% of employers spend nothing, is that good?) Small Size Business*

*“Par expérience vécu c’est beaucoup plus que ça que ça a coûté. La majorité des gens [que j’ai engagés] avaient un handicap mental donc au niveau de l’efficacité et de la supervision les coûts ont été plus élevés.” (From experience, it costs a lot more than that. The majority of people I hired had a mental disability, so in terms of efficiency and supervision, the costs were higher.) Small Size Business*

*“... for an employer there are a lot more things that you’re always considering. Not just how much is it going to cost to hire them, but will they be just as productive as any of my other employees or anyone else I may have hired, and will they take up more time, and I hate to say this, but will they put customers off? That’s horrible to say, but I’m sure that goes through some people’s heads. The more you can get at – this is what people think, but this is the actual truth and dispelling the myths.” Small Size Business*

*“For one thing, I don’t find it believable ... my experience with hiring a multitude of people with disabilities, I have never experienced a one-time cost for one thing. It’s continual work. There are costs associated with it. Right when I read it my eyes went right to the hiring fact and thought ‘you’ve got to be kidding me.’ It was a negative reaction I had, to be honest.” Medium Size Business*

The amount referred to (\$500) was also considered by small businesses as a significant investment, and one that may constitute a barrier to employing persons with disabilities, particularly if the organization had limited financial resources. As such, some felt that the statement tended to reinforce the myth rather than dispel it.

*“For me, as a small business, the average one-time cost for accommodations of \$500, even with the second-half of the statement, 57% spent nothing, [when you combine that with the necessary training for any new hire], my company has a very high learning curve for product knowledge, so I have to invest a lot to train someone, and having to spend an additional \$500 before I can have them do any work is prohibitive, and would have me go ‘no, that’s really is too much’. So, it’s almost that it’s validating the myth.” Small Size Business*





Another issue with the message is that it was felt that focusing only on the cost of hiring persons with disabilities overshadowed the benefits they may bring to the organization, which is really what employers are looking for when hiring any employee. Focusing on the positive contribution of both employees and employers in hiring persons with disabilities was felt to be more engaging and credible.

*“Ce type de publicité ne me parle pas parce que ça ne fait pas appel à l’entraide et à la bienveillance; ça dit que ce n’est pas cher mais ce n’est pas vrai. Il n’y a pas de mythes ici, ce sont des réalités.” (This type of ad does not speak to me because it does not speak of helping each other and of kindness; it says that it does not cost a lot, but that is not true. There are no myths here; these are realities.) Small Size Business*

*“They need to go at this with a positive [tone]. You are telling me this is worst for my business; it will cost me more. Perhaps highlight an award-winning employee with disabilities. Look at this employee and how it has helped the business.” Small Size Business*

Despite negative reactions towards the hiring fact described in this concept, the idea of including factual information in the social media post was appealing to many employers. They liked that it provides a more realistic account of the situation, though what information is provided needs to be carefully considered in light of how inclusive workplaces benefit organizations.

*“I like the myth and fact approach, but they should broaden it to include performance standards, and a fact with my experience is that ... [persons with disabilities] have been more productive, on average, than my employees who did not disclose they had a disability.” Medium Size Business*

In addition, as with any facts or statistics provided, employers are looking for the source of information to establish its credibility.

*“Comment vous avez été cherché cette statistique? C’est très large. C’est deux employeurs qui ont participé au sondage? J’aimerais quelque chose de plus crédible et savoir sur quoi c’est basé. Tenez-vous en aux faits. Oui en ressources humaine c’est ce quoi on doit faire.” (How did you find this statistic? It’s very vague. Did two employers take part in the survey? I would like something more believable and know what it’s based on. Stick to the facts. Yes, in human resources that’s what we have to do.) Medium Size Business*

The message’s credibility was also affected by the graphic design of the post. The “clip art” style of graphics used felt unsophisticated, and when combined with a claim that appears incomplete and unsubstituted, it made a few employers question the social media post’s validity. A few also noted that their suspicion would be compounded by the post being endorsed by Employment and Social Development Canada, a department they are less familiar with, rather than the Government of Canada.



With the increased prevalence of online scams and fake news, employers mentioned being more attentive to the graphic design of online posts to assist in assessing its trustworthiness.

*“Le design et graphisme est très amateur et j’ai un doute à savoir si ça vient du gouvernement du Canada.” (The design and graphics are very amateurish and I am not sure if it comes from the Government of Canada.) Small Size Business*

*“Le crochet avec la personne qui a un ordi ou un tableau : on est en 2010 ici; ce n’est pas très actuel.” (The checkmark with the person with a computer or a screen - we are in 2010 here - it’s not very modern.) Small Size Business*

In terms of design, it was also believed that the “hiring fact” information in the boxed area grabs the reader’s attention, and that because the ad is text-heavy, this may be the only part of the ad that would be looked at on social media. As such, the reader may potentially miss the concept of debunking the myth if close attention is not paid to the rest of the ad, especially as the topic of hiring persons with disabilities is not referenced in the facts statement.

*“Le carré attire mon attention mais je ne comprends pas qu’il s’agit d’handicapés si je regarde juste le carré.” (The boxed area grabs my attention, but I don’t understand that it speaks of persons with disabilities if I only look at the boxed area.) Small Size Business*

*“I think the font for the hiring myth should at least be the same as the hiring fact. Scrolling past this, we talk about FB and scrolling, and we all blindly scroll through ads, and nothing really grabs our attention anymore. But, if this was to grab your attention, all you’re going to read is Hiring Fact the average one time, blah, blah, blah, blah, blah, you will pass this ad and not even know it’s about disabilities, because you’re only going to read what’s inside that wire frame. Everything else is white noise.” Small Sized Business*

Employers were asked what myths, barriers or considerations about hiring persons with disabilities should be addressed in the campaign. In general, very few suggestions were provided, apart from the following questions or concerns that should be addressed:

- Are persons with disabilities more likely to be injured in the workplace?
- Is technology easily accessible to employers to accommodate employees with disabilities?
- Will persons with disabilities be able to perform as well as other employees?

## Relevance and Appeal

The target audience was seen as all employers, regardless of size or industry, though particularly people in a hiring role.



*“I see it is targeting business owners and people in hiring capabilities.” Small Size Business*

Given how the concept placed a negative slant on hiring people with disabilities, most employers did not feel compelled by the message. That being said, a few of them thought that the idea of hiring persons with disabilities may appeal to some employers at this time, despite how the concept presents the associated costs, given labour shortages.

*“En ce moment c’est attrayant en tant que pénurie de personnel. Mais autrement, je serais moins intéressé à regarder pourquoi je dépenserais 500 \$ si j’ai un bassin de personnes que je peux engager sans avoir à déboursier en moyenne 500 \$.” (With shortages of personnel right now, this is attractive. But otherwise, I would be less interested in looking at why I would spend \$500 if I have a pool of people I can hire without having to spend an average of \$500.) Small Size Business*

### Reactions to the Tagline

As part of the concept discussion, participants were also asked to comment on its tagline:

- English tagline: Consider the facts. Hire persons with disabilities.
- French tagline: Tenez-vous-en aux faits. Embauchez des personnes handicapées.

This tagline elicited mixed reactions. Some employers liked how it states that basing decisions on facts is an important consideration when hiring, which suggests equality in the process. Others felt that relying on facts is too cold of an approach when hiring and that the manner in which the statement was worded is a bit authoritarian in how it uses the present tense for the verbs “consider” and “hire”.

### Reactions to the Positioning Statement

Participants were read a positioning statement that described how the concept presented the idea of hiring people with disabilities. They were asked to comment on the approach itself, and to indicate the extent to which they felt the creative presented reflected the positioning.

**Positioning statement:**

*There are myths about hiring people with disabilities that make employers believe that it is risky and costs more. This concept dispels myths around barriers to employment, to create a new narrative around a largely ignored talent pool.*

The statement was felt to describe a negative approach to speaking of inclusion, focusing on the perceived “risks”, “costs” and “barriers” related to hiring persons with disabilities. The risk of reinforcing myths by focusing on them was also mentioned, even though the facts are provided to debunk the myths. Finally, as mentioned, focusing on the associated costs of hiring someone with a disability caused confusion and was seen as potentially problematic, given the diversity of workplaces and situations.



In a few instances, it was felt that focusing on myths could backfire by reinforcing these preconceived ideas, or simply introducing those thoughts to employers who may not have considered them before.

