

Legal Aid BC's

2023-2025

Accessibility Plan

Report On Progress



EXECUTIVE SUMMARY

In 2023, Legal Aid BC's (LABC) first Accessibility Committee developed the [2023-2025 Accessibility Plan \(PDF\)](#) (the "Plan") to identify, remove, and prevent barriers to individuals in, or interacting with, the organization. The committee included Indigenous and non-Indigenous employees from across the organization with lived experience with disabilities. The Plan was reflective of the [Accessible British Columbia Act](#) (the "Act") set of principles of inclusion, adaptability, diversity, collaboration, self-determination, and universal design. The actions in the Plan were organized by the following three priority areas:

- **Priority 1: Information, Communication and Technology**
Enhance the accessibility of information, communications, and technology at LABC to remove potential barriers for individuals accessing services, employees, and prospective employees.
- **Priority 2: Organizational Policies and Work Practices**
Revise and develop organizational policies and work practices that focus on enhancing the employee experience at LABC and promote accessibility in client service delivery.
- **Priority 3: Invisible and Environmental Barriers**
Remove potential invisible and built environment barriers for our clients, prospective employees, and the team at LABC.

The Plan identified 10 key actions to address each priority. Six were fully implemented, and four were initiated but not completed. Work continues to advance accessibility in our organization to benefit employees and clients. The following report describes the progress, challenges, the outputs of each action, and lessons learned in the process of implementing the Plan.

Document Accessibility Statement

Legal Aid BC (LABC) is committed to providing accessible documents for people with disabilities and creating a positive navigation experience for all users, in line with the [Web Content Accessibility Guidelines \(WCAG\) 2.2](#), Level AA and PDF/UA (ISO 14289), including features like proper tagging, screen reader compatibility, and text alternatives.

While we have implemented measures to meet those standards, some limitations may still exist. We [welcome your feedback](#) to help us improve. You can provide feedback anonymously or include your contact information if you'd like a response. All feedback is reviewed and helps inform LABC's ongoing accessibility efforts.



BACKGROUND

LABC's [Strategic Framework for 2023-2028](#) reflects our ongoing aspirational vision: BC's legal system transformed, by the way LABC represents our clients, into one more equitable and inclusive. Our strategic commitment to building a culture of Truth and Reconciliation, Equity, Diversity, and Inclusion (EDI) is integral to advancing our vision and fulfilling our mission to strengthen client-centred legal help for British Columbians experiencing barriers accessing the legal system. Our [Service Plan for 2025-2028 \(PDF\)](#) aligns with BC government priorities to identify the best ways and tools to:

- Improve access to justice for families living on low incomes,
- Align legal aid service delivery approaches with transformative changes in the justice sector focused on efficient, timely and accessible legal services, and
- Continue to work toward lasting and meaningful [Reconciliation with Indigenous Peoples](#).

What is meant by disability?

Disability refers to any impairment or functional limitation, including physical, mental, intellectual, cognitive, learning, communication, or sensory. These limitations may be permanent, temporary, or episodic in nature.

LABC recognizes that accessibility is an emerging field with diverging perspectives about disability language. To honour both [person-first language and identity-first preferences](#), we have alternated between the two throughout this report.

Our Commitment to Accessibility

Legal Aid BC is committed to providing an accessible and inclusive organization that is welcoming, safe, and respectful to everyone. We aim to identify, remove, and prevent barriers so that people with disabilities, and everyone, can fully and equally access our services and interact with our organization. We respect and uphold the requirements, principles, and standards that are outlined in the [Accessible British Columbia Act](#).



We are working to improve the accessibility of our spaces, policies, and practices. We strive to remove negative attitudes and intersecting forms of discrimination that have traditionally created barriers for disabled people. We acknowledge that by limiting or removing barriers, everyone benefits. We recognize that it takes time, dedication, and focused action to make change.¹

ACCESSIBILITY AT LABC

Our Approach to Implementation

From 2023 to 2025, LABC engaged with industry experts with lived experience of disabilities and collaborated with community organizations to guide decision making. We engaged subject matter experts to assess where we are and where we need to go to improve accessibility at LABC. We conducted internal assessments backed by research of accessibility standards and industry best practices, developed recommendations, engaged internal parties, and agreed on a plan to action the findings. Impacted departments advised on prioritizing tasks, alongside industry experts, to evaluate LABC practices against accessibility standards.

LABC partnered with leading industry experts in accessibility inclusion such as:

- [Accessibility & Inclusion Matter \(AIM\) Consulting](#) for learning, development, and a policy audit,
- [Rick Hansen Foundation \(RHF\)](#) for building site certification,
- [KunStudios](#) for a web accessibility audit, and
- [MoveSafe](#) for ergonomics consultation.

Recommendations rooted in evidence and lived experience of disabilities helped bring along those involved in prioritizing, funding, and sustaining accessibility work at LABC. From what we learned, LABC provided clarity on how we interpret our responsibilities to accessibility and advance processes to ensure our spaces, services, and platforms are more accessible for clients, staff members, and prospective employees with disabilities. Below, we share examples of successes and challenges in implementing the Plan over the past three years.

