Accessibility Plan

2026-2028

Canadian Space Agency   Agence spatiale canadienne

Message from the President and Vice-Presidents

We are pleased to present the Canadian Space Agency's (CSA) Accessibility Plan 2026–2028, which builds on the continuity of the 2023–2025 plan and reflects our commitment to creating a more inclusive, equitable, and accessible workplace for everyone.

The ambition of a barrier-free Canada by 2040 is bold, but it perfectly embodies the very essence of our mission at the CSA: to aim high, dream big, and achieve what once seemed out of reach.

This plan was designed with and for people with disabilities, following meaningful consultations with employees, members of the Accessibility Network, champions, experts, and many dedicated colleagues. The fundamental principle of "Nothing About Us Without Us" guided every step of its development. We are sincerely grateful to all those who shared their ideas, insightful reflections, and convictions with honesty.

Throughout this process, one message stood out: accessibility is a shared responsibility. It is not limited to standards or legal obligations; it relies on a cultural shift. It is an ongoing commitment to recognize and value the unique talents of each person, in all their diversity.

As colleagues, let us show empathy. Let us take the time to listen to people with disabilities and understand their daily experiences. With open-mindedness, creativity, and flexibility, we can find concrete ways to support people with diverse needs.

As with any successful space mission, progress depends on everyone's contribution. The Accessibility Plan 2026–2028 extends the efforts initiated in 2023, consolidates the progress made, and reaffirms our determination to go even further. It provides a framework for collective action, based on our values and shared commitment to do better.

We believe that an inclusive workplace is not only stronger and more innovative, but also more compassionate and authentically human. This plan paves the way toward a future where everyone at the CSA can thrive fully, without any barriers.

Together, let us continue with determination on this ambitious journey toward a truly accessible environment, for today and future generations.

Lisa Campbell, President
Jean-Claude Piedboeuf, Senior Vice President Space Programs
Stéphanie Durand, Vice-President, Policy, Communications and Strategic Planning
Josée Saint-Marseille, acting Vice-President, Corporate Strategy and Innovation, and Chief Financial Officer

Message from the Champions

We are proud to present this second Accessibility Plan of our department. Although we are not the authors of this plan, we had the privilege of actively contributing to it alongside members of our accessibility network, colleagues from all backgrounds, and many dedicated partners. Whether during consultations, through mobilization around the first plan, or through our awareness-raising actions, we have been committed to promoting the priorities and values of accessibility in our workplace.

Over the months, we have seen concrete actions come to life: colleagues enthusiastically participated in Quebec's sign language learning clinic, others took part in the immersive wheelchair visit to better understand the accessibility challenges of our workplaces. Many visited our booths during orientation sessions or National Disability Week, or discovered the Accessibility Passport, a tool we were pleased to promote. And each time, you were there.

These shared moments remind us that beyond policies and commitments, it is people who move things forward. What we have accomplished together is remarkable, yet we know this is only the beginning. The mobilization we have witnessed over the past year is a source of inspiration and proof that cultural change is well underway.

Our role as champions gives us the chance to interact with people with disabilities and wonderful allies, united in the accessibility network. Their openness, resilience, and desire to make a difference are deeply inspiring. They remind us daily of the importance of creating a space where everyone can be fully themselves, without masks or compromises, and contribute to their fullest potential.

In the spirit of the Government of Canada's Accessibility Plan, and consistent with the commitments of the Speech from the Throne, we continue our commitment to fostering a workplace where the full and equal participation of everyone is not only possible but valued. At the CSA, we want to build an exemplary environment where barriers are actively dismantled, and inclusion is experienced, not just announced.

This new plan is an important step. It sends a clear message: to our new employees, to those who wish to join the CSA, or to those who, perhaps for the first time, find the courage to be fully themselves at work—you are welcome, you are awaited, and you have a place here.

Let us continue together to build a future where accessibility is a given.

Janin Huard et Caroline Leblanc
CSA Accessibility Co-champions

Executive Summary

The CSA is committed to advancing accessibility and fostering an inclusive, barrier-free workplace where all employees can participate fully. In alignment with the Accessible Canada Act (ACA) and the Government of Canada's vision of achieving a barrier-free Canada by 2040, this Accessibility Plan (2026–2028) outlines the Agency's strategic goals, actions, and accountability mechanisms to identify, remove, and prevent barriers across its operations.

Building on the achievements and lessons learned from the previous Accessibility Plan (2022–2025), this plan integrates employee feedback, consultations, and survey data to ensure accessibility is embedded in CSA's policies, programs, services, and culture. It reflects the principle of "Nothing Without Us," ensuring that persons with disabilities are directly involved in shaping accessibility initiatives.

Governance and Consultation Approach

The CSA established a multidisciplinary Accessibility Plan Working Group, coordinated by the Human Resources Directorate, to guide the development and implementation of the plan. The Working Group includes employees with disabilities, representatives from various sectors, and the Accessibility Champion, ensuring diverse perspectives and expertise inform decisions.

Consultations included:
- An accessible internal survey (June–September 2024) with 43 participants, of whom 93% identified as persons with disabilities
- Focus groups in English and French for employees with disabilities.
- Review and feedback from the Accessibility Network, Accessibility Co-Champions, and Executive Committee.
- Analysis of the 2024 Public Service Employee Survey (PSES) to identify trends related to inclusion, equity, and well-being.

The CSA will continue to publish annual progress reports (2026 and 2027) as required by the ACA, incorporating employee feedback and updating progress through the Accessibility Tracker tool.

Summary of Key Priority Areas

1. Employment

Goal: Create equitable employment opportunities and an inclusive work environment where people with disabilities can thrive throughout the employee lifecycle.
Key Findings: Barriers persist in recruitment, accommodation, and awareness. Employees noted challenges related to the accommodation process, accessibility of job postings, and lack of awareness among hiring managers.

Canadian Space Agency · Agence spatiale canadienne

Actions:
- Integrate accessibility into staffing and onboarding processes.
- Train hiring managers on inclusive recruitment practices.
- Enhance accommodation procedures and tools, including the Workplace Accessibility Passport.
- Strengthen data collection on representation and retention.