*“On joue sur un terrain dangereux parce qu’on n’a pas les mêmes mythes. On renforce ou justifie ou valide que c’est un mythe. Les gens qui n’y pensaient pas pensent maintenant que c’est le cas.” (We are on a slippery slope because we don’t all have the same myths. We reinforce or justify or validate that these are myths. People who did not think about that might now think this is the case.) Small Size Business*

### Memorability and Call-to-Action

Very few employers felt compelled to look for more information after seeing the social media post, as the call-to-action is unclear. Employers were unsure of what the ad is asking them to do, apart from being open to hire persons with disabilities. Only a few would spend time investigating the claim, while most were doubtful it would be a good investment of their time.

*“The call-to-action is ‘consider the facts’. I don’t have time to consider the facts. Give me tools to do better ... tell me my ROI is going to be good.” Small Size Business*

### Inclusive Workplaces Concept

***Despite the positive tone of the Inclusive Workplaces concept, the message lacks clarity and the puzzle design is problematic.***

### Overall Reactions

This concept elicited mixed reactions. While some liked the idea of quantifying the benefits of inclusive workplaces, others felt that the design is unappealing, the claim is vague, and the call-to-action is weak.

*“I really liked how it was laid out. The puzzle. We are all in it together. We are all pieces of the puzzle. And like the statement, it gave me a mental image in my mind that everybody can work together and achieve a better Canada.” Small Size Business*

*“I believe this to be true and I know this for a fact. But it does not tell me anything I don’t already know. And there is no call-to-action.” Small Size Business*

### Messages, Tone, Clarity, Credibility

This concept implied to employers that inclusive workplaces are performing well, in part because of the presence of persons with disabilities. That being said, many employers were doubtful of the message, as stated, primarily as it lacks clarity in how a business is able to achieve better outcomes, as well as what kinds of outcomes are referenced here (e.g., financial, reputation, corporate culture). The information does not provide enough context for employers to understand how it may apply to them (8x more than



what?) and the source is not clearly identified. In addition, a few questioned how inclusive workplaces were defined in the claim.

*“Ça ne veut rien dire la phrase en gras – c’est quoi les lieux de travaux inclusifs? 8 x plus de chance? Plus que quoi? D’obtenir de meilleurs résultats? Par rapport à quoi?” (The sentence in bold doesn't mean anything - what are inclusive workplaces? 8 x better chances? More than what? To get better results? Compared to what?) Small Size Business*

*“Je n’ai pas appris grand-chose à moins de cliquer sur « savoir plus » pour savoir s’il y a des programmes derrière ça. Ça ne vient pas me chercher. On est en ressources humaines et la plupart d’entre nous savons qu’une organisation diversifiée c’est une organisation qui performe mieux mais il n’y a pas de résultats concrets de mentionnés.” (I haven't learned much unless I click "learn more" to find out if there are any programs behind it. It doesn't grab me. We are in human resources and most of us know that a diverse organization is an organization that performs better, but there are no concrete results mentioned.) Medium Size Business*

*“To add credibility to that I would want to say to achieve better business outcomes such as ‘employee retention, increase revenue’, something like that would make it more believable. Right now, it’s just that that 8x could be 92x and what does that mean? It just needs more facts ...” Small Size Business*

Only very few liked the message, and they tended to be the ones experienced with hiring persons with disabilities, and those who were able to think beyond financial results as the expected outcome.

*“It speaks to me because a better outcome to a business is not only a better revenue, it has to do with reputation, company structure, and the culture of the company. When you take all these things into consideration, the statement really appeals to a lot of workplaces. They may not have been accustomed to this idea that you can utilize people with various disabilities in a wide range of fields. If employers are communicated to or informed or educated in that regard, it will promote this idea for sure.” Medium Size Business*

*“It is not giving me anything new. What is our benefit to hire someone with a disability? I know about getting more experience and different points of view. It was eyeopening to hire someone with disabilities, but am I going to get more traffic?” Small Size Business*

Some felt that the message focuses too much on performance as a reason to hire persons with a disability, rather than encompassing other more intangible aspects (such as being a good corporate citizen; helping with employee satisfaction; creating a more accepting and dynamic corporate culture).



The credibility of the claim was also questioned by some, in part because it is vague, but also as the source is not easily identifiable.

*“La phrase, les lieux de travail inclusifs ont plus de chance d’obtenir de meilleurs résultats, est-ce que c’est parce que ça vient du gouvernement du Canada que je dois croire ça? Je ne sais vraiment pas. S’il y avait des preuves ou des études, avec un lien, peut-être que je le croirais. Cette question me chicotte énormément.” (The phrase, inclusive workplaces are more likely to perform better, is it because it's from the Government of Canada that I have to believe that? I really do not know. If there was any evidence or studies, with a link, maybe I would believe it. This question bothers me a lot.)  
Medium Size Business*

*“I believe it’s a bit far fetched. I think more likely to achieve better business outcomes, yes, because anyone that would be inclusive towards someone with a disability would have the mindset of adapting, cooperating, and it’s natural that you would have success, but I think 8x is not factual.” Medium Size Business*

At the same time, the link between a puzzle and the hiring of persons with disabilities was not evident to many. Even those who understood that puzzle pieces represented employees with disabilities who are part of a team, that is illustrated by the puzzle pieces together, felt that the analogy was not strong.

*“People with disabilities are not pieces of a puzzle, they are part of a team.” Medium Size Business*

*“En quoi un casse-tête est relié à une personne handicapée? Je n’aime pas ça. On s’adresse aux entreprises mais on parle de quoi? Des résultats financiers? De production? Je ne sais pas qui ils veulent viser par ça.” (How does a puzzle relate to a person with disabilities? I do not like it. We're talking to companies, but what are we talking about? Financial results? Production? I don't know who they want to target with this.) Medium Size Business*

A few employers felt this type of image was commonly used in generic corporate messaging. Many also felt that the post lacked graphic interest, as neither the puzzle nor the colours were engaging.

*“They need a better call-to-action and a more interesting photo and not so text heavy. I have to read through two sentences before I get to the bottom and click a button.”  
Small Size Business*

For the most part, the puzzle pieces were associated with autism by a good number of participants, which was considered problematic when speaking more broadly about persons with disabilities.



*“Puzzle pieces allude to autism and strictly autism. A better way would be to do a spotlight on businesses that have done this. Showcase those businesses that have been more inclusive and have seen the results.” Small Size Business*

Finally, the claim that diverse organizations outperform their peers was considered unsubstantiated and confusing, as discussed earlier in this report when presenting the findings on the Persons with Abilities concept.

## Relevance and Appeal

While employers in general were identified as the target audience, the beginning of the first statement (“Hiring?”) implied that the ad more specifically targets employers who are in the process or hiring.

Despite clarity in terms of the target audience, very few employers felt compelled by the message for a number of reasons. This was caused by the lack of clarity in messaging and the design which was described as lackluster and lacking a human interest.

*“Ça a perdu beaucoup du côté humain. C’est froid. J’aimerais mieux voir des visages, des personnes.” (It lost the human side. It’s cold. I prefer to see faces, people.) Small Size Business*

*“It would not catch my attention. It does not appeal to me. The colours and puzzle pieces don’t get me pulled in and the statement is too vague.” Small Size Business*

## Reactions to the Tagline

As part of the concept discussion, participants were also asked to comment on its tagline:

- English tagline: Hire persons with disabilities. It’s good for business.
- French tagline: Embauchez des personnes handicapées. C’est bon pour les affaires.

This tagline elicited mixed reactions. Some found the reference to hiring persons with disabilities as being “good for business”, appealing and speaking the language of businesspeople. Others, however, found the statement too vague (how it is good for business? Based on what?) or too cold.

*“C’est comme si tu te servais d’un handicapé pour avoir de bonnes affaires.” (It’s as if you are using a person with disabilities to have good business.) Small Size Business*

*“Embauchez des personnes handicapées c’est bon pour les affaires? Ça dit n’importe quoi. Ça dépend quelles affaires; dans quels domaines.” (Hire persons with disabilities, it’s good for business? That is nonsense. It depends on what business, in what sectors.) Small Size Business*



## Reactions to the Positioning Statement

Participants were again read a positioning statement that described how the concept presented the idea of hiring people with disabilities. They were asked to comment on the approach itself, and to indicate the extent to which they felt the creative presented reflected the positioning.

