January 2025

International Air Transport Association

Accessibility Plan

IATA

Accessibility Plan

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Executive Summary

The International Air Transport Association (IATA) Accessibility Plan provides a road map for making inclusive, meaningful, and pragmatic decisions regarding the establishment of an accessible workplace environment at the IATA Montreal office. The completed Accessibility Plan also ensures that IATA can comfortably meet the requirements set out by the Accessible Canada Act, which came into effect in 2019 and applies to organizations under federal responsibility including airlines.

The development of this plan included two key phases: Current State Analysis and Planning Development. Methods of engagement during the Current State Analysis included two Asset Identification workshops and an organizational survey. The Asset Identification workshops were conducted during phase 1 to understand the current issues that employees experience as they relate to accessibility at IATA. The workshops also presented an opportunity for IATA employees and leadership to learn about the seven Accessible Canada Act (ACA) focus areas and how they can be incorporated into the future of accessibility at IATA.

The Planning Development phase included two strategy development workshops that offered IATA leadership an opportunity to provide insights and constructive feedback on the direction of IATA's new Accessibility Plan. Together, both phases provided opportunities to create processes to understand the organization, its employees, and its role in creating an accessible and inclusive working environment.

Vision

IATA Montreal is dedicated to continuously adapting to improve accessibility in the working environment, embodying diversity and equitable career opportunities. Staff are empowered by IATA's culture and policies which commit to supporting accessibility, displayed through adaptations to their built and virtual environments.

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Introduction

Context

The International Air Transport Association (IATA) is committed to fostering a culture of integrity, diversity, and inclusion, as outlined in its Code of Ethics and Business Conduct and Employee Policy Guide. IATA's commitment to social values is evidenced by the certificate they received in 2022 for Global Equal Salary Certification and their 25by2025 pledge to have their senior leadership comprised of 25% women by 2025. IATA's commitment to gender equity highlights the importance IATA places on cultivating a respectful, safe, and equitable working environment that promotes equal opportunities for all employees. However, despite this commitment, recent data from the Mosaic 23 8th Annual Report and the Peakon Heatmap for Diversity & Inclusion (D&I) at IATA have revealed areas where the organization can improve in supporting staff with visible and non-visible disabilities. Employees with disabilities reported feeling less positive about IATA's diversity and inclusion efforts, highlighting a gap between the organization's policies and the lived experiences of these staff members.

Accessibility and Canadian Legislation

Canada has been legally safeguarding the rights of disabled people for over fifty years. Before the Accessible Canada Act was passed in 2019, the Canadian Charter was changed forty years ago recognizing people with disabilities as first-class citizens under the law. This quickly led to changes in the Human Rights Code including that buildings and spaces are not to discriminate against the disabled. Then in 2010, Canada signed the UN's Convention on the Rights of Persons with Disabilities (CRPD), an international agreement signed by most countries to "promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to "promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity."

The Accessible Canada Act's (ACA) primary goal is to create a barrier-free Canada by 2040. To that end, organizations that fall under federal jurisdiction are obligated to prepare and publish accessibility plans that identify barriers in certain areas and require actions including:

1. Explaining how they will remove and prevent those barriers;

2. Consult people with disabilities;

3. Be updated and published every 3 years;

4. Provide alternate formats to people who request it;

5. Include headings for the areas described in Section 5 of the ACA;

6. Be published on the organization's main digital platform;

7. Be easy to find and accessible on the digital platform; and

8. Notify the Accessibility Commissioner when published.

Accessibility and Canadian Legislation

The IATA Accessibility Plan will be responding to a series of accessibility goal areas to make an inclusive workspace. The Accessibility Plan will focus on seven primary areas of improvement, which were informed by the Accessible Canada Act (ACA). The purpose of the Accessible Canada Act is to make Canada barrier-free by January 1, 2040. This involves identifying, removing and preventing barriers in federal jurisdiction in the following priority areas below:

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

Plan Methodology

Under the ACA, federal organizations (including federal departments, Crown corporations, and private-sector entities under federal jurisdiction) are required to:

- Prepare Accessibility Plans: These plans must outline how the organization will identify, remove, and prevent barriers to accessibility for persons with disabilities.
- Incorporate Feedback: Federal organizations are expected to consult with persons with disabilities, disability advocacy groups, and other stakeholders in the development of these plans.
- Monitor and Report: The plans must be published publicly and include specific steps, timelines, and measurable objectives.