2. Built Environment

Goal: Ensure that all CSA facilities are physically accessible to employees and visitors.
Key Findings: Physical access barriers exist at the John H. Chapman Space Centre and other locations, particularly regarding parking, doors, signage, and meeting spaces.
Actions:
- Conduct regular accessibility audits and implement improvements based on Universal Design principles.
- Update evacuation and emergency procedures to include accessibility considerations.
- Collaborate with Public Services and Procurement Canada (PSPC) to ensure compliance with federal accessibility standards.

3. Information and Communication Technologies (ICT)

Goal: Ensure that CSA's digital tools, systems, and technologies are accessible to all employees.
Key Findings: While progress has been made, accessibility issues persist with software compatibility, document formatting, and digital platforms.
Actions:
- Implement accessibility testing for all new ICT systems and applications.
- Provide training on accessible document creation and digital best practices.
- Collaborate with Shared Services Canada to ensure procurement of accessible ICT solutions.

4. Communications

Goal: Make internal and external communications accessible, inclusive, and consistent with the Government of Canada's accessibility standards.
Key Findings: Some employees experience difficulty accessing communications materials, particularly those with sensory or cognitive disabilities.
Actions:
- Adopt plain language and accessible formatting standards.
- Provide training to communications employees.
- Ensure accessibility of web content, publications, and events.
- Promote accessibility awareness campaigns across the organization.

5. Procurement

Goal: Integrate accessibility considerations systematically into all procurement activities.

Key Findings: Procurement processes do not consistently evaluate accessibility criteria or require accessible deliverables.
Actions:
- Implement accessibility criteria in procurement templates and processes.
- Train procurement officers on accessibility requirements under the ACA.
- Engage suppliers to promote awareness of accessible products and services.

6. Design and Delivery of Programs and Services

Goal: Ensure that all CSA programs and services are accessible to employees, stakeholders, and partners.
Key Findings: Programs may not always consider accessibility at the design stage, resulting in reactive accommodations rather than proactive inclusion.
Actions:
- Integrate accessibility impact assessments in program design.
- Provide training to program manager.
- Collaborate with other government organizations to share best practices.

7. Transportation

Goal: Identify and address accessibility barriers related to business travel and parking for CSA employees.
Key Findings: Issues include reluctance to request temporary accessible parking, and lack of tools for managers to support accessible travel arrangements.
Actions:
- Reassess and improve the temporary parking process (2026).
- Develop a toolkit for managers on accessible transportation solutions (2027).

8. Organizational Culture

Goal: Strengthen accessibility awareness, trust, and inclusion across the organization.
Key Findings: Survey results indicate disparities between employees with and without disabilities in areas such as trust in management, psychological health, and workplace inclusion. Some employees hesitate to disclose disabilities due to fear of stigma or discrimination.
Actions:
- Expand awareness campaigns (e.g., "Did You Know?", National Accessibility Week).
- Deliver mandatory accessibility and inclusion training for all employees.
- Integrate accessibility objectives into leadership frameworks and performance evaluations.
- Support employee networks and affinity groups (e.g., Accessibility Network, Mental Health Network, parents of children with special needs).

Accountability and Continuous Improvement

The CSA is committed to maintaining accountability through structured governance and transparent reporting. Progress will be monitored and documented via:

- Annual accessibility progress reports (2026 and 2027).
- Regular updates to the Accessibility Network and Working Group.
- Tracking of action items in the Accessibility Tracker.
- Ongoing consultation with employees with disabilities to assess impact and identify emerging barriers.

Introduction

"A disability is but the shadow of a strength. The trick is to harvest the strength while giving some accommodation for the cost." This quote from a Canadian Space Agency (CSA) employee with a disability point to the high importance and value of striving to make our workplace inclusive and accessible for all. The CSA's three-year Accessibility Plan aims to create the conditions for CSA employees with disabilities to be supported and able to contribute to their full potential.

To help meet the Government of Canada's target of a barrier-free country by 2040, the Accessible Canada Act (ACA) and its regulations require all federal government departments and agencies to publish and submit a three-year accessibility plan to the **Accessibility Commissioner** by December 31, 2025, as well as subsequent annual progress reports. The CSA's Accessibility Plan 2026-2028 is comprised of the following sections (as required by ACA regulations):

A. General

B. Areas of Focus which covers the eight mandatory Areas of Focus (Note: An additional area of focus is included in this plan to align with the Accessibility Strategy for the Public Service of Canada, which includes a priority on culture and accessibility confidence)

C. Consultations

The ACA defines a barrier as anything – including anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice – that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation. The ACA also puts forward a new definition of disability, which is now defined as any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society (see Appendix A for a list of different types of disabilities).

A. General

Designated official
Janin Huard, acting Executive Director, Human Resources

Contact information
Request a copy of the accessibility plan in an alternate format and/or to request a copy of the feedback process description in an alternate format. In addition, you may use the same contact information to provide feedback.

6767 Route de l'Aéroport
Borough of Saint-Hubert
Longueuil, Québec

J3Y 8Y9
accessibilite-accessibility@asc-csa.gc.ca
Telephone: 450-926-4800
Fax: 450-926-4352

B. Areas of focus

1. Employment

Goal
Employees and job seekers with disabilities have increased access to employment and promotion opportunities in an environment where their accommodation needs are taken into consideration throughout the hiring process and in the workplace. As a result, they feel comfortable, valued, and empowered to contribute to their full potential, while viewing CSA as an employer of choice.

Current Status
CSA currently meets its Workforce Availability (WFA) target for people with disabilities. Several initiatives are already underway to maintain this representation and further enhance accessibility across the employment relationship:

- Managers must review all hiring tools to remove barriers and bias affecting people with disabilities.
- All hiring employees must complete bias-free selection training, and selection boards should reflect the diversity of applicants.
- A new 3-year recruitment plan (due in late 2025/early 2026) will support hiring more people with disabilities, with input from the Advisory Committee on Employment Equity and Diversity (ACEED).
- Managers can hire students with disabilities through PSC programs like the Specific Name Referral Pilot and federal internship opportunities.
- A new data tool helps managers track representation and make fair, informed hiring and promotion decisions.

The current workplace accommodation model at CSA remains decentralized, with primary responsibility resting with managers. The Workplace Accommodation Centre (WAC) serves as a neutral facilitator, supporting both employees and managers in gaining a clear understanding of their roles, responsibilities, rights, and obligations. WAC provides guidance throughout the stages of The Fundamentals - Duty to Accommodate: Roles and Responsibilities process to ensure the effective and equitable implementation of accommodation measures.