### **Positioning statement:**

*Businesses are always interested in finding ways to perform better and don't yet realize inclusive hiring can benefit them. This concept explains how people with disabilities are a valuable missing piece in creating a successful and inclusive workplace.*

The manner in which the approach describes persons with disabilities as a “valuable missing piece” of a puzzle did not appeal to many employers. This imagery singles out that group of people rather than implying that they are on the same footing as any other candidates/employees. As mentioned, a number of participants also noted that the puzzle imagery is already used to identify the autism community, thus perhaps creating confusion regarding the campaign’s intent.

*“Comme entreprise, je ne cherche pas des personnes handicapées juste pour performer, c'est aussi pour faire ma part dans la société. De mesurer les trucs intangibles, comme la satisfaction des employés qui pensent qu'on fait le bien à l'entour de nous.” (As a business, I don't look for people with disabilities just to perform, it's also to do my part in society - to measure the intangible stuff, like the satisfaction of employees who think we are doing good around us.) Small Size Business*

## Memorability and Call-to-Action

Beyond inviting employers to consider hiring persons with disabilities, the call-to-action was felt to be unclear. Further, like the other concepts, the ad did not provide employers a clear indication of what they would find on the website.

*“Donnez-moi une façon concrète d'aller chercher un candidat ou des résultats plus concrets en termes de bien-être des autres employés autour; augmenter le pool de candidats; avez-vous pensé qu'il y a tous ces candidats que vous n'avez peut-être pas pensé à contacter? Parlez des bénéfices pour moi en tant qu'employeur.” (Let me know how to find a candidate or more concrete results in terms of the well-being of other employees; increase the pool of candidates; did you think there are all these candidates that you may not have thought of contacting? Talk about the benefits for me as an employer.) Medium Size Business*

*“Ça ne vient pas me chercher du tout. Comme employeur, nous on gère des humains, pas des posters. Je ne vois pas d'images de personnes.” (It is not compelling to me at all. As an employer, we manage people, not posters. I don't see images of people.) Small Size Business*





Even among the few employers who felt compelled to seek additional information based on the social media post, there is an expectation that they can access practical information on hiring persons with disabilities, including assistance program.

*“J’aime le fait qu’ils disent qu’il y a 8x fois plus de chance – ça m’inciterait à aller voir pourquoi. Y a-t-il des subventions? Y a-t-il un bassin de personnes disponibles?” (I like the fact that they say there is 8x the chance - that would make me go and see why. Are there any subsidies? Is there a pool of people available?) Small Size Business*

## Concept and Tagline Preferences

***Employers offered only a slight preference for the People with Abilities concept, while preference was stronger for its tagline “Disabilities don’t define ability. Hire inclusive”.***

### Concept Preference

After discussing all three concepts, participants were asked to choose which one is best at convincing businesspeople like them to seriously consider hiring people with disabilities.

While none of the three concepts were considered strong as is, the one identified as Persons with Abilities was slightly more often selected across most English groups, and among French-speaking small business representatives. The positive tone, human aspect and photography of people contributed to making this concept stand out from the others.

*“I thought it was a nice blend from the other two. I like seeing the faces; it humanizes the ad. I like the layout and the wording and it encompasses more businesses, where it may be difficult to convince them.” Medium Size Business*

Both the Inclusive Workplaces and the Myths & Facts concepts were less often chosen as the preferred approach.

### Tagline Preference

After reviewing all three concepts, participants were also asked to identify which tagline is most compelling to them personally, regardless of their preferred concept.

Overall, the tagline, “Disabilities don’t define ability. Hire inclusive.” held slightly greater appeal, especially with the Atlantic Canada region. As discussed earlier, it has a positive tone and presents information that is well recognized as factual.

*“I like the positive spin; people with disabilities are defined as people who are able and I like that. Disabilities don’t define ability; that is a strong statement.” Medium Size Business*



*“C’est plus directif, plus claire, ce n’est pas lancé dans les airs. C’est plus un fait.” (It’s more direct, clearer, it is not launched in the air. It’s more of a fact.) Medium Size Business*

The tagline, “Hire persons with disabilities. It’s good for business.” was the preferred choice of far fewer employers overall. While some appreciated its use of language familiar to business people, others felt that it was unclear and somewhat “cold” in its approach.

*“« C’est bon pour les affaires » c’est un peu flou pour moi; dans quel sens? Monétairement? Pour la visibilité? Basé sur quoi?” (‘It’s good for business’ is a little vague for me. In what way? Financially? For visibility? Based on what?) Medium Size Business*

*“« C’est bon pour les affaires », ça sonne positif.” (‘It’s good for business’ sounds positive.) Medium Size Business*

The tagline, “Consider the facts. Hire persons with disabilities.” was also preferred by far fewer employers overall than the top contender. While some appreciated that it referenced facts, an important consideration when hiring personnel, others felt that the two verbs in present tense made the statement too directive.

*“I feel like if there are some facts to provide about why you should hire people with disabilities, it will help advocate for them.” Medium Size Business*

*“Tenez-vous en au fait, c’est trop autoritaire.” (‘Consider the facts’, it’s too authoritative) Medium Size Business*

## Campaign Media

***A mix of social media, professional associations, job posting sites, and webinars were considered the most appropriate means to obtain campaign information.***

Employers were asked to specify where and how they would like to receive information on the hiring of persons with disabilities. In general, social media and professional associations were considered the best ways to share campaign information with employers. While many employers reported relying on social media for personal use only, a good number believed that LinkedIn or Twitter would be appropriate and effective channels to reach them as employers.

*“LinkedIn ça me parle, c’est là qu’il y a des annonces gouvernementales, du ministre aussi. Je les lis. C’est ce qui me rejoint le mieux.” (LinkedIn speaks to me; there are government announcements, from the minister as well. I read them. That is what is best to reach me.) Small Size Business*



At the same time, it was mentioned that a broader social media campaign might be helpful to raise awareness of workers in general regarding the benefits of having an inclusive workplace. This was felt to be an important component to assist employers in establishing a workplace that is welcoming.

*“We still have cultural change that has to be accepted, across society and not just businesses, and that’s why I think social media ads would work. Because while you’re not 100% a business person, you’re also an engager in social media.” Small Size Business*

Government offices or job posting websites that are currently used by employers (e.g., Emploi Québec; post-secondary schools) were seen as good places for the campaign material.

A number of participants who are in a human resources role within their organization also mentioned relying on professional associations for information and suggested that communications on inclusive workplaces could transit through the association via emails or on their websites.

Finally, a few also expressed interest in having lunch and learns offered whereby they would be able to have information presented to them, and have the ability to ask follow-up questions.

*“Un webinaire sur les avantages et les façons de recruter les personnes avec des handicaps ou des différences.” (A webinar on the benefits and ways of recruiting people with disabilities or differences.) Medium Size Business*



## Conclusions

The following provides broad conclusions from the summary of research findings.

- ***Employers believed in the value of inclusive workplaces and expressed interest in being reminded of and/or educated on these benefits, as well as having access to assistance and information to help them implement a more inclusive workplace.***

Employers that took part in the research appeared aware and supportive of the value of inclusive workplaces. They welcomed the idea of having a more diverse workplace, including representation from persons with disabilities. As such, they did not find the campaign concepts compelling, as all three focused more on raising general awareness about inclusive workplaces rather than providing an incentive to act upon this. Perhaps, as a result, they are looking for a campaign with a positive tone that highlights the specific benefits (both tangible and intangible) of an inclusive workplace. Seeing visuals of persons with disabilities in the workplace was felt to be more engaging and an inspiring reminder of their ability to be an active member of the team and bring value to the business.

Employers were not so much looking for a compelling argument to hire persons with disabilities, but more so for practical information on how to execute this type of hire. They felt the campaign should inform them of resources and supports available to them and call upon them to find more information online to assist with their hiring decisions. A promise to enhance their knowledge, access a pool of potential employees, and benefits through financial assistance were all considered strong incentives to click on the ad and visit the website.

As for terminology, it was believed that how a person with disabilities is identified should be carefully considered. In French, “personnes en situation de handicap” was felt to be the proper way to identify this group of people. English-speaking participants, for their part, were generally accepting of the term “people or persons with disabilities”, though a few suggested using “persons with different abilities” or “people with diverse abilities”.

- ***The Persons with Abilities concept was preferred for its positive tone and illustration of people, although it has an unclear message, a wide target audience and a weak call-to-action.***

Of the three concepts tested, this one held slightly greater appeal for its positive tone and human angle. The message was clearly understood as informing employers of the importance of an inclusive workplace by hiring persons with disabilities for their valuable skills. Perhaps because this message is highly endorsed, the concept generally did not compel employers to take action.

