



Military Grievances
External Review Committee

Comité externe d'examen
des griefs militaires

2026-29 Accessibility Plan

MILITARY GRIEVANCES EXTERNAL REVIEW COMMITTEE

Aussi disponible en français sous le titre : Plan sur l'accessibilité 2026-2029

Information contained in this publication or product may be reproduced, in part or in whole, and by any means, for personal or public non-commercial purposes without charge or further permission, unless otherwise specified. Commercial reproduction and distribution are prohibited except with written permission from the Military Grievances External Review Committee.

For more information, contact:

Military Grievances External Review Committee

60 Queen Street, 9th floor

Ottawa, Ontario K1P 5Y7

www.canada.ca/en/military-grievances-external-review.html

© His Majesty the King in Right of Canada, as represented by the Minister of National Defence, 2025

Cat. no. DG2-13E-PDF

ISSN 2817-0431

Table of contents

Message from the Chairperson.....	3
Military Grievances External Review Committee Accessibility Plan	3
A. General	4
Executive summary.....	4
Accessibility statement	5
Alternate formats	5
Feedback process	6
B. Priority areas identified by the <i>Accessible Canada Act</i>	6
1. Employment.....	6
2. Built environment	7
3. Information and Communication Technologies (ICT).....	7
4. Communications other than ICT	8
5. The procurement of goods, services and facilities	9
6. The design and delivery of programs and services.....	10
7. Transportation	11
C. Culture change, education and awareness.....	11
D. Consultations	12
E. Implementation, monitoring and reporting	13
F. Glossary	14

Message from the Chairperson

I am proud to present the Military Grievances External Review Committee's (the Committee) 2026–2029 Accessibility Plan. This plan is a testament to our continued commitment to building a workplace where everyone feels included, valued, and supported.

Guided by the principle of "Nothing Without Us," this plan was shaped through thoughtful consultation with employees at every level, including persons with disabilities, champions, and our newly established Accessibility Working Group. Through open dialogue, group deliberations, and surveys, we gathered invaluable insights that helped us identify barriers and shape meaningful actions.

Our vision, "Accessibility for All: The Power of Belonging," reflects our belief that accessibility benefits everyone. As we move forward, we remain dedicated to fostering a culture of inclusion and belonging and to continuously improving so that all our employees can fully contribute and thrive.

Together, we are creating a stronger, more accessible, and more inclusive Committee.

Kelly Walsh
Chairperson and Chief Executive Officer

Military Grievances External Review Committee Accessibility Plan

In July 2016, the Government of Canada (GC) began consultations with more than 6,000 Canadians to determine what an accessible Canada meant to them. As a result of these consultations, Bill C-81: An Act to Ensure a Barrier-Free Canada, was tabled in June 2018. The [Accessible Canada Act](#) (ACA), which aims to make Canada a barrier-free country by January 1, 2040, came into force in July 2019.

The GC's [Accessibility Strategy for the Public Service of Canada](#) (the Strategy) lays out a vision for becoming the most accessible and inclusive public service in the world.

The Strategy's guiding principles

- "Nothing Without Us" – persons with disabilities are involved in the design and implementation of the Strategy;
- Collaboration – GC organizations work in collaboration with each other, with bargaining agents and with other public, private and not-for-profit organizations;
- Sustainability – the Strategy prioritizes actions that will have an enduring impact;
- Transparency – the Strategy is developed and implemented transparently; and GC organizations will report openly and transparently on their efforts to remove barriers.

The Strategy's goals

- Employment – Improve recruitment, retention and promotion of persons with disabilities;

- Built environment – Enhance accessibility;
- Technology – Make information and communications technology usable by all;
- Services – Equip public servants to design and deliver accessible programs and services; and
- Culture – Build an accessibility-confident public service.