¹ [Statement of Commitment to Accessibility](#), LABC Website, 2025.



Highlights and Challenges

In 2023, LABC committed to advancing five strategic goals for the 2023-2028 period. Each goal is tracked and reported annually in the annual service plan. **Strategic Goal 5: to embed Truth and Reconciliation and Equity, Diversity, Inclusion into everything we do**, was one of the five goals and guides LABC's approach to advancing accessibility. Goal 5 was critical in helping prioritize an EDI approach to advancing accessibility, centring the perspectives of people with lived experience of disability, inclusion of diverse identities and teams in prioritizing and collaboratively advancing the work and leveraging the strategic goals to prioritize this work.

LABC advanced accessibility by delivering on the following:

- Offered more **inclusive choices for self-disclosing disabilities** of clients, employees, and lawyers,
- Leveraged disability data to start **tracking for inequity** among clients and employees with disabilities to enhance services and strengthen employee outcomes for disabled employees,
- Where lawyers provided consent for sharing their data, LABC started processing appropriate requests from disabled clients to **work with a lawyer with a disability**, to support lowering barriers to meeting their emotional safety needs and getting a positive outcome, and
- Delivered mandatory **accessibility awareness training** for all LABC staff, aimed at fostering an emotionally safer and trauma-informed environment for clients and employees with disabilities.

Highlights

Accessibility activities that progressed as planned had enabling factors that included the following:

- Aligned activities with **organizational priorities** or complementary initiatives such as engaging employees, improving technology, communications priorities, and facilities management strategies to integrate accessibility with ongoing work,²
- Mobilized the Accessibility Committee as **internal allies** of LABC's accessibility work and to create safe spaces to gather employees' feedback about their experiences and recommendations,³

² Applicable for Actions 1.1, 2.1, 2.3, 3.1, 3.2 and 3.3.

³ Applicable for Actions 1.2 and 3.3.



- Engaged **disability experts** with lived experience to guide and plan the implementation approach,⁴
- Applied **industry standards** to identify gaps, establish buy in for action, and set priorities,⁵
- Led by the **EDI Department**, invited employees with lived experience of disabilities and early adopters of accessibility standards to be part of the implementation team,⁶
- Identified the Plan as an **organization-wide priority** and strategic project to support coordinated implementation of the Accessibility Plan and progress monitoring approach,⁷
- Integrated accessibility questions into established **feedback mechanisms** for clients, staff, and lawyers with disabilities to inform implementation approach,⁸ and
- Implemented accessibility actions at the time of launching **organization-wide accessibility training**.

Challenges

Translating LABC's Accessibility Plan actions into outcomes uncovered challenges in how best to make a meaningful impact in a resource-limited environment. Some of the challenges included:

- Maintaining the scope of accessibility improvements to primarily **benefit people with disabilities**,
- **Scaling ownership** across departments to make programs, and processes accessible for employees and clients with disabilities,
- Applying **GBA Plus** and an **intersectional lens** consistently to the implementation approach that accounted for the unique needs of women and gender diverse employees and clients with disabilities, as well as Indigenous, racialized, and/or sexually diverse,
- Addressing **limitations of disability data** to indicate baseline barriers and inequities in specific areas of our organization due to the early stage of data collection work,

4 Applicable for Actions 1.1, 1.2, 2.3, 2.4, and 3.2.

5 Applicable for Actions 1.1 and 3.2.

6 Applicable for Actions 1.1, 1.2, 3.1, 3.2, and 3.3.

7 Applicable for all Actions.

8 Applicable for Action 2.3.



- Finding support to **identify, prioritize and action accessibility measures** to improve on identified barriers where no accessibility standards were established,
- Embedding the unique experience and needs of **disabled Indigenous peoples** in BC in implementation planning and outputs,
- Ensuring the continuity of **representation of Indigenous people** on the Accessibility Committee,
- Arising **organizational priorities shifted capacity** away from implementation of the Plan before the end of the time frame,
- **Addressing uneven adoption of accessibility standards** into new initiatives that risked increasing barriers for people with disabilities, and
- Implementing actions where **foundational processes and evaluation measures** were yet to be initiated, limiting the ability to integrate accessibility needs.⁹

Internal Engagement

Over the past three years, LABC clients and employees were engaged through application forms, anonymous surveys, event registration forms, internal communications, and discussions to:

- Identify disability-related barriers for clients and employees,
- Consult client-facing staff on the most frequent disabilities experienced by clients,
- Raise awareness of accessibility supports among LABC staff,
- Assess practical application of employee accessibility training in daily work, and
- Support staff accountability for accessibility at LABC.

The insights gathered through this engagement were shared with relevant teams including, Human Resources, Communications, Lawyer Services, and client-facing departments. It closed knowledge gaps, fostered transformative conversations, and continued to build our capacity for adopting accessibility best practices. The insights supported accessibility changes and continue to impact accessibility improvements moving forward.