Structure

01 Principles

02 Vision

03 Goals

04 Actions
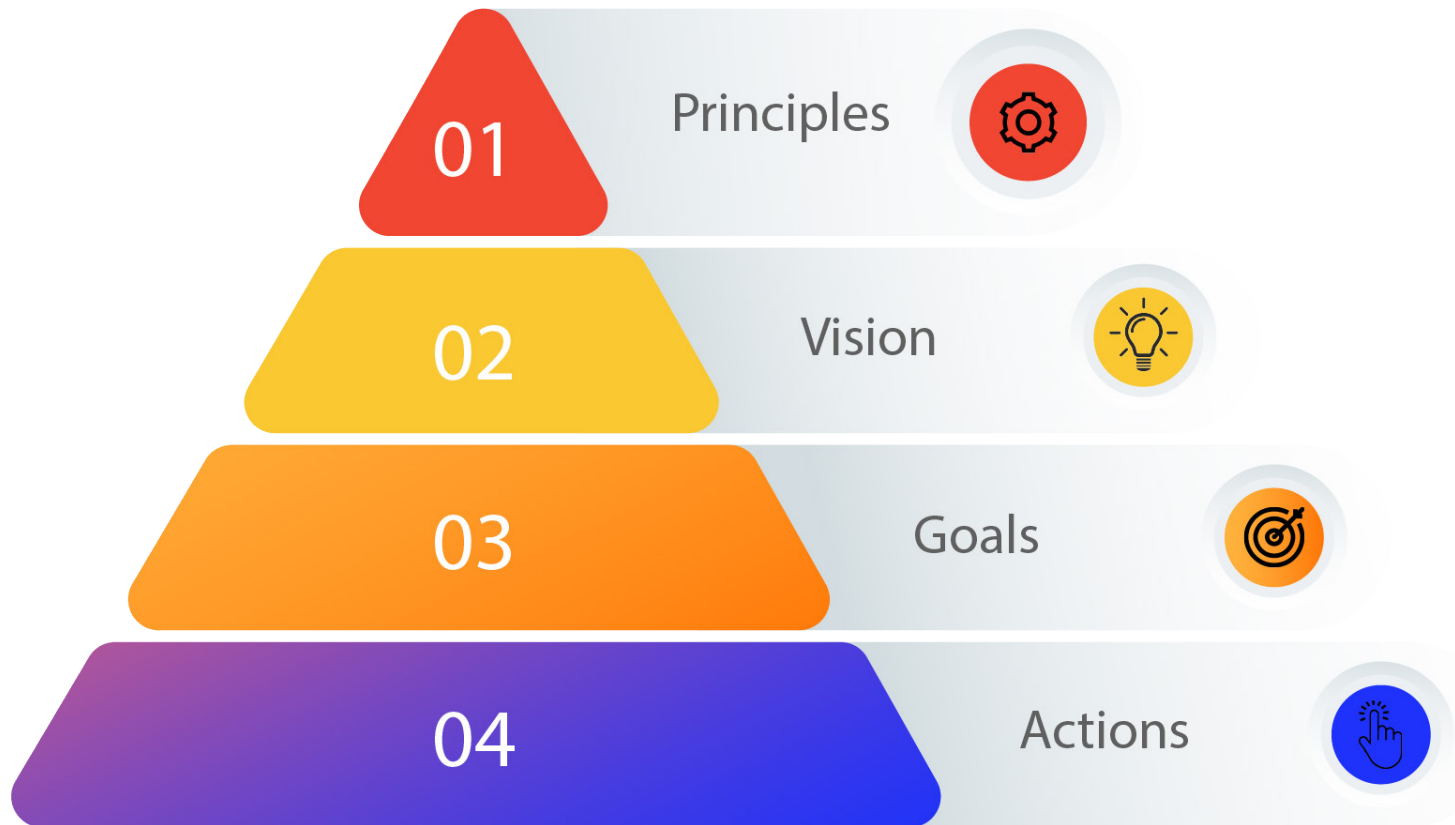
The International Air Transport Association Accessibility Plan is structured hierarchically. The pyramid above is a visual tool essential for expressing the plan structure and can help IATA with decision-making and communication.

Principles are the Universal Design Principles**.** They are a set of underlying influences that can guide IATA in ensuring their products, processes and environments are accessible to everyone to the greatest extent possible, regardless of their age, size, ability, or disability. **Vision** describes a concise and compelling ideal future state of IATA once accessibility has been prioritized. The **goals,** guided by both the principles and vision**,** represent an ideal end state for each of the 7 ACA priority areas following the development of IATA's Accessibility Plan. Finally, the **actions**, shaped through it predecessors, are detailed, specific, measurable and time-bound helping move IATA towards their vision and goals.