To achieve these goals, all GC organizations were mandated to publish their first Accessibility Plan by the end of 2022. In support of strategic goals, organizations were required to proactively identify, remove and prevent barriers in the following priority areas:

- Employment;
- The built environment (buildings and public spaces);
- Information and communication technologies;
- Communication, other than information and communication technologies;
- The procurement of goods, services and facilities;
- The design and delivery of programs and services; and
- Transportation (airlines, as well as rail, road and marine transportation providers that cross provincial or international borders).

Since 2022, progress was made to improve accessibility on a government-wide scale. For instance, as presented in the Strategy, the GC aimed to hire 5,000 persons with disabilities by 2025 by giving departments and agencies hiring targets, introducing new programs and investing additional funds, for starters. As of May 2025, the GC surpassed this goal, welcoming nearly 7,000 public servants with disabilities into the public service. The Committee is proud to share that it contributed to this success. When the first accessibility progress report was published in December 2022, 9.8% of the Committee’s workforce self-identified as a person with a disability. Three years after, the representation has increased to 17%. While these results are encouraging, we must not slow down. The work towards a barrier-free Canada has only just begun.

A. General

The Committee is an independent administrative tribunal that was created in 2000. Pursuant to [section 29.2 of the National Defence Act](#), the Committee reviews military grievances referred to it and provides findings and recommendations (F&R) to the Chief of the Defence Staff and the Canadian Armed Forces member who submitted the grievance.

The Committee is a micro-organization of approximately 50 employees.

Executive summary

The ACA and the [Accessible Canada Regulations](#) establish a three-year planning and reporting cycle. This sequence has been in place since 2022. So far, the Committee has published the [Accessibility Plan for 2022-2025](#), the [2023 Progress Report](#), and the [2024 Progress Report](#), thus completing the first cycle. This gave the Committee a chance to reflect on its goals and be accountable for carrying out actions.

As the Committee enters the second cycle and presents the updated 2026-2029 Accessibility Plan, it is imperative to note that this is not a new initiative, but part of an ongoing process aimed at improving accessibility. This plan builds on the progress made over the past four years, with a continued focus on an employee-centric approach. The updated plan reflects contributions and feedback from employees at all levels, embodying the "Nothing Without Us" philosophy.

Moving forward, the Committee's success will be measured through both qualitative and quantitative accessibility metrics aligned with its vision, values, and priorities that foster a culture of accessibility and inclusivity for all.

The Committee's guiding principle is: "Accessibility For All: The Power of Belonging."

Inclusive work environments are diverse, with different accommodations required for varying needs. For example, ergonomic sit-stand desks accommodate not just those with mobility challenges but also individuals with back, neck, or musculoskeletal issues. At the Committee, we are committed to creating a space where everyone feels included and safe, recognizing the value of diverse perspectives and lived experiences.

In alignment with the ACA, the Committee has identified key actions to address and eliminate remaining accessibility barriers within the organization. These actions, outlined in the following sections, aim to create a culture of inclusivity, with ongoing measurement and reporting on progress.

Accessibility statement

"Inclusive by design and accessible by default"

Accessibility is the lens through which the Committee's overall vision, values and priorities will be developed. The Committee's ultimate goal is to be a workplace that is as much as possible accessible by default. In line with this, the Committee is determined to respect and uphold the dignity of all its employees, including those who identify as persons with disabilities, by constantly adopting [inclusive language](#) considerations and practices.

As well, the Committee makes a conscious effort to embody the principle of 'Nothing Without Us' by consulting persons with disabilities and subject matter experts – including Champions of Accessibility, Future Workplace, Official Languages, and Mental Health, as well as the newly created Workplace Accessibility Working Group in all relevant projects.

Alternate formats

To request alternate formats of this report:

- Call the Committee at 343-991-2035 or 877-276-4193 (toll free); or
- email the Director of Human Resources at mgerc.hr-rh.ceegm@mgerc-ceegm.gc.ca.

