

2025

Job Accommodations Employee Experience Report



This employee experience report is part of the 2025 State of Leave and Accommodations Report. If you would like a holistic view of leave and accommodations trends from both employers and employees, please download the full report.

[Download the Report](#)

Introduction

The ADA has been around for a long time, but the willingness of employees to ask for accommodations has changed a lot in the past few years. In the 2025 State of Leave and Accommodations, we found that requests for job accommodations are on the rise for the second year in a row, and employees are increasingly requesting remote work and leave as an accommodation.

Despite having to manage growing case volume and complexity, it's still critical to make sure employees have a positive (and compliant) experience when they request an accommodation. For this report, we surveyed 600 employees who had requested an accommodation in the past year. The results were clear: both positive and negative experiences with job accommodations have a profound impact on employees and the company, affecting productivity, retention, morale, and much more.



More Than a Third of Employees Wait for Accommodations, Nearly Half Ask Managers Instead of HR

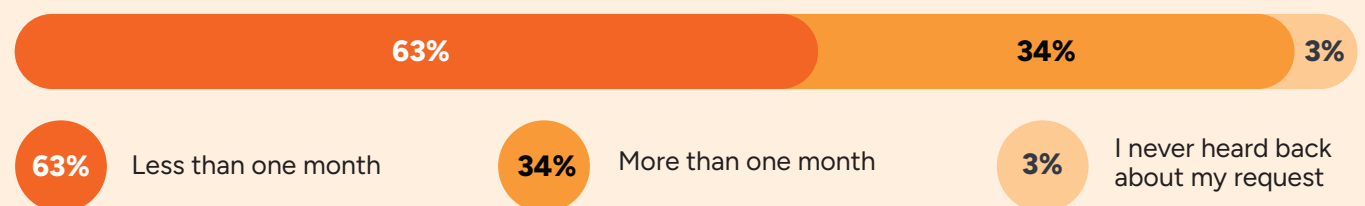
Nearly half the employees we surveyed asked their manager first when they needed a job accommodation. This is where many compliance issues arise if managers aren't properly trained about the law, as well as company policy and processes. With accommodation requests such as break times and schedule adjustments, it's easier than ever for an untrained manager to not realize the employee's rights under the ADA—and they could easily dismiss a request, effectively denying the accommodation before HR ever knows about it.

More than a third of employees reported waiting longer than a month for their accommodation. According to the EEOC, "... the employer should act promptly to provide the reasonable accommodation. Unnecessary delays can result in a violation of the ADA." To lower compliance risk, it's important for managers and employers to act quickly when an employee with a disability asks for an accommodation.

The last time you requested a job accommodation, how did you make the request?



How long did you have to wait for a decision about your accommodation from the date of your initial request?



Self-Reported Compliance Risks

Our survey allowed respondents to share their experiences. We received several self-reported anecdotes that included actions by employers that potentially violate the ADA or the PWFA.

Forcing Employees to Take Leave

"I was denied the accommodation and had to leave work on disability."

"They only offered me unpaid leave because they said they couldn't accommodate me."

The risk: Employers should not force employees on leave if they can be reasonably accommodated.

Retaliation

"My pay was cut and I lost my supervisor position after I requested an accommodation."

The risk: Adverse employment actions that employers take in response to a request for accommodation could be considered discriminatory.

The Pregnant Workers' Fairness Act (PWFA)

"I didn't fight too hard about it because it's a temporary need. I asked for cushioned floor mats because it's hard for me to stand for long periods at this time because I am pregnant and in my 3rd trimester."

The risk: Pregnant employees should be swiftly accommodated without delay under the PWFA.

"100% Healed" Policies

"I was told all was good until the day before surgery. Then they said I could not come back and had to wait until I could do more. I was going to be out for one week then I had to wait two months before I could come back."