While the message appeared clear as presented in the text, it did not come through clearly in the visual. Simply showing individuals, sideways, not in action, did not convey the message that these are employees that can contribute to a workplace. At the same time, the lack of context and the



illustration of various gender and ethnicities gave the impression that an inclusive workplace speaks of diversity more broadly than just on disabilities. Finally, the statement on the image (“I have ability”) suggested that the message targeted persons with disabilities, encouraging them to consider equal employment. As such, both employees and persons with disabilities were viewed as the target audience, which resulted in a less focused message. Changing the statement on the image to “they have ability” may help more clearly identify employers as the target audience.

The claim that organizations with an inclusive workplace that hire persons with disabilities outperforms other organizations was questioned among employers, who felt that it should be rephrased to say they are performing as well as other businesses.

The concept’s positioning statement was well received for being forward-thinking and positive, although its essence was not considered as being reflected in the social media post.

Reactions to the tagline “Disabilities don’t define ability. Hire Inclusive.” (“Un handicap ne définit pas les capacités. Embauchez de façon inclusive.”, in French) were generally positive for its positive and respectful tone, despite a few concerns with the claim.

- ***Although providing factual information and debunking myths held some appeal, the negative slant and questionable claim strongly contributed to the Myths & Facts concept being mostly disliked by employers.***

This concept received mixed reactions. On the positive side, the message was clear (hiring persons with disabilities is not as expensive as you might think) and the myth/fact approach was interesting to employers. That said, the concept’s negative tone (focused on addressing risks, barriers, costs of inclusive hiring) and questionable claim cause significant issues with employers. Presenting the hiring of persons with disabilities as being costly was not appealing and would not entice them to investigate the possibilities. At the same time, the average amounts claimed for accommodating an employee with disabilities appeared high to some employers (notably small businesses), while they appear low to others who noted that the cost of hiring includes training and supervision, which can be higher for an employee with a disability in some instances than for other employees. As such, some felt that the factual statement was meaningless and somewhat misleading.

Another aspect that bothered employers about this concept was that it presents the information from a negative standpoint. As a result, it gives the impression that the hiring of persons with disabilities will cost employers money, rather than informing them that the majority of employers who made such hires spent nothing. Finally, focusing on costs only was believed to overshadow the benefits of inclusive hiring practices.

The social media post design was felt to be outdated and too simplistic. When combined with the fact which is not properly contextualized and explained, it affected the overall concept’s credibility. In addition to that, identifying ESDC as the ad sponsor, rather than the more familiar Government of



Canada, further raised hesitations regarding the validity of the post, especially in this age of fake news and increasing online scams.

The concept's tagline, "Consider the facts. Hire persons with disabilities." ("Tenez-vous-en aux faits. Embauchez des personnes handicapées.", in French) elicited mixed reactions. While some liked the reference to hiring based on facts, others felt that the claim is too directive and cold in its tone.

- ***Despite the positive tone of the Inclusive Workplaces concept, the message lacks clarity, and the puzzle design is problematic.***

This concept elicited mixed reactions and was felt to target organizations that are in the process of hiring. Some employers liked that the concept provided a positive outlook on the benefits to business when hiring persons with disabilities, and that the message was clear – inclusive workplaces perform well because of the contribution of persons with disabilities. That being said, important issues were raised with this concept. To begin, the claim was seen as too vague to be credible and of use, it does not contextualize the increase in performance (8x more than what?), nor does it specify how it benefits organizations' performance (e.g., financially, reputation, corporate culture). At the same time, focusing only on performance was felt to minimize other key benefits of an inclusive workplace (e.g., being a good corporate citizen; contributing to employee satisfaction).

The design lacked appeal and originality, and for many, the puzzle pieces more closely aligned with the subject of autism or was over used in general corporate messaging. A few also struggled to see a link between puzzle pieces and employees, and some felt that implying that an employee with disabilities is the "valuable missing piece" was not consistent with the idea of inclusion, teamwork and togetherness.

The concept's tagline elicited mixed reactions. The reference to being "good for business" spoke directly to some businesspeople, while others felt that the statement is too vague or too cold.

- ***Employers offered only a slight preference for the People with Abilities concept, while preference was stronger for its tagline "Disabilities don't define ability. Hire inclusive".***

Although none of the three concepts was considered strong, the Persons with Abilities concept was preferred for its positive tone and human approach to speaking of inclusive workplaces. The concept's tagline, "Disabilities don't define ability. Hire Inclusive." ("Un handicap ne définit pas les capacités. Embauchez de façon inclusive.", in French) was also preferred for its positive and respectful tone, despite some reservation regarding the claim that disabilities does not define abilities.



- ***A mix of social media, professional associations, job posting sites, and webinars were considered the most appropriate means to obtain campaign information.***

A number of channels were identified as being best to inform employers about campaign material. These included social media, notably LinkedIn and Twitter, communications through professional associations, as well as government offices or online job posting websites. Providing more detailed information to employers via webinars was also suggested.



## Direction

As Employment and Social Development Canada works on the final development of its outreach campaign, findings suggest the following actions should be considered:

### 1. Consider further developing the Persons with Abilities concept, with some edits.

Given its positive tone and focus on people, the Persons with Abilities concept held greater appeal than the two other concepts tested, and thus should be considered for further development. That being said, findings from the study suggests that the following should be considered:

- Edit the opening statement to clearly indicate that it speaks of organizations' performance, not that of persons with disabilities; and indicate that these organizations perform as well as others rather than stating that they outperform other organizations.
- Illustrate how persons with disabilities add value to an organization rather than showing people out of context.
- Provide precise statistics or factual information on how the employment of persons with disabilities adds value to an organization.
- Ensure that the campaign continues to have a positive tone.
- Ensure that the campaign uses photographs of real people.
- Clearly define what is considered an inclusive workplace, either through the illustration or through the text. Carefully consider how persons with disabilities are shown, to differentiate the message of inclusiveness from that of diversity more broadly.

### 2. The call-to-action should be strengthened in the final campaign.

Given employers' current awareness of, and support towards inclusive hiring, as well as their lack of clarity in how to effectively implement a more inclusive workplace, the campaign should direct them to existing support and assistance. This could include advice on where to advertise job postings, how to identify and select persons with disabilities for the job, and how to ensure the workplace can accommodate inclusiveness. In addition, many employers, especially small businesses, were interested in finding out more about programs that provide financial assistance to help them create more inclusive workplaces.

### 3. Consider using the tagline, "Disabilities don't define ability. Hire inclusive".

This tagline performed well across groups and should be considered for the final campaign. It effectively communicated the message that persons with disabilities have abilities, as well as suggested what employers should consider (i.e., hire inclusive). That said, clarification should be provided in campaign support materials as to what is considered as inclusive hiring practices.





**4. Provide credible testimonials or real-life examples of inclusive workplaces.**

To address perceived barriers to hiring persons with disabilities, there was a desire among employers to be provided with examples of inclusive workplaces and how it benefits the organization. As such, testimonials (either from employees, employers, or recognized stakeholders) should be considered as part of the campaign. This approach would also provide an opportunity to illustrate the intangible benefits of inclusive workplaces.

**5. The outreach campaign should include a mix of social media, partnerships with professional associations, and advertising on job posting sites or websites.**

While social media, notably LinkedIn and Twitter, was considered a good way for the campaign to reach employers, suggestions were also made to partner with professional associations to reach out to employers. In addition, it was believed that advertising in locations or on websites used by employers for job postings or on government resources sites would be appropriate for the campaign.