Scope

Process

In response to these findings and a federal directive from the Accessible Canada Act, IATA has initiated the development of an Accessibility Plan, with the goal of identifying specific gaps and leveraging existing strengths to better support employees with disabilities. This plan aims to align IATA's practices with the Accessible Canada Act, ensuring that the workplace becomes more inclusive and compliant with national accessibility standards. To inform the development of the IATA Accessibility Plan, a comprehensive engagement process was conducted, gathering input from staff at all levels of the organization. These findings will serve as a foundation for building a more accessible and supportive environment at IATA, ensuring that all employees, regardless of their abilities, feel valued and included.

By nature of its role, IATA is situated in a critical position within the airline industry. Its actions on initiatives including sustainability, Equity Diversity and Inclusion (EDI), and accessibility are influential; representing 320 airlines means that the decisions and values that IATA places on topics such as accessibility, are taken under serious consideration by both clients and the public alike. Through intensive cooperation with IATA and its employees, the upcoming Accessibility Plan will meet IATA's unique situational needs while simultaneously fulfilling the requirements set forth by the Accessible Canada Act (ACA).

The scope of change available to IATA through the development of their accessibility plan will be substantive in transforming the culture and values of the Montreal office, and the organization as a whole. Where the accessibility plan may be limited and require further collaboration are areas out of IATA's control such as the base accessibility rating of their current leased office space, the requirement to be in office to tend to sensitive documents and meetings, and commuting challenges for employees while navigating the roads, metro, and construction etc, on their way to work. The City of Montreal's recent launch of its *Municipal Universal Accessibility Plan 2024-2030* marks a significant step forward for accessibility in both Montreal and IATA, potentially opening doors to advancing accessibility standards and tackling widespread accessibility challenges. The development of new legislation may create potential for IATA to access municipal, provincial, and federal grants and funding opportunities to take on accessibility work at the Montreal office.

Plan Direction

Principles

Universal design is a widely adopted and popular concept that was created to help make products and environments accessible to everyone to the greatest extent possible, regardless of their age, size, ability, or disability. It's based on the idea that good design is not only beautiful but meets the needs of all users, and that accessibility is more than simply complying with standards. This overlaps well with the goals of sustainability and the UN's Sustainable Development Goals which includes disability requirements and considers the demographics of users as well as design that focuses on durability or reducing the need for expensive renovations. This aligns with our disability rights legislation which emphasizes the importance of ensuring designs provide dignity, respect, and independence.

The seven Universal Design principles included below are used to help guide design and policy thinking:

1. **Equitable Use**: Design that does not disadvantage or stigmatize any group of user
2. **Flexibility in Use:** Design that accommodates a wide range of individual preferences and abilities
3. **Simple, Intuitive Use:** Use is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level
4. **Perceptible Information:** The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities
5. **Tolerance For Error:** The design minimizes hazards and the adverse consequences of accidental or unintended actions
6. **Low Physical Effort:** The design can be used efficiently and comfortably, and with a minimum of fatigue
7. **Size and Space for Approach and Use:** The design is of appropriate size and space

A typical example of Universal Design: The use of automatic sliding doors that open using overhead proximity sensors: not only does this feature benefit people who use wheeled mobility devices like wheelchairs, or those with limited strength who find many doors too heavy to open, these automatic openers facilitates entry for everyone including parents and caregivers pushing strollers, and those carrying bags or heavy boxes, but also those who might be using their phone while they are walking.

Goals

Overview:

The goals represent long-term more detailed visionary statements for accessibility at IATA. They characterize an end state, between 20-50 years in the future.

Employment:

IATA Montreal fosters a deep sense of inclusion by ensuring equal opportunity is provided throughout all stages of employment including recruitment, on-boarding, and retention of staff.

Built Environment:

IATA Montreal's physical space is accessible and consistent with their company vision, promoting sustainability, equity, accessibility, diversity, and inclusion.

Information and Communication Technology:

IATA provides accessible internal and external communication systems that create an environment where all people can participate equally.

Communications (non-ICT):

IATA provides ongoing awareness training related to accessibility tools, behaviours and processes to support staff to meet the accessibility needs of all employees.

Procurement:

IATA uses a competitive and transparent procurement process that verifies vendors are free from bias and committed to promoting accessibility within their work environments.