Feedback process

Feedback on the accessibility plan, the feedback process and the progress reports can be submitted in the following ways:

- Send an email to the Director of Human Resources at mgerc.hr-rh.ceegm@mgerc-ceegm.gc.ca;
- Call the Committee at 343-991-2035 or 877-276-4193 (toll free);
- Send your feedback by mail to 60 Queen Street, 9th Floor, Ottawa, ON, K1P 5Y7; or
- Submit anonymous feedback through the Committee's [feedback form](#).

The Committee will acknowledge feedback using the same method by which it was received. While the Committee cannot acknowledge receipt of anonymous feedback, it will consider all feedback received.

B. Priority areas identified by the *Accessible Canada Act*

1. Employment

The Committee is dedicated to implementing government-wide initiatives and increasing representation of persons with disabilities across all occupational groups and levels. This will be achieved through ensuring barrier-free hiring, retention, promotion, training, and workplace accommodations for people with disabilities.

Barriers

- Reluctance of managers to hire persons with disabilities;
- Reluctance of employees to declare and self-identify as a person with disabilities; and
- Lack of understanding of the benefits of completing the self-identification (self-ID) form.

Actions

- Educate and raise awareness to managers in hiring persons with disabilities;
- Promote the use of the (digital) Accessibility Passport to all employees and managers, including in onboarding process;
- Promote and educate on the importance and benefits of self-identification and the completion of the self-ID form;
- Ensure that self-ID forms are easy to access, confidential, and include plain language and offer support (e.g., Human Resources contact) to address questions or concerns;
- Promote a culture of psychological safety;
- Consider targeted outreach and talent pools through programs such as the Public Service Commission's Employment Opportunity for Persons with Disabilities or the Public Service Commission's [Federal Internship Program for Canadians with Disabilities](#); and
- Review onboarding process to ensure it includes links to accessibility-related supports.

Responsible: Human Resources Services

2. Built environment

The Committee recognizes the importance of an accessible built environment where the physical workplace is accessible by all. As such, the Committee is continuing to proactively encourage the mindset of “inclusive by design” and “accessible by default” by making sure that the physical workplace (offices, meeting rooms, washrooms, kitchen, signage and entrances) is fully accessible and navigable and by providing ergonomic equipment and guidance for all off-site workplaces.

Barriers:

- Procedures for requesting accommodations have not been clearly established, and the associated roles and responsibilities are unclear;
- Difficulty finding information on types of accommodations and how to submit a request;
- Limited internal resources expertise and capacity (dedicated accessibility roles do not exist);
- Limited awareness of ergonomic practices; and
- Procedures for maintenance or replacement of outdated and damaged equipment is lacking clarity.

Actions:

- Establish a clear step-by-step guide on the accommodation process and communicate specific roles and responsibilities for managers, employees and corporate services;
- Promote accessibility features and services offered in workspaces;
- Consult with the Champion of Accessibility in workplace modernization and design activities;
- Install stretching and exercise posters in all office spaces and common areas and promote their purpose to encourage regular movement breaks;
- Consider accessibility during all stages of project design and implementation;
- Leverage the services and resources of the [Accessibility, Accommodation and Adaptive Computer Technology](#) (AAACT) program;
- Provide refresher to all employees on the emergency and evacuation procedures;
- Verify with all employees if any additional support during emergency and evacuation situation is required; and
- Ensure that all new offices and remote workspaces are equipped with ergonomic equipment.

Responsible: Procurement and Facilities Services

3. Information and Communication Technologies (ICT)

With the return to the office and the Committee’s intention to operate as a hybrid workplace in the future, it is even more important for the Committee to ensure that accessibility is taken into consideration by ensuring websites, applications, digital tools and documents (e.g. PDFs, videos, internal systems) are accessible by all users.

Barriers:

- Current approach defaults the responsibility to research possible solutions and accommodation for Information Technology (IT) equipment on employees;
- Older systems may not support adaptive technology;
- Limited internal resources expertise and capacity (dedicated accessibility roles do not exist);
- Employees are unaware of tools and functions available to facilitate any accessibility needs; and
- Not all internal corporate forms are accessible and inclusive.