⁹ In some cases, scenarios like these also became an opportunity to centre accessibility in building foundational processes.



Disability-Related Barriers for Clients

In 2024, LABC began gathering more inclusive options for clients to voluntarily disclose their disabilities, and other intersecting equity-denied identities, with the intent to identify and prioritize addressing the most prominent disability-related barriers experienced by clients.

Based on the information gathered, we have the following client data: ¹⁰



¹⁰ Data source: LABC Datawarehouse and CIS, inclusive of client interviewed between 08/26/24 to 02/18/26.



Client-facing employees were engaged to help understand the barriers experienced by clients with disabilities to support clients accessing LABC services. Client-facing employees reported that clients are mostly impacted by the following disabilities:¹¹

- Mobility disabilities,
- Mental Health barriers, and
- Hearing disabilities.

Disability-Related Barriers for Employees

In 2024, LABC began gathering more inclusive options for employees to voluntarily disclose their disabilities, with the intent to identify and prioritize addressing disability-related barriers experienced by employees. In 2025,

- 19% of full-time LABC employees disclosed having a disability.¹²

In 2025, employees of LABC Vancouver Regional Centre were surveyed to learn about the disability-related barriers they face in the work environment with the aim to embed accessibility in space planning at the Vancouver Regional Centre office. The survey found that:

- 7% of LABC's Vancouver Regional Centre employees experience a disability-related barrier.¹³

Amplifying Accessibility Supports while Developing New Ones

Advancing the Actions of the Accessibility Plan helped uncover existing supports available through our organization for people with disabilities. LABC employees benefitted through better information resources about available and new accessibility supports for clients, job applicants, and existing staff with disabilities including:

- The [accommodation request process](#) to provide better support for job applicants with disabilities,
- Improvements to [website accessibility](#) to address critical access barriers for users with disabilities, and

11 Data source: Microsoft Form, sample size of 34 responses from client-facing staff at seven of LABC's service locations (2025).

12 Data source: LABC Datawarehouse and CIS (as of 02/18/26).

13 Data source: Colliers administered anonymous survey to 510 Burrard LABC employees, sample size of 112 responses of 230 people (49% response rate) (2025).



- Raised awareness about accessibility features for people with disabilities within LABC’s Employee Assistance Program.

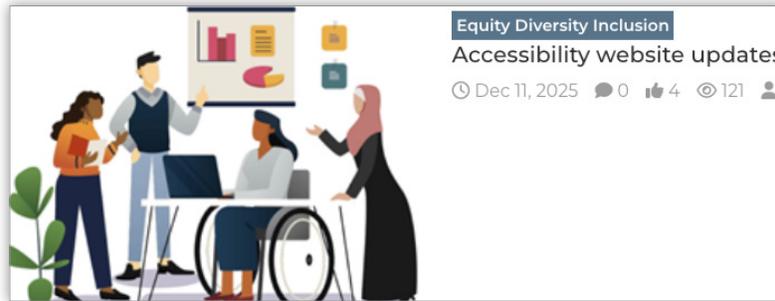


Image description: An animated image of a diverse work team. Three people are standing and one is in a wheelchair. They are gathered around a desk and presentation on the wall and engaging in conversation. The text next to the image reads, “Equity Diversity Inclusion: Accessibility website updates,” dated December 11, 2025.

Accessibility Training for Practical Application

Starting in 2024, mandatory organization-wide **Accessibility Awareness training** was delivered to all LABC employees with the aim to create more accessible and emotionally safer environments for those with disabilities interacting with legal aid services — 80% of LABC client-facing staff¹⁴ participated in mandatory Accessibility Awareness training. To bring in an intersectional perspective, in 2025, LABC staff had the option to attend a ‘Special Talk with Shane Baker on **Indigeneity and Disability.**’

I am committed to ensuring equitable access to legal services by engaging clients with empathy, assessing their unique legal needs, and providing them with accurate information and resources.

EDI Council member, Disability Employment Awareness Month Post

Participants later shared that the session with Shane Baker strengthened their commitment to address **ableist language** in the work environment and be cognizant of everyday **accessibility barriers** affecting clients.

Image description: A photo of Shane Baker sitting at a computer looking straight ahead, in front of a wall of books. Shane is wearing a grey sweater and smiling.



¹⁴ 100% completion of mandatory training is targeted for 2026, with improvements in training access and onboarding processes for new hires.



Employee Accountability to Accessibility

To further support employee accountability to accessibility, the Accessibility Committee **signed the Proclamation** for [Indigenous Disability Awareness Month \(IDAM\)](#), declaring their responsibility to address accessibility for disabled Indigenous peoples, and encouraged staff to share more on their perceptions of their own accountabilities during [Disability Employment Awareness Month \(DEAM\)](#).