Goals

Design & Delivery of Programs and Services:

IATA utilizes a feedback system to gain insights on the quality and accessibility of training, content delivery, and accessible tools being offered.

Transportation:

IATA's office space is proactively renovated to support the full range of human mobility, ensuring barrier-free movement throughout the office environment for staff and visitors.

Key Implementation Actions

Action Selection

The initial actions were selected for this plan following a review of internal IATA documents and policies, engagement and workshops. A list of provided researched internal documents are shown below:

- 2024-2026 Business Objectives and Goals FINAL_3JUL
- Admin Introduction Presentation-2024-IATA
- Administration Bulletin July 9, 2024 Employees with reduced mobility list for evacuation in case of emergency
- Code of Ethics and Business Conduct_9NOV2023
- COE-Canada_2023_V1(2)
- IATA Employee Policy Guide 2024
- Mosaic23-8thAnnualReport-7.0(1)
- Peakon Heatmap YMQ (1) D&I
- RE Place Victoria -Accessibility for handicapped (email correspondence between Administration and the building regarding accessibility for employees with reduced mobility)
  - Note: The title of this email contains language surrounding accessibility that is outdated. Recommendations have been given to revise it in future communications.
- YMQ IATA Emergency Evacuation procedures for staff -2024

Areas of Focus

The IATA Accessibility Plan is supported by seven key focus areas:

- Employment
- Built Environment
- Information and Communication Technology
- Communications (Non ICT)
- Procurement
- Design and Delivery of Programs and Services
- Transportation

Each of these focus areas is informed by stakeholder engagement and input, research, and universal design principles. Each focus area sub section will comprise of relevant achievements, barriers, actions, and indicators:

Achievements: Positive moves improving accessibility at IATA

Barrier: Internal accessibility limitations as identified through stakeholder engagements

Action: Each action interprets the high-level vision through each ACA focus area to provide an ideal, actionable state follow. In the following implementation section, each action is given an ideal phased timeline for completion.

Indicator: A measure of accessibility performance that can be tracked over time.

Employment

The Goal:

IATA Montreal fosters a deep sense of inclusion by ensuring equal opportunity is provided throughout all stages of employment including recruitment, on-boarding, and retention of staff.

Employment

Achievements

• Global Equal Salary Certification was achieved in 2020 verifying that IATA pays their female and male employees equally for the same job or job of the same value.
• Fly4Freedom: Employees at IATA can take part and devote time and money to charity initiatives across the globe.

Actions

IATA will:
• Distribute job postings to organizations that work to support people with disabilities gain meaningful employment.
• Provide accessibility workshops as part of ongoing staff training to help foster a culture of inclusivity and empowering staff to feel comfortable disclosing and requesting accessibility tools.
• Consider flexible work arrangements and environments such as remote, asynchronous, sensory working alternatives to accommodate barriers.
• Provide all candidates an opportunity to be interviewed online for the first interview. If a candidate is invited to further interviews, IATA will communicate that if a candidate has specific accessibility needs, IATA will provide accommodations to the extent possible for potential requests.

Barriers

• A lack of training resources were available to IATA staff to learn about accessibility.

Indicators

• Email communication about on-line interviewing options has been sent out to all HR recruiters in Montreal.
• Job postings are shared with at least one organization supporting people with disabilities gain meaningful employment.
• Number of dedicated workshops organized focused on accessibility awareness.
• Internal policies are reviewed regarding alternative work arrangements.

Built Environment

The Goal:

IATA Montreal's physical space is accessible and consistent with their company vision, promoting sustainability, equity, accessibility, diversity, and inclusion.

Built Environment

Achievements

• Open workspace design facilitates ease of movement and interaction.
• Recent upgrades to amenities and finishes in the kitchen/break area.
• Ample clear path space in the office corridors.

Actions

IATA will:

• Manage sensory and environmental considerations such as light, scent, noise, and temperature in the Montreal office.
• Install Automatic Door Openers (ADO).
• Conduct a search for an accessibility site when IATA considers the next leased term for current or new office space.
• Provide physical signage to aid in office wayfinding.

Barriers

• Manual doors in the office space.
• Missing ADO push button hardware at key points (washrooms, main entry).
• Lack adequate wayfinding signage.
• Limited washroom accessibility (heavy doors).
• Limited availability of accessible stalls.
• Limited soundproofing.