Actions:

- Assess the adherence to modern accessibility standards when reviewing internally developed and procured hardware/software and when considering new systems;
- Promote accessibility features in Microsoft Office through an 'IM/IT 101' blog;
- Promote the tools and resources offered by the [Accessibility, Accommodation and Adaptive Computer Technology](#) (AAACT) program;
- Consult AAACT for guidance on specific accessibility needs;
- Work with Shared Services Canada and IT vendors to evaluate and update digital tools for accessibility;
- Offer digital alternatives or human-assisted support (e.g., by phone or in-person) for essential processes;
- Support Operations to provide F&R reports in alternate formats;
- Explore transcription and other assistive tools for meetings using Microsoft Teams; and
- Inform vendors of ICT accessibility procurement criteria.

Responsible: Information Technology and Information Management Services

4. Communications other than ICT

The Committee is dedicated to ensuring that all its communications, whether internal or external, are accessible. This includes ensuring that the Committee's communications are written in plain, gender-neutral language.

Barriers:

- A lack of familiarity among some employees regarding the language, format, and length requirements needed to produce accessible documents; and
- The Committee's activities, workshops and communications to employees are not always inclusive, adaptable or accessible for all employees (e.g. physical disabilities or accessibility needs).

Actions:

- Plan and promote all activities in various, alternate formats to offer more options for any accessibility requirements;
- Ensure events and meetings are accessible to all employees;
- Promote accessible and inclusive communications practices in partnership with 'HR 101' and 'IM/IT 101' blog series.

- Ensure all communication products and webpages on the Committee's intranet (InfoZONE) and Canada.ca website comply with the latest accessibility guidelines such as the [Web Content Accessibility Guidelines](#), the [Standard on Web Accessibility](#), the [Standard on Web Interoperability](#), and the [Canada.ca Content Style Guide](#);
- Instruct all employees involved in the development of strategic and corporate reports to reference the [Making Documents Accessible \(INC1-V46\)](#) video;
- Publish all communications material in gender-neutral, plain language;
- Promote the Accessibility in the Workplace webpage on InfoZONE and update resources as required;
- Refer to the [Planning Inclusive and Accessible Events and Guide to Planning Inclusive Meetings](#) standards when organizing in-person and virtual events;
- Add accessibility statements to all invitations and internal communications, inviting employees to request additional accommodations as needed; and
- Provide meeting agendas, presentations and notes in a timely manner (applies before and after meetings).

Responsible: Communication Services

5. The procurement of goods, services and facilities

Procurement is a key element in achieving accessibility at the Committee. As such, the Committee will implement procurement principles, rules, and practices with the goal of advancing accessibility objectives.

Barriers:

- The process of procuring adaptive equipment could be improved;
- Physical barriers in the office environment; and
- New equipment is not always accessible by default.

Actions:

- Maintain an accessible and secure workplace by ensuring adequate circulation space throughout the office and common areas. Remove or manage any items on the floor that could pose a tripping hazard or obstruct movement;
- Confirm that doors on the floor can be opened easily or with the push of a button (power-assist door openers);
- Explore training and development opportunities for procurement officers to ensure accessibility is integrated from the onset of the procurement process;
- Improve tracking mechanism to ensure timeliness with respect to accommodation requests;
- Ensure that known specific accommodation needs are considered and incorporated into the design of the new office space;
- Confirm that employees have ongoing access to ergonomic equipment, whether working from home or the office;
- Review and update the guidelines on home equipment and ergonomic directive if needed;
- Assess offices and meeting rooms to ensure they meet accessibility requirements and employee needs with ergonomic equipment; and

- Maintain ongoing communication with the Health and Safety Manager to ensure the workplace meets all security requirements. Regularly update safety guides, such as the Building Emergency and Evacuation Team training manual and the Building Emergency Evacuation Plan.