Actioning the Plan

Internal engagement informed key actions toward making LABC more accessible for clients and staff with disabilities. The following information highlights meaningful steps forward in LABC’s accessibility journey:

Priority 1: Making the work environment more accessible

- Enhanced [website accessibility](#) by addressing **98% of audit findings**, improving critical barriers preventing access to navigation, readability, and content design for users with various visual, mobility, cognitive, physical, psychological, and medical disabilities (see p. 10), and
- Acquired **assistive hearing devices** with the intent to offer equal participation for clients and employees experiencing hearing loss in oral dialogue (see p. 11).

Web accessibility for all ^

Web accessibility means designing and developing websites, applications, and digital content that everyone can use. This aligns with Legal Aid BC’s vision of transforming the province’s legal system into one that is equitable and inclusive, especially for those facing barriers to accessing justice.

Image description: Screenshot of a webpage titled “Web accessibility for all,” followed by a paragraph explaining that web accessibility means designing websites, applications, and digital content so everyone can use them. The text connects accessibility to Legal Aid BC’s goal of an equitable and inclusive legal system.

Image description: Diagram showing a staff member speaking into a microphone, audio transmitted through a portable hearing loop and received by a customer using a telecoil-enabled hearing device.

The staff member speaks through the standing microphone

The staff member’s speech is transmitted through the Portable InfoLoop

The customer with a telecoil-activated hearing device



Priority 2: Improving accessibility of organizational policies and work practices

- Distribution lists for LABC job postings now includes **seven disability employment organizations** and programs with the aim of attracting more candidates with disabilities (see pp. 13–14), and
- Established **voluntary self-disclosure of disabilities** and [anonymous feedback tools](#) to provide psychologically safer options for sharing disabilities and accessibility experiences (see pp. 14–15).

We want to hear from you!

We welcome your feedback [🔗](#) to help us improve. You can provide feedback anonymously or include your contact information if you'd like a response. All feedback is reviewed and helps inform LABC's ongoing accessibility efforts.

Image description: A webpage section titled “We want to hear from you!”. Below the heading is a short paragraph inviting users to provide feedback by clicking the hyperlink to help improve the accessibility of services. The text explains that feedback can be submitted anonymously or with contact information if the user would like a response. It notes that all feedback is reviewed and contributes to LABC’s ongoing accessibility efforts.

Priority 3: Identifying invisible and environmental barriers

- Rick Hansen Foundation (RHF) building site audit findings **identified invisible** (e.g. website information about sites emergency signage) and environmental barriers (e.g. objects obstructing access to power controls) to accessing LABC offices, bringing awareness of accessibility gaps and biases to LABC employees (see pp. 17–18),
- LABC’s Family Law Centre and Parent Legal Centre physical building sites in Surrey and Victoria met minimum **certification requirements as accessible**¹⁵ for individuals with a range of invisible and visible disabilities (see pp. 17–18), and
- Once the invisible and physical barriers are addressed, the aim is to create an environment where more clients and employees with disabilities will **choose to visit, feel welcomed and experience ease** in accessing LABC sites (see pp. 17–18).

¹⁵ To gain Rick Hansen Foundation Accessibility Certification™ (RHFAC), a space must meet or go above 60% of RHF mandatory certification requirements based on 10 categories for individuals with a range of disabilities.



Figure 3.1 – Power door control does not meet minimum size, and is installed at a single height only.



Figure 3.2 – Access to power door controls obstructed by adjacent items.

Figure 3.1 Image description: Door frame with labelling highlighting the small size and single height of the power door control. Doors shown are accessible.

Figure 3.2 Image description: Objects shown to obstruct access to power door control. Top shelf has brochures obscuring door control. Black water cooler is beside door control with reversed garbage bin behind it.

PROGRESS ON PRIORITY ACTIONS

The Accessibility Plan has 10 actions grouped into three key priority areas. Each action is presented below with the implementation goals, challenges, outputs, and impact measurement approach to support continuous improvement. Work was initiated on all actions, and as of the end of 2025, each action was at one of two stages:

- **Partially Complete:** Some priority tasks are complete and some of intended action item details have been fulfilled.
- **Complete:** All priority tasks are complete and intended action details have been fulfilled.



Priority 1: Information, Communication and Technology

Action 1.1: Enhance Website Accessibility for Individuals with Disabilities

Status: Complete.

Details: Review exemplary websites known for their strong accessibility measures and research best practices to enhance website accessibility. Based on our findings, LABC's corporate website will be modified to ensure there is improved online accessibility for our clients and the public.

Goals:

- Assess highly visited website pages against industry standard for website accessibility with recommendations to increase online accessibility, and
- Website modified to reflect recommendations for improved accessibility to meet [Web Content Accessibility Guidelines \(WCAG\) 2.2](#).

Challenges:

- Developing an effective website user process and gathering indicative information on current website experience for users with disabilities, and monitoring improvement of disabled user experiences.

Outputs:

98% of website audit findings¹⁶ were implemented to be usable for people with disabilities that include: attention deficit, blind, cognitive, colour blindness, deaf, deafblind, dyslexia, low vision, mobility, and sighted keyboard users.

¹⁶ Data Source: Teamwork, LABC website audit accessibility recommendations implemented as of December 31, 2025.