Indicators

• Various departments at IATA establish a process whereby sensory requests are convenient and dignifying.
• All identified doors have their automatic openers installed and working.
• An accessibility audit has been conducted for new leased office space to determine universal accessibility and to bring an accessibility evaluation into the decision-making process.
• IATA conducts employee survey to identify and collect suggestions for new signage.

Information and Communication Technology

The Goal:

IATA provides accessible internal and external communication systems that create an environment where all people can participate equally.
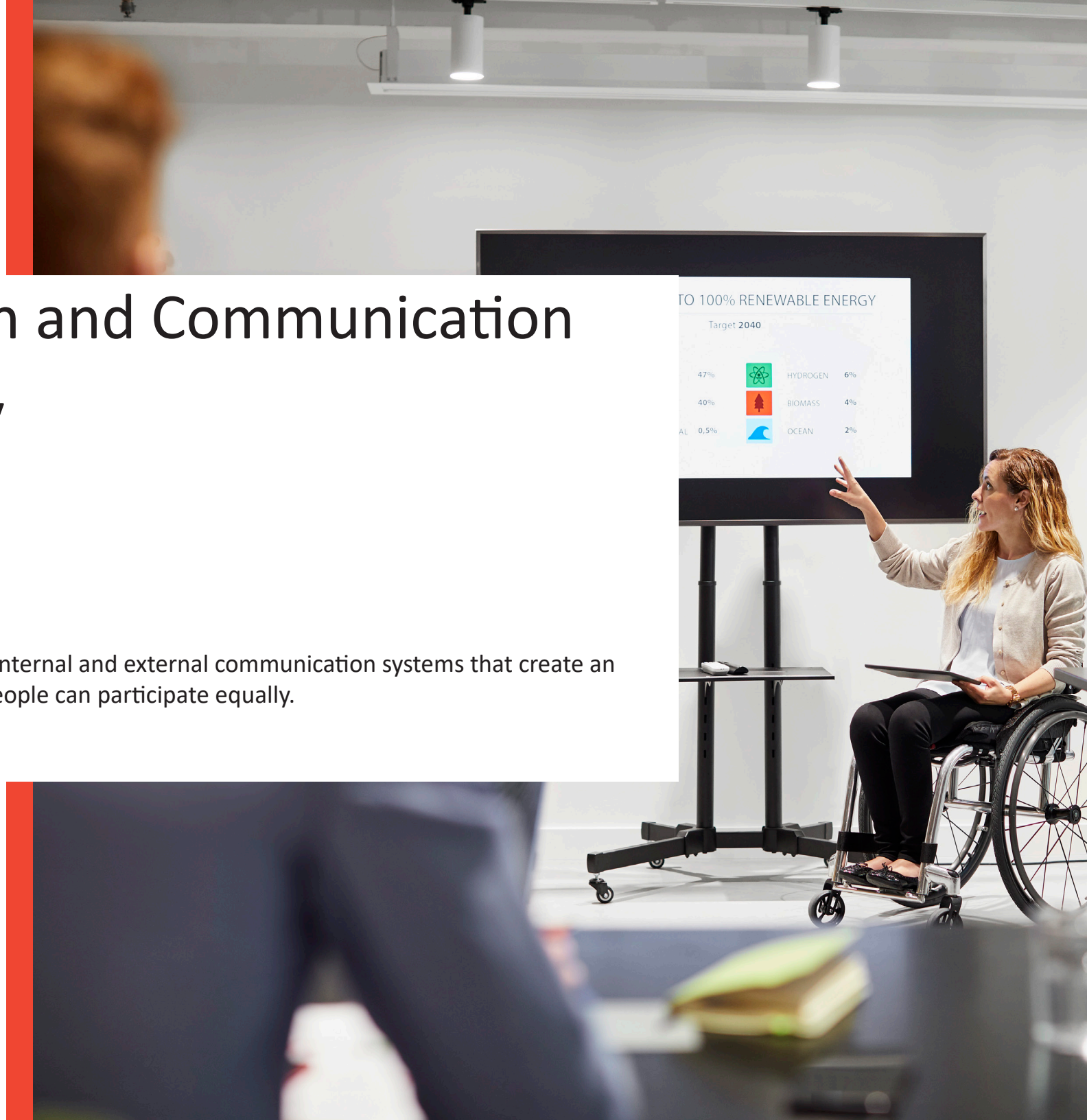
Information and Communication Technology

Achievements

• IATA is continuously working on content and technology improvements to increase website accessibility. In 2024, IATA achieved a score of 73% against W3C accessibility standards.