In 2025, WAC achieved several notable advancements, including:

- The new Workplace Accommodation Plan Form replaces the old version, focusing on re-moving barriers and promoting collaboration, with guidance to use the GC Accessibility Passport for workplace adjustments.
- A one-page guide on the duty to accommodate simplifies training and will be on the intranet by early 2026.
- The digital Accessibility Passport (launched fall 2025) makes it easier for employees and managers to discuss and manage accommodation needs anywhere.

Update of action items from [year 3](#)
- The HR team presents its annual plan and progress report to the Accessibility Network for feedback and updates.
- The Equity, diversity, and inclusion (EDI) team, with the WAC, supports and promotes the GC Workplace Accessibility Passport, participating in government-wide meetings and infor-mation sessions to share best practices.
- Managers and employees received Passport training and demos in 2025, with resources and a dedicated inbox available for support.
- Accessibility modules continue to be delivered through HR learning sessions for managers in both official languages.
- The third year of the recruitment strategy was completed in May 2025, and a new 3-year plan will be developed in 2025.
- Awareness and training on accessibility continue through events, sessions, and online re-sources to promote inclusion across the organization.

Feedback

2024 Public Service Employee Survey (PSES)
Employees with disabilities reported higher rates of barriers than those without disabilities:
- Work–life conflict: 66% of employees with disabilities (vs. 51% without)
- Limited access to training: 36% (vs. 26%)
- Discrimination: 37% (vs. 21%)
- Accessibility issues: 38% (vs. 11%)
- Accommodation issues: 55% (vs. 16%)
- Limited promotion opportunities: 38% (vs. 31%)
- Satisfaction with accommodations: 75% (vs. 85%)
- Supervisor support for flexible work: 93% (vs. 92%)
- Belief that CSA promotes diversity: 82% (vs. 84%)

2024 Internal Accessibility Survey
- Staffing barriers: 27% encountered barriers (related to qualifications and complex pro-cesses).
- Promotion barriers: 32% encountered barriers (accessibility, accommodation, and training).

- Accommodation requests (past year): 49% requested accommodations; 29% very satisfied, 38% somewhat satisfied
  - Reported issues: lengthy process, communication, and need for personalized support.
- Workplace support satisfaction: 47% fully satisfied, 21% moderately, 32% slightly or not at all.
- Knowledge of accommodation process: 63% have sufficient information (37% need clearer guidance and contacts)
- Onboarding experience: 68% had no issues; improvements needed in training, role clarity, and workspace adaptation.
- Awareness of Workplace Accessibility Passport: 70% aware of its implementation (December 2024).

Internal consultations with employees with disabilities
They showed that recruitment based on social skills can disadvantage neurodivergent candidates who communicate differently. The Accessibility Passport helps start accommodation discussions, but the process to get support is often slow, inconsistent, and sometimes repetitive. Some employees said their needs were met quickly, while others had to make repeated requests or felt unheard. Frequent re-evaluations made some feel their needs weren't seen as permanent. Employees also noted that proposed solutions don't always meet individual needs, and they're not always consulted. Many worries about changing teams or roles, fearing they'll have to restart the accommodation process each time.

Identified Barriers
- Some evaluation and nomination criteria are based on social skills, which can be a barrier for certain individuals, particularly those whose ways of functioning differ from conventional norms.
- The accommodation process can sometimes be lengthy and complex.

Target
- CSA aims to meet or exceed workforce representation goals for people with disabilities by December 2028.
- Survey results on work-life balance, learning access, discrimination, and accommodations will improve by 2028 compared to 2024.
- Ensure accessible, inclusive hiring and adapted positions for employees and applicants with disabilities.
- Maintain tools and processes that make accommodation requests easy and support a flexible, inclusive workplace.
- Promote the Accessibility Passport through training and communication so CSA is seen as an employer of choice for people with disabilities.

Actions

Year 1 (January – December 2026)

- Maintain or exceed representation of employees with disabilities at theCSA.
- Review staffing tools and systems (job postings, assessments, offer letters, and employment conditions) to ensure accessibility.
- Create a standard process for accommodation requests during staffing and provide training on accessible hiring practices.
- Promote the Accessibility Passport in offer letters, onboarding, and throughout the accommodation process.
- Launch the ECHO platform for managing accommodation requests, improving accessibility, tracking, and feedback.
- Update intranet resources to align with the Accommodation Improvement Project.
- Continue training HR employees to strengthen accessibility knowledge and better support managers.
- Finalize and share the *Managing Employees with Empathy* guide for managers.
- Continue participating in interdepartmental accessibility networks to share best practices and stay informed.

Year 2 (January – December 2027)

- Hold information sessions on accessible hiring to raise employees' awareness.
- Continue promoting the Accessibility Passport in offer letters, onboarding, and throughout the accommodation process.
- Maintain representation of employees with disabilities at or above workforce availability levels.
- Continue training HR employees to provide managers with timely, tailored accessibility advice.
- Keep the intranet page on disability management and accommodations up to date and easy to use.
- Stay active in interdepartmental accessibility networks to share knowledge and support government-wide initiatives.

Year 3 (January – December 2028)

- Hold information sessions on accessible hiring to raise awareness.
- Continue promoting the Accessibility Passport in offer letters, onboarding, and throughout the accommodation process.
- Maintain or exceed workforce representation of employees with disabilities.
- Strengthen HR training to provide managers with timely, tailored accessibility advice.
- Keep the intranet page on disability management and accommodations current and easy to use.

- Stay active in interdepartmental accessibility networks to share knowledge and support initiatives.

Responsible
Human Resources Directorate.

2. Built environment

Goal
The accessibility of the CSA's built environment is enhanced to ensure barrier-free access for employees and visitors, including that the facilities meet the current standard.

Current Status
Most CSA employees are based at the John H. Chapman Space Centre in Longueuil, Quebec, or at the Ottawa office on Laurier Avenue West. Approximately 15 to 20 employees work at NASA in Houston, while one employee is stationed in Washington, D.C., and another in Paris at Canadian embassies. Following Treasury Board of Canada Secretariat guidance, most employees now work on-site at least three days per week, while executives are required four days per week.