Measuring Impact: The expected impact is that more disabled people, including potential clients, can more easily use LABC’s website and lower barriers to the information they need to take them forward on solving their legal problem.

LABC will monitor the following:

- rate of client satisfaction of disabled website users from the client accessibility survey, and
- rate of positive service and legal outcome among disabled clients, specifically those that are low vision.

Action 1.2: Acquire Assistive Tools

Status: Complete.

Details: LABC is committed to acquiring specialized assistive tools that would benefit our clients and employees and will research options that best provide this support. New tools will be implemented accordingly, based on our research findings.

Goals:

- With available resources, acquire the most helpful assistive tools for clients and staff with disabilities.

Challenges:

- Funding constraints and building capacity for unexpected costs to acquire the full scope of assistive tools within the anticipated time frame, and
- Scaling ownership across departments to make programs, and processes accessible for employees and clients with disabilities.



Outputs:

- Portable hearing loops are available on site at LABC Parents Legal Centres, Family Law Centres, and the Vancouver Regional Centre, to foster a welcoming environment and support equal participation in oral dialogue of those that access LABC services and work in our spaces including clients, employees, and job candidates with LABC service providers, hiring managers, and colleagues.

Measuring Impact: The expected impact is that employees and clients that live with hearing loss or impairment request and access portable hearing loops and participate equally in workplace and service discussions with staff.

LABC will monitor the following:

- increase in requests for use of portable hearing loops from clients and employees, and fulfillment of those requests,
- equal or positive reported experience for employees with hearing loss or impairment in comparison to those without hearing loss,
- increase in job applications and service requests from people experiencing hearing loss or impairment, and
- increase in the rate of attraction, hiring, and retention of talent that disclose experience hearing loss or impairment.



Action 1.3: Develop an Accessible Job Application Process

Status: Complete.

Details: Review the current process for how applicants submit their online applications at LABC. Develop alternative low-tech processes and research more accessible application submission solutions for job seekers.

Goals:

- Assess LABC job application processes for gaps in accessibility of job application process, and
- Based on recommendations, develop low-tech processes and communicate available assistive technologies, accommodations process, and accessible options for submitting applications in alternative low-tech formats to applicants with disabilities.

Challenges:

- Early adoption of ownership to make processes accessible for candidates with disabilities,
- Dynamic internal competing priorities reducing capacity to adhere to implementation timelines, and
- Implementing actions and measuring outcomes for where foundational processes did not exist to integrate accessibility needs.

Outputs:

- Developed low-tech job applicant process, such as by submitting the application by email, to improve accessibility supports for candidates with disabilities, and
- Job application processes were made more accessible by communicating:
 - the availability of sign language interpreters and [assistive technologies](#),
 - the [accommodations request process](#),
 - accessible options for submitting applications in [alternative low-tech formats](#), and
 - the confidentiality of [self-disclosed disability information](#).¹⁷

¹⁷ See Action 2.2 for additional enhancements to the recruitment process.



Measuring Impact: The expected impact is more applicants and positive recruitment outcomes that disclose a disability, utilize the accommodations request process, access low-tech formats and assistive technology.

LABC will monitor the following:

- increase in job applicants that disclose living with a disability,
- increase in requests for accessibility accommodations for job applicants with disabilities, and fulfillment of those requests,
- increase in requests for assistive technology and use of low-tech formats for application submissions, and
- feedback from employees with disabilities on the accessibility of job application process from employee accessibility survey.

Priority 2: Organizational Policies and Work Practices

Action 2.1: Evaluate Expenditure on Employee Wellness Programs and Benefits

Status: Partially complete.

Details: To ensure that these programs effectively meet the needs and preferences of our employees' facing barriers, a comprehensive review to determine their impact and relevance will be conducted. Based on feedback, modifications may be made to current wellness programs and benefits.

Goals:

- Assess the current state of the Employee Assistance Program's (EAP) relevance to the needs and barriers of employees with disabilities, and
- Identify opportunities to improve the effectiveness and impact of EAP services for employees with disabilities, and where possible, modify programs and benefits.



Challenges:

- Prioritizing people with disabilities as the primary intended beneficiaries,
- Data limitations for evaluating the impact and effectiveness of EAP services due to the confidentiality of employee disability information, and
- Implementing actions where foundational processes did not exist to integrate accessibility needs.

Outputs:

- Newly discovered EAP accessibility information shared in Employee Benefits Package during onboarding and updated on resources page to increase accessibility supports for employees with disabilities.

Measuring Impact: The expected impact of this activity is that more employees with disabilities who access the LABC EAP do not experience barriers accessing this program, and that, where possible, more effective and impactful EAP services are available for employees with disabilities.

To plan for measuring the impact of accessibility improvements and to explore alternative evaluation methods, HR will include the evaluation of the LABC wellness program and benefits for employees with disabilities in their 2026 work planning and strategies for continuous improvement.¹⁸

¹⁸ A continued identified risk is linking evaluation measures to employees with disabilities, as the data is confidential and based on self disclosure. Strategies and solutions will be explored to mitigate this risk.