Actions

• Build continuous software accessibility training and awareness.
• Ensure on-line training is accessible (ex. colour contrast, adjustable font size, closed-captioning, alternative. text etc.).

Barriers

• Lack of communication about internal softwares providing accessible/assistive technology (non visual or auditory).

Indicators

• List of accessibility software is available, updated, and trained upon internally.
• Add accessibility to mandatory training curriculum and issue a certificate of completion/compliance.

Communications (non ICT)

The Goal:

IATA provides ongoing awareness training related to accessibility tools, behaviours and processes to support staff to meet the accessibility needs of all employees.

Communications (Non ICT)

Achievements

• A variety of communications channels are currently used, including radio, social media and websites.
• IATA company website published a report on the guidance and transport of mobility aides.

Actions

• Create an anonymous suggestion box.
• Communicate and prepare for Accessibility needs proactively.
• Compile accessible tools in a centrally available "accessibility tool library".

Barriers

• Lack of awareness about evacuation routes and accessibility processes during emergencies.
• Circular office plan creates some confusion when navigating the office space.
• Approval needed to access certain IT software for accessibility.
• Wayfinding signage did not provide braille or tactile characters consistently.

Indicators

• Having "Everything Accessibility" page built out on internal company intranet.
• There is a form/box available on the 'everything accessibility' page.
• Options are clearly documented and clearly communicated in various channels. Updates are continuously ongoing.

Procurement

The Goal:

IATA uses a competitive and transparent procurement process that verifies vendors are free from bias and committed to promoting accessibility within their work environments.

Achievements

• Have already applied for Automatic Door Openers (ADO) on all 5 floors.
• Tendering and procurement processes incorporate transparency and EDI qualifiers.

Actions

IATA will:

• Add accessibility under overall CSR and sustainability to IATA procurement documents.

Barriers

• Accessibility polices will have impact on IATA's global procurement process and thus have to be carefully selected.

Indicators

• Procurement documents are updated and being used.

Design and Delivery of Programs and Services

The Goal:

IATA utilizes a feedback system to gain insights on the quality and accessibility of training, content delivery, and accessible tools being offered.

IATA Accessibility Plan

Design and Delivery of Programs and Services

Achievements

• IATA knowledge hub on the organizational web page features accessibility guidance and knowledge for individuals looking to learn more about IATA's standards.

Actions

IATA will:

• Provide a variety of internal training options to accommodate a range of accessibility needs. Ex. asynchronous training, smaller group setting options, or slower-paced training opportunities, recording training content.

Barriers

• Lack of training for front-line staff in communicating with employees about accessible tools and software IATA already uses.

Indicators

• All internal training at IATA includes a description stating the accessibility features that are available.

Transportation

The Goal:

IATA's office space is proactively renovated to support the full range of human mobility, ensuring barrier-free movement throughout the office environment for staff and visitors

Transportation

Achievements

• Vertical lift device is available for all guests and employees visiting the IATA office space.

Actions

IATA will:

• Respond to mobility requests to ensure employees, visitors, and guests have equal access to IATA office space (ex. a flexible accessible parking space adjacent to the building when required).

Barriers

• Lack of control over accessibility challenges presented during commute to office.

Indicators

• Mobility and accessibility requests are designated to the right departments for a prompt response.
• Requests are marked as resolved or unresolved dependent on IATA's control.
• Unresolved requests are reviewed for patterns to determine if a larger/collaborative accessibility solution is needed.

Implementing The Plan

Implementation Framework

The implementation of IATA's Accessibility plan will follow a phased approach that leans on the timelines dictated by the Accessible Canada Regulations (ACR) which outline the regulatory obligations for organizations mandated to follow the Accessible Canada Act (ACA). As outlined in the ACR, organizations must prepare and publish progress reports on how they are carrying out their accessibility plans. Organizations must publish progress reports by the first and second anniversary of the deadline to publish each accessibility plan. For a business of 100 or more employees, the deadlines are June 2024, and June 2025, respectively.

In IATA's circumstances and through coordination with Canadian Human Rights Commission, applicable deadlines have shifted. The time required to gather data, consult on, and prepare a meaningful progress report does not align with current ACA timelines. Instead, IATA will be required, and will commit to publishing an updated accessibility plan by June 1, 2026 and will respect all regulatory timelines in the subsequent planning and reporting cycles.