A 2019 accessibility assessment of the John H. Chapman Space Centre identified some compliance issues, mainly in parking, walkways, and signage. Many of these were addressed during major renovations, with input from employees with disabilities. Since 2023, new accessibility standards have been applied, and consultations on accessibility are now standard for all new projects. Other compliance studies were added to the Real Property Management Directorate's plans, and the Real Property Internal Governance Committee (RPMB), created in 2024, ensures accessibility is considered in all projects.

The David Florida Laboratory (DFL) was assessed in 2023, with no urgent accessibility actions needed. Following a 2024 decision, CSA ceased its activities in 2025. The site will be transferred by 2030 and, in the meantime, it is occupied under license by MacDonald Dettwiler Corporation for testing activities. CSA remains responsible for accessibility requirements until disposal or license expiry.

The Ottawa office was fully redesigned in 2025 according to the Accessible Design Standard (CSA/ASC B651).

Update of action items from year 3
- Review and present CSA's Built Environment Action Plan to the Accessibility Network for feedback and provide an annual progress report.
- Implement action plan tasks, including:
  - Connecting door openers to emergency power.
  - Adjusting opener force to meet B651:23 standards.
  - Completing studies on signage, IT service counter, and cafeteria counter compliance.

- Continue training and awareness on workplace accessibility, with the Real Property team actively participating and engaging with the Accessibility Community of Practice.

Feedback

2024 Public Service Employee Survey (PSES)
- Appropriate physical environment: 60% of employees with disabilities (vs. 55% without).
- Physical environment causes stress: 69% (vs. 60%).

2024 Internal Accessibility Survey
- Physical barriers at work: 28% encountered or knew someone who had (vs. 72% who did not).
- Ergonomic/adaptive equipment: 72% concerned; 65% satisfied, 26% somewhat satisfied.
- Accessibility of office building: 82% very/fully accessible, 15% somewhat, 3% not accessible
    - Reported issues: crowded workstations, non-ergonomic chairs, limited mobility access, bright lighting, noise, odours.
- Accessibility of meetings/events: 81% fully accessible; 19% partially accessible (mainly noise-related).
- Awareness of emergency evacuation plan: 77% aware.

Internal consultations with employees with disabilities

It was raised during the discussion sessions that the work environment is generally designed to meet the needs of people without disabilities, which often makes it poorly adapted to the sensory realities of neurodivergent or autistic employees. For example, some employees are hypersensitive to ambient noise, overly intense white lights or movements in their visual field, which can lead to significant sensory overload and affect their well-being and concentration.

In addition, some physical facilities, such as the stairs in the rotunda and the access ramp, are perceived as less accessible, limiting the mobility of some employees. It is important to emphasize that each person has unique needs, which makes it difficult to standardize work environments. The accommodation needs must therefore be considered in an understandable and reasonable manner. That said, it is recognized that the Real Property Management team is open and willing to explore solutions to improve accessibility and comfort for all.

Identified Barriers
- Physical work environment and equipment not fully accessible to all.
- Overload of the sensory environment for some (e.g. noise and light).

Targets

All actions outlined in the action plan are carried out within the allotted timeframes, with any deviations duly justified and documented, in order to ensure a fully accessible working environment for all.

Canadian Space Agency Agence spatiale canadienne

Canada

Actions

Year 1 (January – December 2026)

- Review and present the CSA's Built Environment Action Plan to the Accessibility Network for information and feedback and provide an annual progress report.
- Assess project compliance with the accessibility standard approximately six times a year to the Real Property Governance Committee.
- Replace fixed desks with height-adjustable tables.
- Study the IT counter renovation project with a view to making them more accessible (quote and standing offer).
- Begin work to make cafeteria counters more accessible.
- Mandate PSPC to conduct a new accessibility audit to ensure compliance with the standard that came into effect in 2023.
- Establish an approved internal procedure at the senior management level to identify exceptions to the requirements of the accessibility standard.
- Continue awareness-raising and training actions on the accessibility of workplaces.

Year 2 (January – December 2027)

- Develop a new CSA Built Environment Action Plan based on the results of the Accessibility Audit Study.
- Present the CSA's new Built Environment Action Plan to the Accessibility Network for information and feedback and provide an annual progress report.
- Assess project compliance with the accessibility standard approximately six times a year to the Real Property Governance Committee.
- Continue replacing fixed desks with height-adjustable tables.
- Finalize the work to make the cafeteria counters more accessible.
- Begin work to make the IT counter more accessible (quote and standing offer).
- Plan to bring the reception desk in the main rotunda up to standard.
- Continue awareness-raising and training actions on the accessibility of workplaces.

Year 3 (January – December 2028)

- Review and present the CSA's Built Environment Action Plan to the Accessibility Network for information and feedback and provide an annual progress report.
- Assess project compliance with the accessibility standard approximately six times a year to the Real Property Governance Committee.
- Continue replacing fixed desks with height-adjustable tables.
- Finalize work to make the IT counter more accessible.
- Carry out the work to bring the reception desk of the main rotunda up to standard.
- Continue awareness-raising and training actions on the accessibility of workplaces

Responsible

Real Property Management and Facilities Modernization Directorate.

Canadian Space Agency   Agence spatiale canadienne

3. Information and Communication Technologies

Goal
Accessibility is integrated from the design phase and prioritized in all information technology (IT) projects and processes at CSA. This approach ensures equitable access to digital tools for all employees, clients, and partners, while adhering to security standards.

Current Status
CSA has implemented several practices to promote the accessibility of information and communication technologies (ICT). The IM/IT team plays an active role in integrating accessibility, both in project development and in addressing the specific needs of employees.
- Project Support and Evaluation: The IM/IT team provides guidance to project teams with a digital component by raising awareness about the Government of Canada standard on accessible design of digital services (Standard 6) and the Government of Canada directive on the utilization of information technology by all. All investment projects are also evaluated within the framework of enterprise architecture, ensuring the integration of accessibility into processes from the earliest stages.
- Compliance with Technical Standards: the team applies the requirements of WCAG 2.1 AA, notably through the use of the Web Experience Toolkit (WET) in web projects. For applications where WET cannot be used, adaptive "responsive" themes compliant with accessibility principles are implemented to maintain an equivalent level of accessibility.
- Collaboration with Shared Services Canada: the IM/IT team actively collaborates with the Accessibility, Accommodation, and Adaptative Computer Technology program (AAACT) team at Shared Services Canada to identify suitable solutions and advise employees or managers. This collaboration allows for more targeted support regarding accessible technologies.
- Individualized Approach for Specific Needs: when a specific need is reported by an employee, the IM/IT team conducts consultations and, when necessary, collaborates with AAACT or other specialists to recommend or implement appropriate solutions.
- Accessible and Ergonomic Products: an inventory is maintained for certain accessible or ergonomic ICT products (e.g., headsets, mice, keyboards) to quickly respond to user needs.