Action 2.2: Collaborate with HR to Enhance Recruitment Processes

Status: Complete.

Details: LABC will convene with our HR team to evaluate and improve the accessibility of our recruitment processes, including implementing diverse posting practices and seeking partnerships with equity-seeking groups, as well as reviewing candidate assessment methods.

Goals:

- Advertise job postings to employment organizations and programs for people with disabilities,
- Update HR processes to inform job applicants of how LABC keeps self-disclosed disability information confidential,
- Communicate and arrange accommodations at no cost to applicants, and
- Implement best practices to eliminate bias and meet the needs of disabled candidates during the screening process.

Challenges:

- Early adoption of ownership across collaborating departments to make recruitment processes accessible for candidates with disabilities,
- Dynamic nature of organizational priorities reducing capacity to implement the work within the time frame of the Plan, and
- Implementing actions where foundational processes did not exist to integrate accessibility needs.



Outputs:

- Distribution lists for LABC job postings now include seven disability employment organizations with the intent to improve recruitment of candidates with disabilities,
- HR recruitment processes, from initial screening to receiving a job offer, were improved to be more accessible to candidates with disabilities by communicating about the:
 - [interview and testing format](#),
 - [accommodations request process](#),
 - availability of [sign language interpreters and other assistive technologies](#) at no cost to the applicant, and
 - confidentiality of [self-disclosed disability information](#).¹⁹
- HR completed training in addressing ableism during the interview process and socialized best practices within the HR Department for implementation in recruitment processes to better support candidates with disabilities.

Measuring Impact: The expected impact is that more disabled people will be aware of LABC job postings, apply to open positions, self-disclose their disabilities, and more disabled people will be hired at LABC.

LABC will monitor the following:

- increase in the rate of applications from candidates with disabilities and compare the rate of recruitment of candidates with disabilities with recruitment rates of non-disabled candidates,
- increase in the frequency of accommodation requests from applicants with disabilities, and fulfillment of those requests, and
- increase in the rate of disclosure of disabilities among job candidates living with a disability.

¹⁹ See Action 1.3 for additional enhancements to the job application process.



Action 2.3: Establish Psychological Safety and Opportunities for Voluntary Self Disclosure of Disabilities

Status: Complete.

Details: Where permissible and on a voluntary basis, LABC will implement robust self-identification data collection processes and psychological safety measures to collect comprehensive self-identification data from our employees, lawyers, and clients. We aim to create an environment of psychological safety where employees feel comfortable disclosing not only the presence of disabilities but also the specific types of disabilities they may have and the types of support they require. This will enable us to monitor and track barriers for employees and clients in delivering fair and equitable outcomes.

Goals:

- Employees, applicants/clients, job candidates, lawyers, and board members can confidentially share their disability information,
- Develop data governance policy to ensure disability data of employees, lawyers, and clients is collected, analyzed, and shared confidentially to ensure psychological safety, and
- Implement Accessibility Awareness training for employees to support psychological safety of clients with disabilities when inviting them to share their disability information.

Challenges:

- Scaling ownership for accessibility across departments to make programs and processes accessible for employees and clients with disabilities, and
- Implementing actions where foundational processes did not exist to integrate accessibility data collection.



Outputs:

- Collection of de-identified disability data tracked to improve inequity among job applicants, employees, lawyers, board members, and applicants/clients,
- Analysis of frequency of positive legal outcomes and contract issue wait times for applicants/clients with disabilities,
- Analysis of organizational representation of employees with disabilities,
- Incorporation of differences in outcomes between non-disabled and disabled employee and clients to input into organization-wide Key Performance Indicators (KPIs) reported on annually,
- Employees, clients, and the public can now [share anonymously about their experiences and barriers to accessibility](#) to influence LABC’s accessibility plans,
- An organizational policy was developed and technical training delivered to 154 employees, or 78% of client-facing staff²⁰, to ensure client disability data is collected, stored, and used in ways that protect client’s privacy and confidentiality,
- 80% of LABC client-facing staff²¹ completed mandatory Accessibility Awareness training, and
- Where lawyers provide consent, disabled clients can request a disabled lawyer to meet their emotional safety needs and lower systemic barriers to getting positive outcomes through LABC services. So far, 47 lawyers have disclosed having a disability.²²

Measuring Impact: The expected impact is an indicative set of data on employees, clients, and legal aid lawyers’ disabilities, and capacity to identify and lower any inequality of outcome.

LABC will monitor the following:

- an increase in the rate of employees, lawyers, and clients, that disclose disabilities or being non-disabled, and a decline in the rate of “prefer not to say,”
- an increase in the rate of employees requesting disability supports, and
- progress toward either the same or greater equity of outcomes among employees and clients that are disabled, as opposed to those who are non-disabled.

²⁰ Data Source: CIS Demographic Data Navigation Training completion reports for client-facing staff, as of 02/18/2026.