Appendix A:  
Recruitment Screener

**ESDC: Inclusive Workplaces (Accessibility) Advertising Campaign  
Creative Testing with Small and Medium Sized Enterprises Study  
Recruitment Screener – FINAL**

Name: \_\_\_\_\_

Daytime phone: \_\_\_\_\_ Evening phone: \_\_\_\_\_ Cell: \_\_\_\_\_

Email: \_\_\_\_\_

Organization: \_\_\_\_\_ Position: \_\_\_\_\_

Audience: \_\_\_\_\_

Community: \_\_\_\_\_ Province: \_\_\_\_\_

**SECTION 1: Schedule & Specifications****NETFOCUS GROUPS SCHEDULE**

Date	Group	AST	EST	Participant Time – Start time	Participant Time – End time	Audience	Language	Moderator
Monday, March 22 <sup>nd</sup>	1	12:00pm	11:00am	12:30pm/ 12:00pm	2:30pm/ 2:00pm	Medium-sized Businesses: Atlantic Canada	EN	LG
	2	1:00pm	12:00pm	12:00pm	2:00pm	Medium-sized Businesses – Ontario	EN	CP
	3	3:00pm	2:00pm	1:00pm/ 12:00pm/ 11:00am	3:00pm/ 2:00pm/ 1:00pm	Medium-sized Businesses – Prairies/Western Canada	EN	LG
	4	6:00pm	5:00pm	5:00pm	7:00pm	Small-sized Businesses – Ontario	EN	CP
Tuesday, March 23 <sup>rd</sup>	5	1:00pm	12:00pm	12:00pm	2:00pm	Medium-sized Businesses: Quebec	FR	CP
	6	5:00pm	4:00pm	5:30pm/ 5:00pm	7:30pm/ 7:00pm	Small-sized Businesses: Atlantic Canada	EN	LG
	7	6:00pm	5:00pm	5:00pm	7:00pm	Small-sized Businesses – Quebec	FR	CP
	8	8:00pm	7:00pm	6:00pm/ 5:00pm/ 4:00pm	8:00pm/ 7:00pm/ 6:00pm	Small-sized Businesses – Prairies/Western Canada	EN	LG

**Specification Summary**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• <b>Eight (8)</b> focus groups in total with business participants of <b>Small-sized businesses</b> (fewer than 100 employees) &amp; <b>Medium-sized business</b> (between 100 – 499 employees): <ul style="list-style-type: none"> <li>◦ <b>Six (6)</b> English groups - 2 groups in each of <b>Atlantic Canada</b> (NL/NS/NB/PE); <b>Ontario</b>; <b>Prairies &amp; Western Canada</b> (MB/SK/AB/BC)</li> <li>◦ <b>Two (2)</b> French groups in <b>Quebec</b></li> </ul> </li> <li>• Small size business groups: 4, 6, 7, 8</li> <li>• Medium size business groups: 1, 2, 3, 5</li> </ul> | <ul style="list-style-type: none"> <li>• All hold a middle management or executive level position with some HR knowledge/responsibilities</li> <li>• All experienced hiring people.</li> <li>• Mix of age, gender, industry, business experience and number of employees (within range)</li> <li>• At least 5 per group do not have employees with disabilities or have not made such hire in the past 5 years</li> <li>• Incentive: <b>\$150</b> per participant</li> <li>• <b>Nine (9)</b> recruited per group</li> <li>• Group discussion lasts up to <b>90 minutes</b></li> </ul> |
|---|---|

*RECRUITER NOTE - WHEN TERMINATING AN INTERVIEW, SAY: "Thank you very much for your cooperation. We are unable to invite you to participate because we have enough participants who have a similar profile to yours."*

**RECRUITER NOTE:** If a respondent wishes to verify the validity of the study, please contact either:  
 Kirsten Taylor-Bosman, ESDC Communications Advisor, 343-552-7462  
 Narrative Research: 888-414-1336; focusgroups@narrativeresearch.ca

**SECTION G: General Introduction**

[IF BY TELEPHONE] Hello, my name is \_\_\_\_\_ and I am calling on behalf of **Narrative Research**, a national market research company. Let me assure you that we are not trying to sell you anything.

[IF ONLINE] We are contacting you on behalf of Narrative Research, a national market research company.

[ALL] Would you prefer that I continue in English or French? / Préférez-vous continuer en français ou anglais?

*RECRUITER NOTE - FOR ENGLISH GROUPS, IF PARTICIPANT WOULD PREFER TO CONTINUE IN FRENCH, PLEASE RESPOND WITH: "Malheureusement, nous recherchons des gens qui parlent anglais pour participer à ces groupes de discussion. Nous vous remercions de votre intérêt."*

As part of a research project, we are conducting on behalf of **the Government of Canada**, we are looking for businesspeople from the private-sector to take part in a small online group discussion on <INSERT DATE> from <INSERT START TIME> to <INSERT END TIME>.

We are looking for decision-makers who play an important role in the day-to-day operations and direction of the company in a management position with HR responsibilities. Participants will need to be very familiar with the hiring and human resource practices for their business and be involved in making hiring decisions. Does this broadly describe the type of role you currently have within your organization?

- Yes ..... 1
- No ..... 2 **THANK & ASK FOR SOMEONE ELSE WITHIN THE COMPANY**  
**REPEAT THE INTRODUCTION**

Those who qualify and participate in this focus group will receive a financial incentive. Are you available on <INSERT DATE> from <INSERT START TIME> to <INSERT END TIME> and is this something you might be interested in taking part in?

- Yes ..... 1
- No ..... 2 **THANK & TERMINATE**

The purpose of this group discussion is to hear people’s views on materials currently being developed on the topic of inclusiveness and accessibility in the workplace. There is no preparation needed to take part. Participation in this research is voluntary and completely anonymous and confidential. No attempt will be made to sell you anything or change your point of view. The format of the focus group is an informal small group discussion led by a professional moderator. May I ask you a few quick questions to see if you are the type of participant we are looking for? This should take about 5 or 6 minutes.

- Yes ..... 1
- No ..... 2 **THANK & TERMINATE**

**SECTION B: Business Profiling Questions**

- B1. What is the nature of your business?
- Marketing/market research ..... 1
  - Public relations ..... 2
  - Advertising..... 3
  - Media (television, radio, newspaper) ..... 4
  - Graphic design..... 5
  - Web design/development ..... 6
  - Influencer ..... 7
  - A government department or agency (municipal, provincial or federal)..... 8
  - Other (Specify)..... 9

**INSTRUCTIONS: IF CODE 1 TO 8, THANK & TERMINATE. IF CODE 9 ASK TO SPECIFY SECTOR AND CONTINUE. RECRUIT MIX IN EACH GROUP**

- B2. What is your title or position in the company?
- Record Response: \_\_\_\_\_

**INSTRUCTIONS: CONSIDER POSITIONS SUCH AS: PRESIDENT / CEO / OWNER / FRANCHISEE / HUMAN RESOURCES MANAGER, DIRECTOR OR VICE PRESIDENT /DEPARTMENT LEAD**

**RECRUIT A MIX IN EACH GROUP**

- B3. Are you involved in hiring within the company?
- Yes ..... 1
  - No ..... 2

**INSTRUCTIONS: IF YES (CODE 1), CONTINUE. IF NO (CODE 2) THANK & TERMINATE.**

B4. For how many years have you been involved with hiring within the company?

- Less than one year .....1
- At least one year, but less than 5 years .....2
- At least 5 years, but less than 10 years .....3
- At least 10 years or more .....4

**INSTRUCTIONS: AIM FOR A DIVERSITY IN EACH GROUP**

B5. How familiar are you with the hiring practices and human resource policies for the company? Are you...

- Very familiar .....1
- Somewhat familiar .....2
- Not very familiar .....3
- Not at all familiar .....4

**INSTRUCTIONS: IF “NOTE VERY FAMILIAR” OR “NOT AT ALL FAMILIAR”, THANK & TERMINATE**

B6. How many employees work for your business in Canada? Note that if you are a franchisee, we would like to know how many employees work for your franchise only.

- 1 to 4 employees .....1
- 5 to 24 employees .....2
- 25 to 49 employees .....3
- 50 to 99 employees .....4
- 100 to 249 employees .....5
- 250 to 499 employees .....6
- 500 employees or more .....7

**INSTRUCTIONS: IF “Between 1 and 99 employees” (CODES 1, 2, 3, 4) CONSIDER FOR SMALL BUSINESS GROUPS; IF “Between 100 and 499 employees” (CODES 5, 6) CONSIDER FOR MEDIUM SIZE BUSINESS GROUPS; IF “At least 500 employees or more” (CODE 7), THANK & TERMINATE**

**RECRUIT MIX OF NUBMER OF EMPLOYEES IN EACH GROUP (WITHIN RANGE); MAX 3 PER SMALL BUSINESS GROUPS WHO HAVE 1-4 EMPLOYEES.**

**IF “1 to 4 employees” (code 1), Ask Q.B7; Otherwise, SKIP to Q8**

B7. How likely are you to hire a new employee to work for your business in the next two years?

- Very likely .....1
- Somewhat likely .....2
- Not very likely .....3
- Not at all likely .....4

**INSTRUCTION: IF “Not very likely” or “Not at all likely”, THANK & TERMINATE**

B8. Based on what you know, does your business currently employ individuals with a disability?