Responsible: Procurement Services and Security Services

6. The design and delivery of programs and services

A. Corporate Services

The Corporate Services Directorate is responsible for the development and implementation of internal programs and services. The goal is to ensure all programs and services are designed with accessibility in mind from the start.

Barriers:

- Limited internal resources expertise and capacity (dedicated accessibility roles do not exist);
- Accessibility is not always considered when new policies and practices are put in place;
- Accessibility may be seen as a compliance issue rather than a shared value; and
- Accessibility by default is not always integrated from the outset.

Actions:

- Ensure that proposals for new internal projects and services have applied accessibility considerations in their design by consulting with the Committee's Accessibility Working Group and Champion of Accessibility;
- Build accessibility considerations into departmental plans;
- Improve processes for onboarding, accommodation requests, and procurement when reviewing internal policies, practices and rules with the goal of eliminating barriers and supporting disability inclusion;
- Build in accessibility from the start;
- Work openly while being cognisant of security and privacy risks; and
- Join communities of practice to gain support and insight on initiatives across the government.

Responsible: Corporate Services Directors and Managers

B. Operations

The Operations Directorate is responsible for the Committee's core program: the Independent review of military grievances.

Barriers:

- The grievance process may not be intuitive or inclusive to all grievors;
- Submission of grievance documents and forms to the Committee may not be accessible;
- Communications between the grievors and the Committee may be impeded by lack of alternative formats and supportive technologies;

- The format of the F&R report is sometimes lengthy, making it difficult to quickly identify key issues and prioritize actions. This can hinder timely decision-making and reduce overall effectiveness; and
- No current guidelines or practices to ensure an oral hearing is managed and organized in an accessible way.

Actions:

- Provide plain language summaries of procedures and decisions with grievance officers;
- Offer flexible formats and accommodations throughout the grievance review process;
- Research options for providing grievors with alternate formats of the F&R report, upon request;
- Revise F&R template to make it more concise with just the pertinent information;
- Collaborate with Human Resources and the Champions for the appropriate wording;
 - while the Committee will respond to all the grievor’s accessibility requirements, we must provide F&Rs in writing to the Chief of the Defence Staff as per the *National Defence Act*.
- Consider including a question in the final survey provided to the grievor, asking whether they found the process of communicating with the Committee and the F&R accessible;
- Review the oral hearing guidelines to ensure all aspects of accessibility are addressed when the Committee conducts a hearing, potentially through the addition of specific provisions focused on accessible hearing practices;
- Consult and share best practices with administrative tribunals to learn how they are making grievances processes more accessible.

Responsible: Management within Operations

7. Transportation

This priority area under the ACA does not apply to the Committee.

C. Culture change, education and awareness

Building a truly inclusive and accessible workplace starts with changing its culture. While policies and procedures are important, lasting inclusion also comes from shifting mindsets, behaviors, and values. Inclusion is not the sole responsibility of a few, but rather, a shared commitment that belongs to everyone. When the collective culture changes, accessibility becomes more than a goal, it becomes part of how the Committee thinks, acts, and makes decisions.

While drafting the Committee’s 2022-2025 Accessibility Plan, internal consultations highlighted the following barrier: disabilities are still largely misunderstood, and more awareness is required.

Many misconceptions stem from a simple lack of awareness. When people haven’t been exposed to the experiences of persons with disabilities or other marginalized groups, it’s easy to overlook the barriers they face and undervalue their contributions. Increasing awareness is key to breaking down stereotypes and creating a more inclusive, informed environment.

In recent times, a focal point has emerged through consultations: employees have a desire for real connection, receptiveness, and a sense of belonging in the workplace.