²¹ Data Source: Accessibility Awareness Training completion reports for client-facing staff, as of 02/18/2026.

²² Data Source: LABC Datawarehouse and Lawyer Portal, as of 02/18/2026.

**Action 2.4: Review of Existing Policies**

Status: Partially complete.

Details: LABC will conduct a policy audit to ensure there is a focus on accessibility and mental health support. New policies may be introduced, or existing policies may be revised, based on the audit findings. Identifying ways to communicate the policies to ensure overall organizational awareness will be an important focus.

Goals:

- Conduct audit to review priority policies for accessibility gaps and revise policies based on findings, and
- Communicate the policies to ensure organizational awareness of accessibility inclusion.

Challenges:

- Consistently applying an intersectional lens that accounts for differences in experiences of disability and Indigenous identity, race, gender, and/or sexual orientation, and
- Developing an approach to carry out the full scope of the policy audit, specifically the focus on mental health support.

Outputs:

- Priority policies and employee guides were identified and revised by an accessibility consultant to support creating a welcoming and inclusive space for LABC employees and clients with disabilities,
- Accessibility formatting guidelines were added to policy and issue paper templates to support those with visual impairments and other affected disabilities equitably access LABC resources, and
- A [Statement of Commitment to Accessibility](#) was developed and publicly shared to communicate LABC's responsibilities to increase the accessibility of our spaces, policies, and practices.



Measuring Impact: The expected impact is that policies are designed to be inclusive and promote equity for people with disabilities.

LABC will monitor the following:

- a declining rate of feedback from disabled people about barriers that are policy-sensitive,
- equal or positive reported experience of outcomes for employees and clients that identify as disabled in comparison to non-disabled, and
- the rate of policy-sensitive barriers raised and addressed by employees and clients with disabilities.



Priority 3: Invisible and Environmental Barriers

Action 3.1: Ergonomics Committee to Evaluate Office and Home Equipment

Status: Partially complete.

Details: There will be a re-engagement of the Ergonomics Committee to review office equipment, for employees working in offices and from home, to ensure that employees have access to the equipment they need to address accessibility barriers, and to perform their work safely with comfort.

Goals:

- Review process, budget, and definition of standard equipment to increase accessibility of ergonomic equipment,
- Engage with an ergonomics consultant on opportunities to modernize assessment and equipment, and
- Gather employee feedback on implementation of office and home equipment changes to ensure access to equipment to address accessibility barriers.

Challenges:

- Scaling ownership for the pilot program to assess ergonomics equipment,
- Arising organizational priorities shifted capacity to sustain implementation of the Plan's timeline, and
- Maintaining focus on benefitting people with disabilities through the implementation of the action.

Outputs:

- Ergonomics assessment form updated to address gaps in awareness of available supports and barriers to identifying and prioritizing the needs of employees with disabilities with the aim that employees with disabilities can perform their work with greater safety.



Measuring Impact: The expected impact is that employees with disabilities can benefit equally from LABC ergonomics equipment as employees who are non-disabled, and that employees with disabilities can work with safety and comfort.

LABC will monitor the following:

- tracking of implementation of pilot program to offer better ergonomics equipment,
- lessons documented and scaling of successful practices,
- feedback from employees with disabilities on the accessibility of ergonomics from the employee accessibility survey, and
- equal or positive reported experience for employees with disabilities in comparison to non-disabled employees.

Action 3.2: Conduct an Organizational Accessibility Audit

Status: Partially complete.

Details: LABC will engage with an external organization that has significant experience with conducting accessibility audits to allow for a fulsome review of the physical and virtual office environment. Based on the findings, steps will be taken to make the office more accessible to all.

Goals:

- Procure consultant to conduct accessibility audits of all LABC service locations, including Parents Legal Centres, Family Law Centres, and the Vancouver Regional Centre, and
- Implement recommendations to make LABC's physical and virtual office environments more accessible to all.



Challenges:

- Funding constraints and building capacity for unexpected costs to implement the full scope of the site audits, or the recommendations, within the anticipated time frame,
- An audit of the virtual office environment was descoped due to the auditor’s limitation of expertise in the built environment and organizational capacity to implement the full scope of virtual office audits within the anticipated time frame, and
- Limitations on disability data to inform prioritization of site audit recommendations.

Outputs:

- Auditors, Rick Hansen Foundation (RHF), certified LABC’s Family Law Centre and Parent Legal Centre buildings in Surrey and Victoria as above 60% accessible across 10 categories²³ of their mandatory certification requirements for individuals with a range of physical, sensory, and cognitive disabilities,
- The gap analysis findings²⁴ have brought awareness to LABC employees of invisible and environmental barriers and ableist biases, and
- Once remaining sites are audited²⁵ and recommendations are implemented, the aim is that clients and employees with disabilities choose to visit, feel welcomed, and experience ease when visiting LABC sites.

23 Vehicular Access, Exterior Approach and Entrance, Interior Circulation, Interior Services and Environment, Sanitary Facilities, Wayfinding and Signage, Emergency Systems, Additional Use of Space, Mind-Friendly Environments, and Technology and Innovation.