Action Phasing

The actions identified in IATA's Accessibility plan are designated into three different phases that allows IATA to act, report, assess, and adjust on each action and phase as they progress through implementing the goals of their Accessibility Plan. The phased implementation approach ensures IATA remains committed to achieving their vision of empowering their staff through organizational policies and culture that commit to supporting accessibility as displayed through adaptations to their built and virtual environment.

Phased Timeline

Near Term: February 2025 - June 2026
- June 2026 marks the 1.5 year anniversary of the deadline. In coordination with the Canadian Human Rights Commission, IATA commits to publish an updated accessibility plan by June 1, 2026.

Short Term: June 2026 - June 2027
- June 2027 marks the requirement for IATA's first progress report. This deadline will put IATA in alignment with progress reporting cycles to respect all regulatory timelines in subsequent plan updates.

Long Term: June 2027 - June 2028
- June 2028 marks the end of IATA's 3 year reporting cycle. The majority of the actions listed in their Accessibility Plan should be implemented.

Action Phasing

IATA Accessibility Plan Action Phasing	JUNE 2026	JUNE 2027	JUNE 2028
1. Distribute job postings to organizations that work to support people with disabilities gain meaningful employment.	▮		
2. Install Automatic Door Openers (ADO).	▮		
3. Manage sensory and environmental considerations such as light, scent, noise, and temperature in the Montreal office.	▮		
4. Respond to mobility requests to ensure employees, visitors, and guests have equal access to IATA office space (ex. a flexible accessible parking space adjacent to the building when required).	▮		
5. Add accessibility qualifier under overall CSR and sustainability to IATA procurement documents	▮		
6. Create an anonymous suggestion box.	▮		
7. Compile accessible tools in a centrally available "accessibility tool library".	▮		
8. Provide all candidates an opportunity to be interviewed online for the first interview. If a candidate is invited to further interviews, IATA will communicate that if a candidate has specific accessibility needs, IATA will provide accommodations to the extent possible for potential requests.	▮		
9. Provide physical signage to aid in office wayfinding	▮▮		
10. Provide accessibility workshops as part of ongoing staff training to help foster a culture of inclusivity and empowering staff to feel comfortable disclosing and requesting accessibility tools.	▮▮		
11. Consider flexible work arrangements and environments such as remote, asynchronous, sensory working alternatives to accommodate barriers.	▮▮		
12. Conduct a search for an accessibility site when IATA considers the next leased term for current or new office space.	▮▮		

Action Phasing

IATA Accessibility Plan Actions Phasing	JUNE 2026	JUNE 2027	JUNE 2028
13. Ensure on-line training is accessible (ex. colour contrast, adjustable font size, closed-captioning, alt. text etc.).	██████	██████	
14. Communicate and prepare for Accessibility needs proactively.	██████	██████	
15. Build continuous software accessibility training and awareness.	██████	██████	██████
16. Provide a variety of internal training options to accommodate a range of accessibility needs. Ex., smaller group setting options, lower-paced training opportunities, asynchronous training, or recording training content.	██████	██████	██████

Monitoring and Evaluation

Indicators are used to monitor accessibility progress over time. While success measures track the completion of tasks, indicators assess whether these actions are effectively enhancing accessibility in the IATA Montreal office. They help illustrate whether accessibility is improving or declining due to the efforts being made. The mandate to create and share accessibility plans motivates federal organizations to proactively identify and address barriers, rather than waiting for complaints or incidents to prompt action.

A comprehensive list of indicators are included in the action section. If there is a need to further prioritize and refine indicators, this report recommends tracking the following indicators at minimum:

- Number of dedicated workshops organized focused on accessibility awareness
- Internal policies are reviewed regarding alternative work arrangements.
- Add accessibility to mandatory training curriculum and issue a certificate of completion/compliance.
- Having "Everything Accessibility" page built out on internal company intranet.
- Unresolved requests are reviewed for patterns to determine if a larger/collaborative accessibility solution is needed.
- Various departments at IATA establish a process whereby sensory requests are convenient and dignifying.
- All identified doors have their automatic openers installed and working.

Progress Reports

Organizations must publish progress reports by the first and second anniversary of the deadline to publish each accessibility plan. IATA has been asked to provide a written commitment to publish an updated accessibility plan by June 1, 2026 and to respect all regulatory timelines in the subsequent planning and reporting cycles determined by the Accessible Canada Regulations. Each cycle lasts 3 years.

Federal organizations must report on their progress regularly, making them accountable for their actions.
These requirements serve several purposes:

Accountability and Transparency: By publishing accessibility plans, organizations are held accountable for their progress in creating a more inclusive environment. The public nature of these plans helps ensure transparency and allows individuals to monitor the effectiveness of accessibility efforts.