Update of action items from year 3
- Research accessibility best practices and emerging technology trends to inform the annual update of the three-year IM/IT strategy. The CSA newsletter now shares updates, including accessibility improvements, and IM/IT teams monitor new features for future planning.
- Present the three-year IM/IT strategy to the Accessibility Network for feedback and provide annual progress updates. Implementation of the 2023 plan and initiatives is ongoing.
- Continue resolving accessibility issues identified in the inventory of systems, software, and equipment. Systems and software inventory is complete; equipment inventory and issue resolution are ongoing.
- Implement Phase 1 of the Treasury Board Secretariat Web accessibility standards. CSA is now compliant with the latest standards.

- Service standards exist but are not specific to accommodation requests; manual checks are performed when needed.
- IM/IT teams stay updated and trained to address technological barriers to accessibility.
- Collect, track, and analyze accessibility feedback to inform IT planning. Improved IT service management allows better feedback tracking and analysis.
- ICT accessibility training is still in progress. Current IM/IT training focuses on technical and cybersecurity priorities.

Feedback

2024 Public Service Employee Survey (PSES)
- Satisfaction with tools and technology: 83% of employees with disabilities (vs. 87% without).
- Work quality affected by tech issues: 16% (vs. 9%).

2024 Internal Accessibility Survey
- Concerns with adaptive IT equipment: 51% concerned; 68% satisfied, 27% moderately satisfied.
- Tech accessibility barriers: 26% encountered or knew someone who had (compatibility, support, or adaptation issues)
  - Reported issues: compatibility with assistive technologies, lack of support, and poorly adapted tools.
- Accessibility of virtual meetings/events: 62% very satisfied, 35% somewhat satisfied
  - Main issue: poor audio quality.

Internal consultations with employees with disabilities
During discussion sessions, it was mentioned that the frequent introduction of new technologies without adequate support or assistance can pose challenges for some employees, especially when previous technologies were still functioning effectively. This instability can create frustration and negatively impact productivity. Moreover, necessary technological accommodations can be slow to implement, delaying employees' adaptation to work tools. A relevant solution would be to establish close collaboration between the ergonomics and information technology (IT) teams to identify, from the outset, the most commonly required accommodations and provide appropriate support when equipment is introduced. This proactive approach would not only better meet the specific needs of employees but also facilitate the integration of new technologies into the workplace.

Identified Barriers
- Although several improvements have been implemented, the approach remains reactive in some cases, particularly when responding to specific individual needs.
- Despite improvements to the feedback mechanism through updates to the internal tool ECHO, it does not capture all possible types of requests.
- Audio quality during virtual events.
- Time required to implement technology-related accommodations.

Targets

Strengthening digital accessibility and a proactive ICT approach to ensure better compliance with standards, proactive management of accommodation needs, and ongoing employee awareness.

Actions

Year 1 (January – December 2026)

- Evaluate and report on the number of devices that comply with accessibility standards (EN301.549 and WCAG 2.1) (hardware).
- Promote a list of training sessions and awareness activities aimed at Information and Communications Technology (ICT) employees to deepen their knowledge of accessibility.
- Ensure that the guide developed to guarantee the accessibility and consistency of documents created with Power BI is complete and adapted to users' needs.

Year 2 (January – December 2027)

- Evaluate and monitor the number of tools, such as Customer Relationship Management (CRM) and internal tools, meet accessibility requirements according to the EN 301.549 standard (technologies and digital platforms used by employees to perform their daily work).
- Implement a dedicated procedure for addressing issues related to adaptation and accessibility of Information and Communications Technology (ICT - ITAMS).
- Continue efforts to raise awareness and train ICT employees on accessibility.
- Create a registry of accessible digital solutions that are recommended or approved.

Year 3 (January – December 2028)

- Continue efforts to raise awareness and provide training to ICT employees on accessibility.
- Develop an accessibility validation process within the project lifecycle.
- Analyze feedback data annually to identify systemic trends or gaps.

Responsible

IM/IT Directorate.

4. Communication, Other than Information and Communications Technologies

Goal

CSA's communications tools, services, products and events are accessible and inclusive, available in plain language and free of biases and discrimination. The CSA's employees and leaders have an increased awareness of and ability to apply accessible communication best practices.

Current Status

The Treasury Board Secretariat published new **Guidelines on Making Communications Products and Activities Accessible**. An internal checklist was created to determine CSA's current level of compliance with the new guidelines. Currently, CSA Communications Team is meeting most of the new guidelines. It should be noted that the CSA's external website is fully accessible and compliant with federal government standards. However, the CSA's intranet is not fully accessible currently. Steps are being taken to increase accessibility (such as adding text when new images are posted) while a user experience assessment is planned to determine future actions. While there is presently no formal requirement for all documents and presentations to be accessible, the CSA's main documents and reports are accessible. Efforts are ongoing to enhance accessible communications at the CSA, including continued work to make the new intranet site accessible and initiatives to raise awareness and share resources on accessible communications.

Update of action items from year 3

- Year 3 of the Accessibility Plan communications strategy was revised to include activities like National AccessAbility Week, led by the Accessibility Network.
- The HR team and Communications published approximately 24 accessibility tips in 2024 and featured an article on accessible documents in the May 2025 internal newsletter.
- National AccessAbility Week 2025 included a kiosk for training employees on creating accessible documents, and Internal Communications continues to support teams in producing accessible materials.
- Meet accessibility guidelines: all required measures for accessible communications products are complete.
- The team participates in the Interdepartmental Accessibility Community of Practice, though the internal Accessible Communications Community did not meet this year.