- Yes ..... 1
- No ..... 2
- Unsure ..... 3

**INSTRUCTION: IF YES (CODE 1), SKIP TO B10.**

B9. And again, based on what you know, in the past 5 years has your business employed individuals with a disability?

- Yes ..... 1
- No ..... 2
- Unsure ..... 3

**INSTRUCTIONS: IF YES (CODE 1) AT B8 OR AT B9, CONTINUE TO B10. IF NO TO BOTH B8 AND B9, SKIP TO B11**

**RECRUIT MIN 5 IN EACH GROUP WHO SAID NO OR UNSURE TO BOTH B8 AND B9**

B10. Were you directly involved with the hiring of these employees?

- Yes ..... 1
- No ..... 2

B11. In which community and province/territory is your workplace located?

Record name of city/village/community: \_\_\_\_\_  
 Record name of province/territory: \_\_\_\_\_

**INSTRUCTIONS: RECRUIT A DIVERSITY OF PROVINCES AND COMMUNITY IN EACH GROUP WITHIN EACH REGION**

**SECTION P: Profiling Questions**

We are looking to include a diversity of people in each session. The following questions will ask about you personally.

P1. Into which age group are you? **[READ RESPONSES IN ORDER]**

- Less than 18..... 1
- 18-29 ..... 2
- 30-39 ..... 3
- 40-49 ..... 4
- 50-59 ..... 5
- 60-65 ..... 6
- More than 65 years old ..... 7

**INSTRUCTIONS: IF CODE 7, THANK & TERMINATE. RECRUIT MIX OF AGE IN EACH GROUP**

- P2. Are you...?
- Male ..... 1
  - Female..... 2
  - Gender diverse ..... 3
  - Prefer not to say ..... 4

**INSTRUCTIONS: RECRUIT MIX IN EACH GROUP**

**SECTION N: Netfocus Questions**

The discussion groups for this project will be conducted over the phone and online simultaneously. You will need to login to a computer at the same time as taking part in a conference call over the phone.

- NF1. Do you have access to a laptop or a desktop computer with high-speed Internet to take part in this focus group?
- Yes ..... 1
  - No ..... 2

Note that you are **NOT** able to use a computer tablet to join the online meeting because of the type of material shown during the session.

**INSTRUCTIONS: If no, thank & terminate**

- NF2. Once you are online for the session you will also be required to join a conference call by telephone to be connected to the discussion with the rest of the group. You will need to use a telephone line and **NOT** your computer audio. You will then be on the phone and in front of your computer for the duration of the session.

Will you have access to a dedicated telephone (either landline or cellular) located near your computer for the duration of the session? Note that you will not incur long-distance charges.

- Yes ..... 1
- No ..... 2

**INSTRUCTIONS: If no, thank & terminate**

- NF3. You will need to be in a place that is quiet and free of distractions for the duration of the session. This includes ensuring to the extent possible, you are able to be on your own, without pets or other people nearby, and in a room in your home or office that is quiet, without background noise.



Are you able to secure a quiet environment without distractions or noises for the duration of the focus group session that will be held on **<INSERT DATE>** from **<INSERT START TIME>** to **<INSERT END TIME>**?

- Yes ..... 1  
 No ..... 2

**INSTRUCTIONS: If no, thank & terminate**

**INSTRUCTIONS FOR NF1-NF3 THANK & TERMINATE: Based on your responses, we are unable to invite you to take part in this online focus group, as you do not meet the technical requirements. We thank you for your interest in this research.**

## SECTION R: Previous Focus Group Experience Questions

I just have a few more questions...

- R1. Have you ever attended a group discussion or interview for which you received a sum of money?  
 Yes ..... 1  
 No ..... 2

**INSTRUCTIONS: MAXIMUM OF 5 PARTICIPANTS PER GROUP WHO HAVE ANSWERED YES (CODE 1). IF YES (CODE 1), CONTINUE. IF NO (CODE 2), GO TO SECTION I: INVITATION**

- R2. When was the last time you attended a group discussion or interview? \_\_\_\_\_
- R3. How many groups or interviews have you attended in the past 5 years? \_\_\_\_\_ **MAX 4**
- R4. What was the subject(s) of the focus group(s) or interview? \_\_\_\_\_

**THANK AND TERMINATE IF THEY HAVE...**  
 - been to 5 or more groups in the past 5 years (max 4 groups/interviews attended)  
 - attended a focus group in the past six months.

## SECTION I: Invitation

### NETFOCUS INVITE:

Based on your responses so far, we would like to invite you to participate in a small group discussion that will be conducted simultaneously over the telephone and online on **<INSERT DATE>** from **<INSERT START TIME>** to **<INSERT END TIME>**. This session will bring together 9 businesspeople and a professional moderator. The discussion will focus on materials that is currently being developed by the Government of Canada regarding inclusiveness and accessibility in the workplace. During the session, you will review the materials online, fill out short surveys on the computer and share your comments verbally with other participants on the conference call. There is no preparation necessary, although you will be asked to give

your full attention to the discussion during this meeting. You will not be able to conduct other work at the same time. Those who actively participate in the session will receive **\$150** in appreciation for their time.

11. Knowing this, are you available and interested in taking part in this focus group?  
 Yes ..... 1  
 No ..... 2

**INSTRUCTIONS: If no, thank & terminate**

12. The discussion in which you will be participating will be audio recorded for research purposes only. Be assured that your comments and responses are strictly confidential and that your name and the name of your employer will not be included in the research report. Are you comfortable with the discussion being audio recorded?  
 Yes ..... 1  
 No ..... 2

**INSTRUCTIONS: If no, thank & terminate**

13. There may also be employees from the organization who is sponsoring the research, who will be listening in on the discussion. They will only be provided with your first name and no other information that could identify you. Are you comfortable with having observers?  
 Yes ..... 1  
 No ..... 2

**INSTRUCTIONS: If no, thank & terminate**

14. **[FOR FRENCH GROUP ONLY]** Which of the two official languages, English or French, do you speak more often (on a regular basis)?  
 English ..... 1  
 French ..... 2  
 Both equally..... 3

**INSTRUCTIONS: Single response. Must select "French" (Code 2) to take part in the Quebec groups**

15. The group discussion will be held **[GROUPS 5 AND 7: in French] [ALL OTHER GROUPS: in English]**. Participants will need to read text, write responses and/or review images during the session. Are you able to take part in these activities **[GROUPS 5 AND 7: in French] [ALL OTHER GROUPS: in English]** on your own, without assistance and with ease using that language?  
 Yes ..... 1  
 No ..... 2  
 DK/NR ..... 8

**INSTRUCTIONS: IF "NO" (CODE 2 OR "DKNR" (CODE 3), THANK & TERMINATE**

Could we please confirm the email address where we can send you the instructions to join the focus group session?

**Record email address (and verify):** \_\_\_\_\_.

We will send you the instructions by email at least 1 day in advance of the group. The group discussion will begin promptly at <TIME> and will end at <TIME> at the latest. Please log in at least 5 or 10 minutes before the start time to ensure that the session is not delayed. If you arrive late, we will not be able to include you in the discussion and will not provide you with the incentive.

As mentioned, we will be pleased to provide everyone who participates with **\$150**, provided by e-Transfer or cheque, as you would prefer. It takes approximately 3-5 business days to receive an incentive by e-Transfer or approximately 2-3 weeks following your participation to receive an incentive by cheque.

16. Would you prefer to receive your incentive by e-Transfer or cheque?

e-Transfer ..... 1

Cheque ..... 2

17. **IF PREFER TO RECEIVE INCENTIVE BY E-TRANSFER:** Could you please confirm the e-mail address where you would like the e-transfer sent after the focus groups?

Email address: \_\_\_\_\_

And please confirm the spelling of your name: \_\_\_\_\_

The e-transfer password will be provided to you via email following the group.

18. **IF PREFER TO RECEIVE INCENTIVE BY CHEQUE:** Could I have the mailing address where you would like the cheque mailed after the focus groups?

Mailing address: \_\_\_\_\_

City: \_\_\_\_\_

Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

And please confirm the spelling of your name: \_\_\_\_\_

19. As these are very small groups and with even one person missing, the overall success of the group may be affected, I would ask that once you have decided to attend that you make every effort to do so. If you are unable to take part in the study, please call \_\_\_\_\_ (collect) at \_\_\_\_\_ as soon as possible so a replacement may be found. Please do not arrange for your own replacement.