Encourage Proactive Action: The requirement to develop and publish accessibility plans encourages federal organizations to take proactive steps to identify barriers and address them, rather than waiting for complaints or incidents to trigger action.

Focus on Continuous Improvement: The act fosters a culture of ongoing assessment and improvement, as organizations must review and update their plans regularly.

Legal and Moral Responsibility: The ACA not only provides a legal framework but also recognizes the importance of inclusion and equality for all Canadians. Federal organizations are thus seen as playing a critical role in setting an example for others in addressing accessibility issues.

Appendix A: Definitions

Accessibility: Giving people of all abilities opportunities to participate fully in everyday life. It is used to describe how widely a service, product, device, or environment is available to as many people as possible. Accessibility can be referred to as the ability to access and benefit from a system, service, product, or environment.

Accommodation(s): A means of preventing and/or removing barriers that impede full participation and access based on the prohibited grounds of discrimination. Accommodation is a reactive process that is triggered when an individual identifies their need to be accommodated, for example, a religious or disability-related accommodation.

Adjustable font size: Adjustable font size is the ability to change the size of text on a screen. Making text sizes larger or smaller as needed can benefit readers of different ages and those with visual impairments. It also means that readers with visual impairments and dyslexia can easily find settings that support their needs

Alternative (alt.) text: Alternative text (alt text) is a written description of an image or other non-text content in a digital space. It's used to make visual content accessible to people with vision disabilities, such as those who use screen readers.

Asynchronous (learning): Asynchronous learning means that the instructor and the students in the course all engage with the course content at different times (and from different locations). The instructor provides students with a sequence of units which the students move through as their schedules permit.

Barrier(s): Perceived and physical obstacles that limit access and prevent people with disabilities from fully participating in society. Most barriers are not intentional. Considering the needs of persons with disabilities at the design and development stage of a process may help prevent such barriers. Obstacles can be physical, architectural, informational or communicative, attitudinal, technological, or be a policy or a practice.

Closed-captioning: is a form of subtitling, a process of displaying text on a television, video screen, or other visual display to provide additional or interpretive information. Closed captions are typically used as a transcription of the audio portion of a program as it occurs (either verbatim or in edited form), sometimes including descriptions of non-speech elements.

Colour contrast: A significant contrast in colour/brightness between the foreground and background of an element, or between two adjacent elements. Colour contrast is measured as the difference in Light Reflectance Value (LRV) between two adjacent surfaces, expressed as a percentage. Colour contrast of at least 50 per cent is required to enhance the visibility of architectural elements and at least 70 per cent to enhance the visibility of signage text, characters and pictograms.

Disability/ Disabilities: The Accessible Canada Act defines disabilities as impairments or functional limitations that, when combined with barriers, prevent people from fully and equally participating in society. Disabilities can be visible or invisible. You should not assume that someone has a disability or that they do not. Disabilities can be temporary or permanent. They can also be episodic, which means they change over time. People can be born with disabilities or develop disabilities when they get sick or injured.

Diversity: Diversity is the presence, in an organization or a community, of a wide range of people with different backgrounds, abilities and attributes including ethnicity, race, colour, religion, age, gender and sexual orientation.

Equity: Equity aims to create equal outcomes for everyone, while acknowledging that people start from different places and experience the world in different ways.

Inclusivity: The process of making society and structures more welcoming and accessible to all people. This involves:

Inclusive design: Taking into account the needs of different people and groups when designing policies, programs, buildings, and other spaces. This can help to avoid creating barriers and reduce the need for individual accommodations.

Removing barriers: Identifying and removing barriers that prevent people from participating fully in society. This can include negative attitudes, communication barriers, and physical barriers. Organizations must make reasonable accommodations for people with disabilities. This can include things like extra time, flexible attendance, or a quiet space to sit.

Remote: the practice of an employee working at their home, or in some other place that is not an organization's usual place of business

Sensory: refers to the perceptions and responses generated through sensory stimuli that an individual encounters from their environment. These stimuli engage the senses, including sight, hearing, touch, taste, and smell, allowing individuals to interact with and interpret the world around them.

Sustainability: the integration of environmental health, social equity and economic vitality in order to create thriving, healthy, diverse and resilient communities for this generation and generations to come. (as defined In the charter for the UCLA Sustainability Committee).

Wayfinding: Encompasses all the ways in which people orient themselves in physical space and navigate from place to place.