Feedback

2024 Public Service Employee Survey (PSES)

- Freedom to use official language of choice: 91% of employees with disabilities are satisfied (vs. 90% without).

2024 Internal Accessibility Survey

- Knowledge of creating accessible documents: 14% high, 37% medium, 49% low or no knowledge.
- Perception of plain language in communications: 74% yes, 23% sometimes.
- Accessibility barriers in communication: 33% encountered or knew someone who had (vs. 67% who did not)
  - Reported issues: non-inclusive language, lack of visual or auditory formats, inappropriate communication tools, color-coded systems.
  - Suggested improvements: simplify writing and ensure inclusive, accessible formats.

Internal consultations with employees with disabilities

In the discussion, participants noted that relationship-driven or informal communication can be a barrier for neurodivergent employees, especially those with autism. Unspoken cues, innuendos, and social conventions can be hard to understand and cognitively demanding, particularly in new situations. Accessing information about services like ergonomics, disability management, and the accessibility passport is often difficult, as employees must search for it themselves. Some visual displays are also hard to read due to text size, style, or format. While communications meet both official languages, more flexible formats would help. Suggested improvements include centralizing resources on the intranet, sharing service information more effectively, and using clear, direct, and inclusive communication that considers diverse cognitive needs.

Identified Barriers
- The lack of clarity and inclusivity in certain communications, which use complex or unsuitable language, creates barriers for employees with specific needs or diverse cognitive.
- The exclusive use of color-coding constitutes an accessibility barrier for people living with color blindness or other color perception disorders.

Targets

Support and strengthen organizational commitment to accessible practices by ensuring the accessibility of events, communications, and digital tools, while encouraging active employee participation in accessibility networks.

Actions

Year 1 (January – December 2026)
- Ensure top-down commitment to accessibility by making Deputy Minister all-staff events fully accessible (e.g., translation, communications access real-time translation (CART), American Sign Language (ASL)/ Quebec Sign Language (LSQ), accessible materials) and updating corporate templates as needed.
- Support and amplify internal campaigns that engage employees with disability and accessibility networks and highlight their contributions.
- Finalize the new CSA intranet with full accessibility compliance.
- Keep up to date on accessibility standards, training, and best practices.

Year 2 (January – December 2027)
- Add an Accessibility Section to the CSA Intranet Event Planning Page with guidance on requesting accommodations and sharing materials in advance.
- Continue top-down accessibility commitment for Deputy Minister all-staff events and corporate templates.
- Support and amplify internal accessibility campaigns.
- Monitor and address accessibility feedback on the new intranet.
- Stay informed on accessibility standards, training, and best practices.

Year 3 (January – December 2028)
- Maintain top-down accessibility commitment for events and templates.
- Support and amplify internal accessibility campaigns.
- Stay informed on accessibility standards, training, and best practices.

Responsible
Communications and Public Affairs Directorate as well as Human Resources Directorate.

5. Procurement of Goods, Services and Facilities

Goal
Accessibility requirements are considered for all procurement and are woven into various aspects of procurement, from the procurement documents for suppliers to the purchase processes to reduce and prevent barriers to accessibility.

Current Status
The CSA's Requests for Proposals template includes a section on accessibility, following the Treasury Board of Canada Secretariat Contracting Policy and the Accessible Canada Act, requiring business owners to note accessibility needs in their Statement of Work. The Procurement Team incorporates these requirements into procurement documents, and the internal procurement tool has a yes/no field to flag accessibility needs.

The team uses external tools and resources to follow industry best practices and is actively reviewing accessibility standards and updates, sharing guidance through presentations to the CSA Accessibility Committee. CSA procurement is adopting the Contract Modernization Initiative (CMI) tool for solicitations and contracts, and other templates—mostly from PSPC—are being revised. These tools have already undergone an accessibility enhancement process.

Update of action items from year 3
- Work continues to make procurement tools and templates more accessible. Phase 2 updates are being planned, including a new format for documenting accessibility considerations. Led by PSPC and Treasury Board of Canada Secretariat, the goal is to finalize the new form by the end of next fiscal year, with Helios supporting the transition.
- Phase 1 updates were delayed until the inventory of tools and templates was complete. The new procurement process now includes a question to confirm accessibility, with an audit function planned for future phases.
- Communication and training on updated tools (Helios, Unitas, PSPC templates, and CMI) continue. Best practices for accessible procurement documents are being applied, with junior employees mentored by senior members. The Procurement team also participates in the Agents of Change for Accessible Procurement group to share and learn best practices.

Feedback

The CSA currently has no mechanism in place to regularly seek feedback or input from people with disabilities, such as an advisory committee or stakeholder networks that could provide guidance, direction, or advice on procurement accessibility.

No questions or comments were raised during the consultation phase due to the specialized nature of the field. Only employees directly involved have a clear understanding of the activities and issues related to this specific area.

Identified Barriers
- Monitoring and validation of compliance with accessibility standards.
- Understanding off accessibility standards and how to efficiently integrate into procurement processes.
- Inconsistent integration of accessibility requirements in procurement documents (calls for tenders, contracts, etc.).

Targets

Ensure that all internal procurement requests take accessibility requirements into account by systematically integrating these requirements into the tender documents.

Actions

Year 1 (January – December 2026)
- Track in an existing tool (Helios) or spreadsheet the percentage of procurement contracts that meet and can be validated against accessibility requirements and standards such as EN301.549; National accessibility standards, etc.
- Revise the current accessibility form.
- Actively participate in the Agents of Change for Accessible Procurement group to stay well-informed of the latest information and share best practices.
- Continue undertaking awareness and training initiatives on workplace accessibility, including mandating that all procurement professionals complete at least one designated accessibility training to enhance their knowledge and skills.
- Conduct a thorough review of the new regulations on accessible technologies introduced in Fall 2025, ensuring alignment with current compliance requirements.

Year 2 (January – December 2027)
- Actively participate in the Agents of Change for Accessible Procurement group to stay well-informed of the latest information and share best practices.
- Ensure that accessibility requirements are clearly defined and identified in tenders, requests for proposals, and contracts. Ensure that all documents are developed in accessible formats upon request if possible.

Year 3 (January – December 2028)

- Actively participate in the Agents of Change for Accessible Procurement group to stay well-informed of the latest information and share best practices.
- Track the quantity of yearly accessible procurement and report on how many procurements were for working spaces and special equipment for employees.