So that we can call you to remind you about the focus group or contact you should there be any changes, can you please confirm your name and contact information for me? **[CONFIRM INFORMATION ALREADY COLLECTED AND CHANGE/COMPLETE AS NECESSARY]**

First Name: \_\_\_\_\_  
 Last Name: \_\_\_\_\_  
 Email: \_\_\_\_\_  
 Cell Phone: \_\_\_\_\_  
 Home Phone: \_\_\_\_\_  
 Work Phone: \_\_\_\_\_

**If the respondent refuses to give his/her first or last name or phone number please assure them that this information will be kept strictly confidential in accordance with the privacy law and that it is used strictly to contact them to confirm their attendance and to inform them of any changes to the focus group. If they still refuse THANK & TERMINATE.**

And finally, to ensure that we have a good cross section of businesses represented in each group, and to avoid duplicate businesses being recruited, could you provide the name of your company or employer? Please be assured that this information will be kept strictly confidential.

Record response: \_\_\_\_\_  
 Refused.....97

Thank you for your interest in our study. We look forward to hearing your thoughts and opinions!

**Attention Recruiters**

- Recruit 9 per group
- CHECK QUOTAS
- Ensure participant has a good speaking (overall responses) ability-If in doubt, DO NOT INVITE
- Do not put names on profile sheet unless you have a firm commitment.
- Repeat the date, time and verify email before hanging up.

**Confirming – DAY BEFORE GROUP**

1. Confirm in person with the participant the day prior to the group– do not leave a message unless necessary
2. Confirm all key qualifying questions
3. Confirm date and time
4. Confirm they have received the login instructions and completed an equipment test

# Appendix B: Moderator's Guide

***Inclusive Workplaces (Accessibility) Advertising Campaign – Creative Testing with Small and Medium Size Enterprises***  
**Moderator’s Guide – Final**

**Study Goals (Confidential – Not read to participants)**

- *For each of three creative concepts being considered (each including a positioning idea, a static social media visual and a tagline):*
  - *determine how well the main messages are understood and perceived;*
  - *determine whether the ad concepts grab employers’ attention and what components (design, vocabulary, imagery, tone) are successful/not successful;*
  - *assess the clarity of the concepts;*
  - *assess the strengths and weaknesses of the ad concepts;*
  - *determine how employers prefer to receive information about this topic; and*
  - *generate other suggestions for improvements.*

**Introduction**

**10 minutes**

- **SLIDES 1-3 Welcome:** Introduce Narrative Research as an independent marketing research company; introduce self and function of a moderator.
- **Topic & Sponsor:** Today I’d like to explore your thoughts on communication materials that are currently being considered by the Government of Canada.
- **Length:** Discussion will last about 1.5 hours.
- **Explain process:** Netfocus group (discussion by phone; ads shown on the computer screen); all opinions are important; no right/wrong answers; need to understand agreement/disagreement.
- **Involvement:** participation is voluntary; comments are anonymous and confidential.
- **Logistics:** Session recording; government employees as observers; review platform functions and troubleshooting (mute, raise hand, etc.).
- **SLIDE 4 Participant Introduction:** Industry you work in; your role; and how long you have held this position.

**Creative Concept Testing**

**60 minutes (20 minutes per concept)**

**SLIDE 5**

Today we will look at ideas for an outreach campaign that is being considered by the Government of Canada on the topic of employing persons with disabilities. We will look at three different concepts, with each one including a positioning statement and a sample social media ad.

As we look at each concept, keep in mind these are just ideas at this point and the material you will see is not final. You’ll have to use your imagination a little to envision what it would look like in its final form. For example, for each concept, I will show you a sample static social media ad but final ads could also be animated or in a rotating carousel format.

Given that what I’m showing you are in the draft form only, please focus on what the material is saying and the manner in which the message is communicated (words, colours, visuals, etc.), rather than the professional quality of the design. For now, I’m mostly interested in your views on the ideas underlying each concept.

**SLIDES 6-20**

We will look at and discuss each concept one at a time. Hold your thoughts as I show you the concepts. Once I am done, I will ask for your individual opinion before we discuss the concept as a group. **MODERATOR PRESENTS EACH CONCEPT ONE AT A TIME ROTATE ORDER OF CONCEPTS ACROSS GROUPS**

**CONCEPT A – MYTHS & FACTS**

**CONCEPT B – INCLUSIVE WORKPLACES**

**CONCEPT C – PERSONS WITH ABILITIES**

Rotation Schedule – Concept Presentation Order		
Audience	Small Businesses	Medium Businesses
Atlantic (EN)	A – B – C	C – A – B
Ontario (EN)	B – A – C	A – C – B
Prairies/West (EN)	C – B – A	B – A – C
Quebec (FR)	A – C – B	C – B – A

**AFTER THE PRESENTATION OF THE CONCEPT:** Before we talk about this idea, I’d like you to complete an individual exercise. Take a moment to answer the questions you see on the screen. Keep in mind, I can see your responses, but other participants will not; and I will not ask you to share your responses with others.

Indicate on a 1-10 scale the extent to which the statement aligns with what you think about this concept (where 1 means “the statement does not reflect your what you think – a strong no” and 10 means “the statement completely reflects what you think - a strong yes”):

- [POLL 1A-C – ATTENTION] This grabs my attention and I would pay attention to it on social media
- [POLL 2A-C - CLARITY] It’s clear to me what this is trying to communicate (the message)
- [POLL 3A-C - MEMORABILITY] I would remember this
- [POLL 4A-C – CREDIBILITY] I believe what this says; the message is credible
- [POLL 5A-C – ACTION] I am interested in learning more after seeing this

**AFTER THE EXERCISE:** Now let’s talk about this idea together...

**Overall Reactions:**

- In a word or two, what are your overall impressions?
- What, if anything, grabs your attention? Why?

**Intent/Message/Credibility:**

- What is this trying to communicate?
  - What does it suggest about hiring people with disabilities?
- Do you believe what it says? Why/why not?
- Is anything surprising? Have you learned anything?
  - Is this what you already thought about hiring people with disabilities?
  - How, if at all, does it change your perceptions?
- What do you think about the messaging? What does it suggest?
  - Can it stand on its own, or does it need to be part of the post to make sense?
- How would you describe the tone of the message?
  - **MYTHS & FACTS – IF NOT MENTIONED:** Does it seem informative? Factual?
  - **INCLUSIVE WORKPLACES – IF NOT MENTIONED:** Does it seem informative? Approachable?
  - **PERSONS WITH ABILITIES – IF NOT MENTIONED:** Does it seem informative? Engaging? Emotional?

### Clarity/Appropriateness:

- Is anything unclear, confusing?
- Anything problematic?
- What do you think of the visual aspect – the layout, images and graphics?

### Relevance/Appeal:

- Who is this speaking to: you, or someone different? **IF THEM:** How so? **IF NOT THEM:** Why not you? What would make this more compelling to you personally and/or in your role as someone involved in hiring?
- Would you remember this? If so, what parts? What makes it memorable?

### Intended Call-to-Action/Memorability:

- What is the intent of this: is it to educate people; to convince them to take action; to raise the general awareness about this topic; or something else? What gives you this impression?
- What, if anything, would you do after seeing this on social media? What is it asking people to do?
  - **IF LOOKING FOR INFORMATION:** How would you do that? Where would you go? What do you want to find out?

There may be other ads or posts that will use the same approach and be part of the same campaign. I am going to describe to you the overall approach behind this concept. **MODERATOR READS POSITIONING STATEMENT**

- What do you think of this approach to engaging employers about hiring people with disabilities?
- How effective is the social media post at illustrating this approach and demonstrating this intent?
  - If no, why not? How could the social media reflect the statement better?
- Any other comments about this concept before we look at the next one?

Now let's have a look at the next idea. **REPEAT THE EXERCISE AND QUESTIONS FOR THE OTHER CONCEPTS**

Final Choice

20 minutes

### **SLIDES 21-23**

Now that we've seen all three ideas, I'd like to know which one would be the best at convincing businesspeople like you to seriously consider hiring people with disabilities. Take a few minutes to answer the question individually:

- **[POLL 6] Which concept is best at convincing businesspeople like you to seriously consider hiring people with disabilities and/or to look for more information about making your workplace inclusive?**
- Which concept did you choose? Why that one?
- Are there aspects of the other ideas you think should be incorporated in the concept you chose?
- **SLIDE 24 ASK FOR SHOW OF HANDS:** With a show of hand, which of the following taglines is most compelling to you personally, regardless of the concept you chose?
  - *Consider the facts. Hire persons with disabilities.*
  - *Hire persons with disabilities. It's good for business.*
  - *Disabilities don't define ability. Hire inclusive.*

**SLIDE 25** Understanding that the intent of the campaign is to show businesspeople the benefits of inclusive workplaces and hiring people with disabilities .