To emphasize this, the Committee partnered with a non-profit organization to create a tailored presentation for employees on the meaning and significance of belonging in the workplace, entitled: the “Power of Belonging,” such as the Committee’s motto. Specifically, along with key terminology and workplace statistics, it offered an encompassing view of the benefits, from practical to mental and emotional ones. As well, the presentation explored tangible actions to foster a culture of belonging such as encouraging employee buy-in, defining “momentum builder” team activities, and looking at key behaviours that employees at all levels can model to encourage a sense of belonging among their colleagues. A week after the workshop, we sent out a blog requesting feedback through a short anonymous survey. The overall sentiment was positive, with participants reporting it was educational, pertinent, and empowering.

As we move forward, the concept of “belonging” will continue to be a central element of the organization’s culture change. An inclusive culture welcomes diverse voices and creates space for everyone to contribute authentically.

D. Consultations

Champions

The Committee has four distinct Champions, including a Champion of Accessibility, Equity, Diversity and Inclusion, a Champion of the Future of Work, a Champion of Mental Health and Wellness, and a Champion of Official Languages. At the Committee, the role of a Champion is given to employees instead of senior management level executives. The role of this employee representative position is to promote all aspects of inclusion, diversity and equality in the workplace by sharing views and GC-wide events that seek to support the adoption of inclusive approaches.

Human Resources hold monthly consultation meetings with the Champions to discuss GC priorities and to highlight activities in all areas of the organization. The Champions are also involved in meetings for specific Committee initiatives and projects that come up. As well, appropriate Employment Equity data was shared with the Champion of Accessibility to assure their presence and input in any actions taken by the Committee to advance diversity and inclusion. The Champion of Accessibility is now a member of the Workplace Modernization Group, assuring accessibility and inclusion are constant priorities while building a modern workplace. Finally, the Champions share perspectives with management on a continual basis by attending quarterly meetings with the Committee’s Chairperson and full-time Vice-Chairperson to confer about priorities.

Accessibility Working Group

This Workplace Accessibility Working Group was established to promote open dialogue with persons with a disability and create another method of consultations. Human Resources held regular consultation meetings with the Workplace Accessibility Working Group to discuss current matters and priorities in the organization related to accessibility. For instance,

the group assisted in the brainstorming of the development of the “Power of Belonging” presentation. This allowed them to voice questions and concerns and share their opinions about the content and how it could be improved. As well, much like the Committee’s 2022-2025 Accessibility Plan, the 2026-2029 plan was developed by consulting the members of the group throughout the drafting stage. They helped provide input and ideas, identified any gaps, and ensured everyone agreed with the organization’s goals.

Group Deliberations

To gather meaningful input on allyship, bias, and belonging, the Committee designed guided, optional small-group deliberations. Employees were divided into three sessions — two in English and one in French — based on language preference. The sessions were held after the mandatory “Power of Belonging” presentation and were facilitated by a diversity and inclusion expert. To ensure psychological safety and to promote candid discussion, senior management did not participate in the employee sessions; instead, they held a separate discussion at a later time.

The group deliberations proved to be a strong success, with a majority of employees attending one of these sessions. As a result, the Committee was able to collect significant feedback on the current state of accessibility at the Committee and suggestions on ways to break down barriers and encourage inclusivity. This updated accessibility plan is influenced by findings ascertained from the discussion responses.

Departmental Survey

In 2024, the Committee launched an internal survey to all employees to gather additional feedback on the 2022-2025 Accessibility Plan in preparation of the iteration of the 2026-2029 Accessibility Plan.

The anonymous and optional survey was conducted as an online questionnaire, and alternative formats (phone, email) were available if requested. It composed of 28 questions that included multiple-choice and open-ended answers. The survey had seven sections: general questions; employment; information and communications technology; built environment; culture change, education and awareness; feedback mechanism; and self-identification. The Committee was able to collect significant feedback and suggestions on how to identify, prevent, and eliminate barriers.

E. Implementation, monitoring and reporting

To ensure that accessibility remains a constant priority within the government, the ACA dictates that regulated entities prepare and publish annual progress reports on the implementation of their accessibility plans. These progress reports must be prepared in consultation with persons with disabilities and present the feedback received (if any) and how that feedback was taken into consideration.