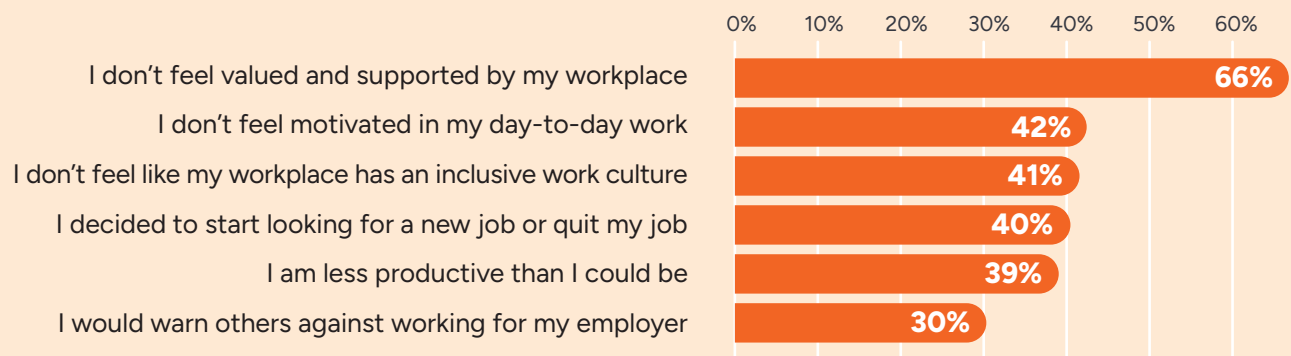
The risk: Employers cannot delay an employee's return to work if they can fulfill their function with reasonable accommodations.

Poor Experiences Impact Employee Morale, Motivation, and Retention

Asking for an accommodation is often an act of courage. An employee must be willing to disclose a disability to their employer and ask for support. When this same employee makes a request, only to be met with a difficult process, slow response times, or an unsupportive manager, it can greatly damage the relationship between employer and employee.

A majority (66%) of those who reported a poor experience said they no longer felt valued or supported by their workplace. Around 40% reported feeling unmotivated, less productive, and ready to look for a new job. For workplaces that value and prioritize their work culture, it's important to understand just how much issues with accommodations can impact the entire employee experience.

What impact did your poor job accommodation experience have?



Three respondents reported they were forced to quit, laid off, or fired.

What caused you to feel that you had a poor accommodations experience?



Poor Experiences Impact Employee Morale, Motivation, and Retention

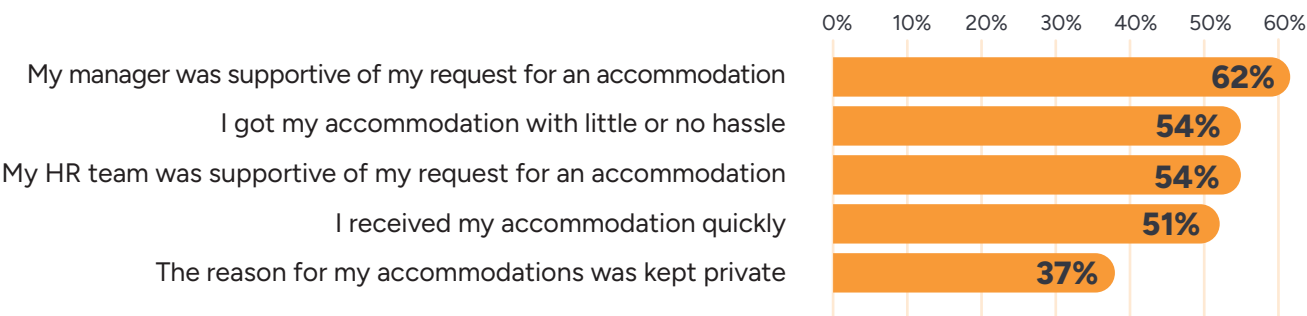
While poor accommodations experiences can have a devastating impact on employee-employer relationships, the opposite is true when accommodations go well. Nearly 70% of employees that had a positive accommodations experience say they feel valued and supported by their workplace. A majority of employees also reported feeling more productive (60%) and motivated (54%).

Supportive managers and HR teams were top drivers of a positive accommodations experience. More than half of respondents also reported a good experience included an easy process that resulted in them getting their accommodations quickly. Ensuring your organization has a supportive, clear process for accommodations requests can be a key strategy for meeting employee satisfaction and retention goals.

What impact did your positive accommodations experience have?



What caused you to feel that you had a good or positive accommodations experience?



In Their Own Words









We asked respondents to share their experiences with their accommodations request, whether it was positive or negative. Their responses highlight key areas that are critical to the employee experience. These self-reported experiences show how much every part of the process matters, and how much of an impact it has – good or bad.

The Impact of a Streamlined, Transparent Process

Good Experiences

-  The process was smooth and with no hassle. My management team has always had the best interests of our team at heart.
-  My company was very understanding with my issue and was able to accommodate me very quickly.
-  The process was very well streamlined. It was easy to fill out a request. My request was received, and I was regularly updated on the process of my application. I got the accommodation that I requested in the end.
-  The process of applying for the accommodation was easy and stress free.
-  My accommodation experience was not only hassle-free, but it was also made top priority.
-  I was pleased with how quickly I was helped, and the process was seamless.
-  The process made me feel valued.