24 Audit findings were an input to identify which assistive devices to prioritize (see action 1.2), and priorities for future Accessibility plans at LABC.

25 LABC Vancouver Regional Centre was audited in 2025, and certification is pending, while audits of remaining LABC Parents Legal Centre sites plan to conclude in 2026.



Measuring Impact: The expected impact of the accessibility audits is that LABC strategically improves the accessibility of its service and workplace environment and more job candidates, clients, and employees with disabilities use LABC service locations and workplaces in person.

LABC will monitor the following:

- number of implemented audit recommended improvements,
- increase in number of clients and employees with disabilities that are in LABC service locations and work environments,
- equity or positive reported experience for employees with disabilities that are contemplated in the audit recommendations, in comparison to non-disabled employees,
- feedback from clients with disabilities on the accessibility of LABC building sites from the client surveys, and
- feedback from employees with disabilities on the accessibility of LABC building sites from the employee accessibility survey.

Action 3.3: Solicit Employee Feedback on Barriers that Exist

Status: Complete.

Details: To capture a wide range of perspectives regarding physical and invisible barriers that may exist for employees, there will be several mechanisms put in place to solicit feedback, including surveys, focus groups, and meetings with the EDI Council or Accessibility Committee.

Goals:

- Design and distribute surveys for staff to solicit employee feedback on disability-related barriers, and
- Report back to Accessibility Committee on findings and recommended next steps.



Challenges:

- Consistently applying an intersectional lens that accounts for differences in experiences of disability and Indigenous identity, race, gender, and/or sexual orientation,
- Scaling ownership of surveying for accessibility barriers across departments, and
- Arising organizational priorities shifted capacity to sustain implementation of the Plan's timeline.

Outputs:

- Disability-related barriers to accessing work location or workstation were identified by LABC head office employees including, light sensitivity, scent sensitivity, workstation ergonomics emergency procedures, and permit parking.

Measuring Impact: The expected impact of this action is that LABC's implementation of accessibility improvements benefits employees with disabilities, reduces barriers to employees with disabilities, and actions are relevant to the needs and experiences of employees.

LABC will monitor the following:

- number of barriers identified by employees and number of barriers addressed,
- number of challenges of employee feedback where accessibility is incorporated,
- equal or positive reported experience for employees with disabilities in comparison to non-disabled employees, and
- feedback from employees with disabilities on accessibility changes to address employee's disability-related barriers from the employee accessibility survey.



LESSONS LEARNED

As part of LABC's commitment to accessibility, important lessons were learned on implementing the changes necessary to realize the Plan's actions. To support continuous improvement, and to guide future accessibility work at LABC, we offer the following suggestions for improvement.

Opportunities for improvement

Taking forward the experience of implementing LABC's Accessibility Plan, there are opportunities to improve how future accessibility actions are executed:

- **Engage leadership** in planning and implementation to ensure relevancy of the actions to organizational need, support, and integration into organization-wide planning processes,
- Highlight alignment of accessibility plans with **strategic priorities and departmental plans** early on and often to achieve outcomes in the Plan's time frame,
- Conduct **cost analysis** and build accessibility costs into department and organizational budgets,
- Ensure each Plan action and details are **specific to people with disabilities**,
- Estimate and plan for the **human resources required** to implement recommendations,
- Conduct **environmental scans and consultations** early on to identify gaps before initiating activities,
- Ensure **disabled Indigenous voices** are included and acted on,
- Build capacity to **apply inclusive design** principles in the implementation of the Plan's actions, and
- Develop measures for **evaluating impact and outcomes** for continuous improvement.



LOOKING FORWARD

Building on the lessons learned, LABC is now investing in the creation of a new Accessibility Plan to take us forward on our accessibility journey. This includes accounting for actions that have yet to be completed, the input of people with lived experience, accessibility experts, key executives, department leads and impacted parties, and the unique experience of Indigenous, racialized, 2SLGBTQIA-plus and gender-diverse people. We invite you to support us and inform our accessibility work through our feedback form.

ACKNOWLEDGMENTS

The **Accessibility Committee** assists LABC in identifying, removing, and preventing accessibility barriers to individuals in, or interacting with, the organization. A special thank you to our Accessibility Committee members who have devoted their time and experiences to develop the Accessibility Plan, advise on implementation, and champion initiatives to enhance accessibility inclusion throughout LABC. This report builds on the work of the previous committee members, whose contributions are gratefully acknowledged.

Accessibility Committee Members:

- *Sophie Radcliffe (Co-Chair)*
- *Sarah Khan (Co-Chair)*
- *Chanmi Yun*
- *Courtney So*
- *Harman Aujla*
- *HC Lee*
- *Nikolas Longstaff*
- *Ram Sidhu*

We want to hear from you!

We welcome your [feedback](#) to help us improve. You can provide feedback anonymously or include your contact information if you'd like a response. All feedback is reviewed and helps inform LABC's ongoing accessibility efforts.