The Committee's next progress reports will be published in December 2026 and 2027 respectively, and will pertain to the Committee’s revised 2026-2029 Accessibility Plan. It will include updates on the actions the Committee has taken and include employee experience. Follow up consultations will permit the Committee to fully gauge reaction to the implementation of the plan. As specified in the regulations, GC organizations must publish a revised plan every

three years. As such, the Committee's following revised accessibility plan will be published in December 2028.

F. Glossary

For a detailed, living glossary with over 300 accessibility-related concepts, please consult the GC Translation Bureau's [Accessibility glossary](#).

Accessibility

The degree to which a product, service, program or environment is available to be accessed or used by all.

Barrier

“means anything—including anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice—that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.”

Disability

“means any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment—or a functional limitation—whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person’s full and equal participation in society.”

Designated groups

Women, Aboriginal peoples, persons with disabilities and members of visible minorities, as per the *Employment Equity Act*.

Discrimination

Treating someone differently or unfairly because of a personal characteristic or distinction, which, whether intentional or not, has an effect that imposes disadvantages not imposed on others or that withholds or limits access that is given to others.

There are 13 prohibited grounds of discrimination under the *Canadian Human Rights Act* (that is, based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics (including a requirement to undergo a genetic test or disclose the results of a genetic test), disability or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered).

Diversity

The inclusion of different types of people. A diverse workforce in the public service is made up of individuals who have an array of identities, abilities, backgrounds, cultures, skills, perspectives and experiences that are representative of Canada’s current and evolving population.

Harassment

Any improper conduct by an individual that:

- is directed at and offensive to another individual in the workplace, including at any event or any location related to work; and
- the individual knew or ought reasonably to have known would cause offence or harm

Harassment comprises objectionable act(s), comment(s) or display(s) that demean, belittle, or cause personal humiliation or embarrassment, and any act of intimidation or threat. It also includes harassment within the meaning of the *Canadian Human Rights Act* (see definition above for 'Discrimination').

Inclusion

The act of including someone or something as part of a group. An inclusive workplace is fair, equitable, supportive, welcoming and respectful.

Inclusion recognizes, values and leverages differences in identities, abilities, backgrounds, cultures, skills, experiences and perspectives that support and reinforce Canada's evolving human rights framework.

"Nothing without us"

"Nothing without us" is a guiding principle used across the Government of Canada to communicate the message that no policy should be decided by a representative without the full and direct participation of the members of the group affected by that policy.

Persons with disabilities

Persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who a) consider themselves to be disadvantaged in employment by reason of that impairment, or b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.

Persons with disabilities include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace, as per the *Employment Equity Act*.

Self-Declaration

Applicants voluntarily providing information in appointment processes for statistical purposes related to appointments and, in the case of processes that target employment equity groups, to determine eligibility.

Self-Identification

Employees providing employment equity information for statistical purposes in analyzing and monitoring the progress of employment equity groups in the federal public service and for reporting on workforce representation.

Self-Identification Modernization Project

In September 2020, the Treasury Board Secretariat launched the Self-Identification (self-ID) Modernization Project to increase the accuracy, depth and breadth of the data across

government. The project explored ways to reduce stigma associated with self-identification for all employment equity groups. Following extensive research and consultations, a new questionnaire was co-designed with employees from various diversity networks.

Government of Canada Workplace Accessibility Passport

The Government of Canada Workplace Accessibility Passport helps address the obstacles federal public service employees and applicants with disabilities face in obtaining the tools, supports and measures to perform at their best and succeed in the workplace. It facilitates recruitment, retention, and career advancement for persons with disabilities. The Accessibility Passport facilitates employee mobility between GC organizations. It is meant to follow each employee and it is an evergreen document that can be updated throughout a career.