Bad Experiences

-  It was a very frustrating process. It led me to think that my company doesn't really care, and that what the doctor says is needed for me doesn't matter.
-  My employer dragged their feet on my request.
-  It was just a very unclear process all the way around.
-  It was a terrible process to have to go through. They cannot meet the needs of those without disabilities, never mind those that do like myself.
-  There needs to be standard processes at my workplace for things like this.
-  It was not an easy process to get my accommodation.
-  The process would be better if they used technology.
-  HR should make applying for accommodations digital.

The Importance of Keeping Information Private

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Good Experiences

- 👍 It was handled quickly and professionally, keeping the specifics internal unless I chose to share.
- 👍 My accommodation was kept private and I received my accommodation quickly.
- 👍 The details of my accommodation were not shared with the rest of my team.

Bad Experiences

- 👎 It's very disheartening to know that private work requests do not stay quiet.
- 👎 My management team treated me differently after I got my accommodation, and not in a good way.
- 👎 The stigma against disabilities and accommodations is frustrating. Even with good intentions, it singles out and puts a target on the individual who needs them.
- 👎 Both times I disclosed my disabilities, I had to find new jobs within a year, even after having worked in one role for five years before disclosing.

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How HR and Managers Handle Requests Matters

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Good Experiences

- 👍 My HR department went above and beyond to accommodate my needs. I really appreciate that the company has policies for such a purpose.
- 👍 My manager saw how I was struggling. The accommodations provided helped out tremendously.
- 👍 HR was really helpful and followed up to make sure everything was okay.
- 👍 Our HR generalist was a huge help and was the one who encouraged me to apply for the accommodation. She also helped guide me through the process.
- 👍 I didn't feel like a burden going to ask for accommodations. My manager was very professional.
- 👍 My HR team was very supportive and handled my case with care and professionalism.

Bad Experiences

- 👎 Many employees don't even bother to talk to any upper management about it, since they don't think it's even worth it.
- 👎 It felt like the upper management was more concerned about the cost than about me being able to do a good job.
- 👎 I feel like they purposely made it difficult and gave me no help requesting my accommodation.
- 👎 The human resources office was less than helpful and grilled me about my disability even though I had medical documentation, and they contacted my doctor directly.

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Accommodations Truly Make a Difference for Employees

I'm so glad my company accommodated my disability. It made me feel heard and respected. It ultimately made me a better employee, which was a win-win.

My accommodation has been invaluable. It significantly improved my ability to perform my duties effectively. Now I'm able to contribute to our teams and ways that I could not previously.

It helped with my sensory issues.

It made me trust my company and going to work has been very easy for me since then.

It was a small change to solve a huge problem.

I felt respected and valued.

I had a quick response time, and more clarity when we had a sit-down conversation.

My accommodation has helped me be more productive.

I am so happy that they accommodated my new work hours. It makes a huge difference.

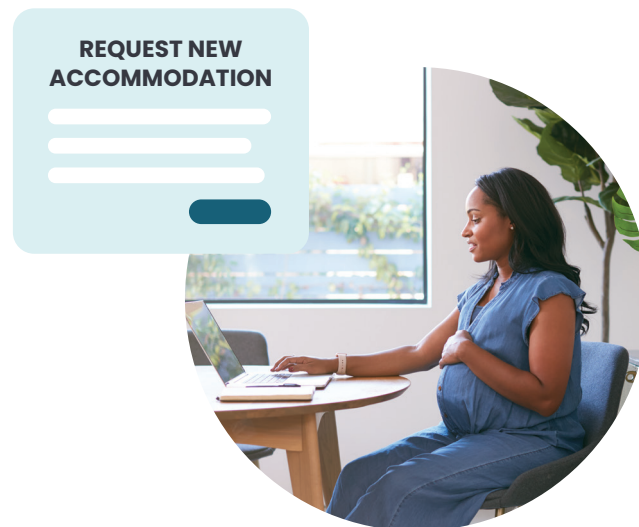
I think it is very beneficial for the employer and employee to spend the time together to talk about the accommodation needed. It helps strengthen the bond of trust between the employee and their boss.

Conclusion

If your organization is struggling with managing accommodations requests, it's never been a better time to look at how technology can help. In the 2025 State of Leave and Accommodations, the top change HR managers reported wanting to make to their accommodations programs was improved technology. Respondents in this report confirmed that timely, hassle-free processes were key to good accommodations experiences.

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