Responsible

Procurement and Contract Administration Directorate.

6. Design and delivery of programs and services

Goal

Accessibility to the CSA's Grants and Contributions Program is improved through increased awareness and knowledge of accessible and inclusive design and delivery.

Enhance the effectiveness, equity, and accessibility of CSA services by designing and delivering programs that meet diverse needs.

Current Status

The 2022–2025 strategic plan guided stakeholders on the Policy on Service and Digital, emphasizing client-focused design, accessibility, inclusion, and language choice. The Grants and Contributions Program was the only external funding program listed, with all processes available online, by email, or by mail. No CSA-specific training exists on delivering accessible programs for people with disabilities, but relevant training is available through the Canada School of Public Service (CSPS).

Update of action items from [year 3](#)

- Solutions were put in place to reduce barriers and biases in G&C services and program design. Sectors were consulted, and ACS Plus principles were added to the Call for Proposals and drafting guide, published in April 2025. The G&C Community of Practice received a presentation on the ACS Plus self-assessment tool, with more training planned for all employees.
- Work continues on collecting feedback from G&C clients, including people with disabilities, to identify and remove barriers. A new survey question tracks whether recipient organizations include people with disabilities, and project templates were updated to reflect this.
- Individual grant recipients now provide feedback after each activity, including whether it was accessible and suggestions for improvement. They can also share experiences with barriers or positive practices.
- In June 2025, HR Accessibility met with program teams to review data collection and explain how results will inform sector planning. During a TBS "Ask Me Anything" session, clarification was sought on accessibility under the Transfer Payments Policy. CSA is awaiting further guidance from TBS to shape the next action plan.
- Mechanisms are being developed to track the percentage of G&C recipients with people identifying as having disabilities. The CFP guide now highlights representation of designated groups—women, Indigenous persons, persons with disabilities, and visible minorities—as a

factor in funding decisions. Individual grant applicants who identify with one of these groups receive extra evaluation points.

- The Unitas system now allows extraction and comparison of proposal and funding data, including self-identification, to assess representation of persons with disabilities among applicants and funded recipients.

Feedback

The feedback and identified barriers sections relate to the delivery and design of programs and services in general, without specifically targeting the CSA's Grants and Contributions (G&C) Program by category.

2024 Internal Accessibility Survey

- Encountering systemic barriers in daily work: 44% encountered or knew someone who had (vs. 56% who did not)
  - Reported issues: lack of policy flexibility, complex procedures.

Internal consultations with employees with disabilities

During the consultation session, it was mentioned that accessibility should be integrated from the very beginning of projects and programs in general, rather than being added retroactively. When adjustments are made after the fact, it can create frustration for those affected, who may perceive these changes as a targeted reaction to their individual situation. This reactive approach can unintentionally reinforce stigma toward their group, giving the impression that their needs are a nuisance or require "exceptional" fixes. Inclusive planning from the earliest stages would not only avoid these issues but also foster a more equitable, respectful, and normalized environment for all.

Identified Barriers

- Rigidity of policies and complexity of procedures, limiting the ability to adapt to diverse needs.
- Lack of systematic integration of accessibility considerations in the design of programs and services.

Targets

Improve the accessibility of the overall Grants and Contributions Program and strengthen practitioners' knowledge of accessibility.

Actions

Year 1 (January – December 2026)

- Continue collecting data from people with disabilities to identify potential barriers they may face when accessing the CSA's Grants and Contributions Program.
- Raise awareness among the Grants and Contributions Program employees on how to develop and deliver accessible and inclusive programs and services.

Year 2 (January – December 2027)
- Begin discussions to extend accessibility in the design and delivery of programs and services across the Canadian Space Agency.
- Continue collecting data from people with disabilities to identify potential barriers they may face when accessing the Grants and Contributions Program.
- Share information on best practices for designing and delivering accessible and inclusive programs and services.

Year 3 (January – December 2028)
- Begin identifying barriers and actions to be taken for the 2029–2031 Accessibility Plan related to the design and delivery of CSA programs and services.
- Begin identifying barriers and actions to be taken for the 2029–2031 Accessibility Plan related to the CSA's Grants and Contributions Program.
- Continue collecting data from people with disabilities to identify potential barriers they may face when accessing the Grants and Contributions Program.

Responsible
Grants and Contributions Centre of Expertise, CSA Service Providers as well as Human Resources Directorate.

7. Transportation

Goal
Identify and address accessibility barriers that employees may encounter related to transportation, including business travel and accessible parking.

Current Status
In October 2024, Human Resources consulted the Accessibility Network on accessible transportation for CSA employees, following an inspection by the Office of the Accessibility Commissioner that flagged issues in transportation policies and services. The focus was on employee transportation for work, not public services.

Feedback
The consultation gathered input on barriers related to business travel, accessible parking, return-to-office requirements, and the impact of disabilities on travel. Participants also suggested improvements for accessible transportation at the CSA. Key points from the discussion were recorded.

2024 Internal Accessibility Survey
- Transportation-related barriers: 21% encountered or knew someone who had (vs. 79% who did not).

- Disability influencing business travel decisions: 7% felt it may have influenced management (vs. 93% who did not).
- Perception of accessible parking: 30% sufficient, 63% unsure, 7% insufficient.
- Suggested improvement: coordinate with local transportation services to ensure availability and reliability.

Identified Barriers
- Employees with temporary mobility limitations may feel reluctant to formally request a temporary accessible parking space.
- Lack of tools to help managers identify accessible transportation options in support of their employees.

Targets
100% of the tasks identified in the action plan are carried on schedule with all deviations justified and documented.

Actions
Year 1 (January – December 2026)
- Collaborate with Real Estate Management to reassess and improve the temporary parking process for employees with temporary and permanent mobility limitations.

Year 2 (January – December 2027)
- Create a toolkit or checklist for managers related to accessible transportation solutions, considering challenges linked to limited access and reliability of public transit (John H. Chapman Space Centre, headquarters in Longueuil, Quebec), to support employees.

Responsible
Human Resources Directorate in collaboration with key organizational partners.

8. Organizational Culture
Goal
The CSA's leadership and employees have a high level of awareness and understanding of accessibility and its importance and are committed to creating a more accessible and inclusive workplace.