- Do you think the message in the idea you chose is forceful enough to encourage action? Why/Why not?



- How could the message be stronger without feeling intrusive or too forceful?

#### SLIDE 26

Regardless of your preferred choice of concept...


- Are there myths or barriers about hiring of people with disabilities that should be addressed in this kind of campaign?
- What else could be done in an outreach campaign like this to convince you and other business people to hire people with disabilities?
- How would you prefer to receive information about the topic of inclusive workplaces and hiring people with disabilities?
- Any final suggestions for the Government of Canada as it develops its business outreach campaign on this topic?

#### Thanks & Closure:

**SLIDE 27** *That's all my questions; on behalf of the Government of Canada, thank you for taking part in our discussion. We will follow-up with you by email to make arrangements for the distribution of the financial incentive.*

Appendix C:  
Materials for Testing

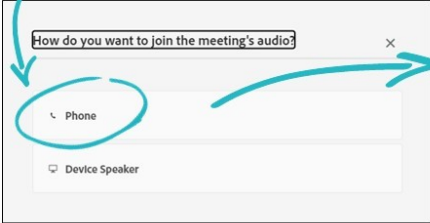
Note that the presentation order of the three concepts was rotated between focus groups to avoid any presentation biases.



## You are now online and you just need to connect by phone to join today's session.

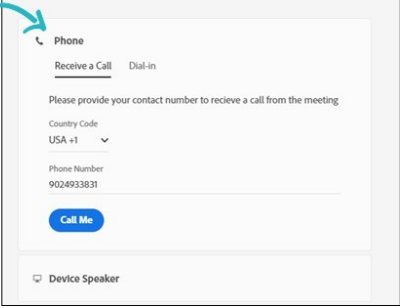
*When the audio is started by the facilitator, a window will pop up on your screen. You will then follow the instructions below to connect by phone.*

Select the "Phone" option



Then...

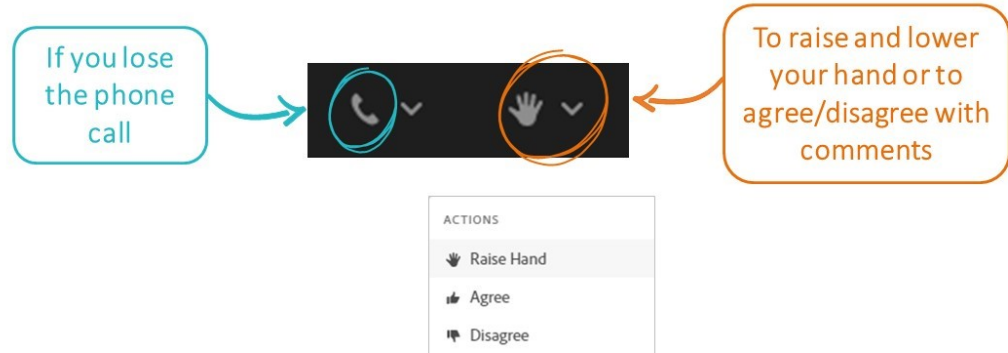
- 1) If you have a direct phone line, select "Receive a Call" and enter your phone number, then click 'Call Me'
- 2) If you have an extension on your phone, select "Dial In" in the top menu and follow the instructions to dial into the session



*Please make sure you are using a desktop or laptop computer for this session.*

## Introduction

- Let me explain what we will do today...



## Introductions

- Industry you work in?
- Your role?
- How long you have held this position?



## Concept Testing

- 3 ideas for a public awareness campaign
- Each campaign includes one social media post
- Still under development – so not the final version



## Concept Testing

Concept: Persons with Abilities

 **Employment and Social Development Canada**  Sponsored · 

Hiring? Diverse organizations that include persons with physical and invisible disabilities outperform their peers.


*I HAVE ABILITY.*








CANADA.CA  
**Disabilities don't define ability. Hire inclusive.** [Learn More](#)


 Like     Comment     Share




 **Employment and Social Development Canada**  Sponsored · 




Hiring? Diverse organizations that include persons with physical and invisible disabilities outperform their peers.

*I HAVE ABILITY.*





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 Like     Comment     Share

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*I HAVE ABILITY.*



**Canada**

CANADA.CA  
**Disabilities don't define ability. Hire inclusive.** [Learn More](#)

 Like     Comment     Share

Employers want people with abilities, they just don't know those qualities are abundant in people with disabilities. This concept shows that the ability to generate and foster new ideas, fresh insights, creative solutions and add real value, is the ability that matters the most.



## Concept Testing

Concept: Inclusive Workplaces

 **Employment and Social Development Canada**  Sponsored · 

**Hiring?** Diverse organizations that include persons with physical and invisible disabilities outperform their peers.

**Inclusive workplaces are 8x more likely to achieve better business outcomes.**

Source: John Bourke and Bernadette Dillon, The diversity and inclusion revolution: eight powerful truths, Oxford Review 2016.



CANADA.CA **Hire persons with disabilities.** [Learn More](#)

 Like  Comment  Share 





 Employment and Social Development Canada  

Hiring? Diverse organizations that include persons with physical and invisible disabilities outperform their peers.



Inclusive workplaces are **8x** more likely to achieve better business outcomes.

Source: John Burke and Bernadette Dixon, The diversity and inclusion revolution: eight powerful truths, Oxford Review 2016.



CANADA.CA [Learn More](#)

**Hire persons with disabilities.**

 Like  Comment  Share 

 Employment and Social Development Canada  

Hiring? Diverse organizations that include persons with physical and invisible disabilities outperform their peers.



Inclusive workplaces are **8x** more likely to achieve better business outcomes.

Source: John Burke and Bernadette Dixon, The diversity and inclusion revolution: eight powerful truths, Oxford Review 2016.



CANADA.CA [Learn More](#)

**Hire persons with disabilities.**

 Like  Comment  Share 

Businesses are always interested in finding ways to perform better and don't yet realize inclusive hiring can benefit them. This concept explains how people with disabilities are a valuable missing piece in creating a successful and inclusive workplace.



## Concept Testing

Concept: Myths and Facts

 **Employment and Social Development Canada**  Sponsored · 

**Hiring Myth?** It costs too much to accommodate an employee with a disability.

**Hiring fact:** 


---




The average one-time cost for accommodations is \$500. 57% of employers spent nothing.

Canada 


CANADA.CA  
**Consider the facts. Hire persons with disabilities.** [Learn More](#)

 Like  Comment  Share




 **Employment and Social Development Canada**  Sponsored · 

**Hiring Myth?** It costs too much to accommodate an employee with a disability.




**Hiring fact:** 

---

The average one-time cost for accommodations is \$500. 57% of employers spent nothing.

Canada 

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 Like  Comment  Share

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**Hiring Myth?** It costs too much to accommodate an employee with a disability.

**Hiring fact:**



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Canada 

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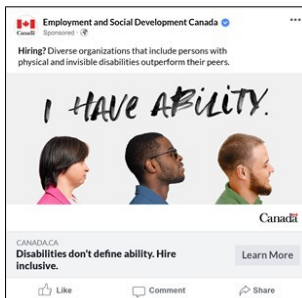
 Like     Comment     Share

There are myths about hiring people with disabilities that make employers believe that it is risky and costs more. This concept dispels myths around barriers to employment, to create a new narrative around a largely ignored talent pool.



## Preferred Concept

Let's compare the three ideas we have seen...



Persons with Abilities

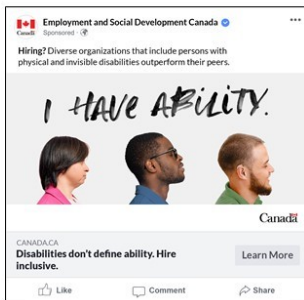


Inclusive Workspaces



Myths and Facts

- A** Consider the facts. Hire persons with disabilities.
- B** Hire persons with disabilities. It's good for business.
- C** Disabilities don't define ability. Hire inclusive.



Persons with Abilities



Inclusive Workspaces



Myths and Facts



## A few final points



NARRATIVE  
RESEARCH

Thank you!