Current Status
Building an inclusive culture at the CSA means genuinely listening to and involving employees with disabilities, following the "Nothing Without Us" principle. Accessibility isn't just about physical adaptations, it requires rethinking practices using the social model of disability, which sees barriers as created by systems, not individuals.

Creating this culture depends on trust. Employees must feel safe sharing their needs and experiences without fear of stigma or repercussions. To support this, the CSA added "Trust in Accessibility" as a focus area and is taking steps to foster openness, collaboration, and genuine accessibility in daily work.

- The Accessibility Plan was a key activity in the 2022–2023 business plan, with the Executive Director of HR leading its coordination.
- A multidisciplinary Working Group, including the Accessibility Champion and employees with disabilities, was formed to develop and monitor the plan.
- A Chair and Champion were designated for the Presidents and Champions Committee for Persons with Disabilities.
- The Accessibility Network, led by the Accessibility Champion, was created in September 2022. It alternates meeting languages to support employees with hearing impairments and contributed to surveys, focus groups, and feedback on the draft plan.
- HR provides ongoing support to the Accessibility Champion and Network.
- Events like National Accessibility Week and the International Day of Persons with Disabilities are promoted.
- An annual campaign encourages employee self-identification to better understand the status of employees with disabilities.
- The Internal Ombuds Office, launched in 2025, offers a safe, confidential, and impartial space for employees to discuss mental health and workplace concerns.
- Supported a grassroots employee group for parents of children with special needs, offering resource sharing, discussions, and guest speakers.
- Emphasize support for neurodivergent individuals and their families or caregivers.

Update of action items from year 3
- HR's EDI team shares progress and annual tracking reports at monthly Accessibility Network meetings, ensuring feedback from members is considered.
- Year 3 of the strategy is being finalized and will be implemented this year.
- Accessibility and Mental Health Champions organize activities during Accessibility Week, including info booths, open discussions, and interactive awareness sessions.
- Year 3 tips were developed with the Communications team and promoted internally.
- Accessibility is being integrated into the leadership framework. New mandatory training on diversity, equity, inclusion, and reconciliation is being offered, including sessions for managers. Programs like values-based leadership and Mentorship+ further promote inclusive learning, with a long-term strategy to embed accessibility in the organizational culture.

Feedback

2024 Public Service Employee Survey (PSES)
- Recognition for work well done: 61% of employees with disabilities (vs. 73% without).
- Opportunities to contribute to decisions: 65% (vs. 71%).
- Ability to complete tasks during regular hours: 59% (vs. 70%).
- Satisfaction with resolution of interpersonal issues: 57% (vs. 67%).
- Team acceptance: 79% (vs. 85%).

- Respectful behaviour in work unit: 82% (vs. 90%).
- Trust in senior management: 51% (vs. 64%).
- Respect for individual differences: 63% (vs. 78%).
- Implementation of diversity practices: 82% (vs. 84%).
- Victims of harassment: 30% (vs. 8%).
- Perception CSA prevents harassment: 56% (vs. 77%).
- Victims of discrimination: 18% (vs. 6%).
- Perception CSA prevents discrimination: 66% (vs. 78%).
- Supervisor support for mental health/well-being: 79% (vs. 85%).
- Workplace is psychologically healthy: 45% (vs. 68%).
- Satisfaction with supervision: 82% (vs. 85%).

2024 Internal Accessibility Survey
- Comfort discussing disability or workplace barriers with supervisor: 65% yes, 20% sometimes, 15% rarely/never.
- Attitudinal barriers at work: 49% experienced or knew someone who had (vs. 51% who had not).
- Manager preparedness for accommodation requests: 80% feel sufficiently knowledgeable/informed.
- Top recommended improvements for accessibility awareness and trust:
    - Mandatory training (especially for managers)
    - Specialized learning events (workshops, Accessibility Week activities)
    - Accessible resources and clear information (intranet, reference documents).

Internal consultations with employees with disabilities

Employees shared a range of experiences with accessibility at work. Some feel supported by empathetic managers, are comfortable discussing their needs, and feel included in their teams. Others hesitate to disclose disabilities due to fear of stigma or being stereotyped and sometimes feel only partially included or face negative attitudes. To improve this, employees suggested:
- More awareness and training on accessibility, especially for invisible disabilities and neurodivergence.
- Practical tools and guidance for managers.
- Encouraging open discussions and following up to ensure training is applied.
- Building trust by valuing the expertise of employees with disabilities and letting them guide accommodation decisions.

Barriers
- Employees may fear stigma and avoid disclosing disabilities or discussing needs with managers.
- Managers need more training to understand the experiences of employees with disabilities.

Targets

- Increase accessibility awareness and understanding among all employees to improve attitudes and practices.
- Foster a collaborative, inclusive culture by involving employees with disabilities in accessibility initiatives.

Actions

Year 1 (January 2026- December 2026)

- Human Resources participates regularly in Accessibility Network meetings.
- Continue awareness activities during National Accessibility Week with the Accessibility Network.
- Launch a new "Did You Know?" awareness campaign with Communications.
- Share accessibility highlights, resources, and updates in the internal newsletter.
- Promote the Workplace Accessibility Passport and related training.
- Start using the accessibility tracking tool to monitor engagement and progress.
- Collaborate with the Mental Health Network on joint awareness and shared priorities.

Year 2 (January 2027- December 2027)

- Continue HR participation in Accessibility Network meetings.
- Continue awareness activities during National Accessibility Week.
- Organize joint panels with the Mental Health Network on topics like neurodiversity and psychological safety.
- Run interactive accessibility workshops (accessible documents/events, trivia, role-playing).
- Pilot including accessibility goals in performance evaluations for some managers.

Year 3 (January 2028- December 2028)

- Continue HR participation in Accessibility Network meetings.
- Continue awareness activities during National Accessibility Week.
- Fully include accessibility goals in performance evaluations for all managers.

Responsible

Human Resources Directorate in collaboration with key organizational partners.

C. Consultations

Consultation approach
The CSA formed a multi-disciplinary Accessibility Plan Working Group, including employees with disabilities and the Accessibility Champion, to guide consultations and plan development. HR co-ordinated with representatives to clarify roles.

An organization-wide accessible survey and focus groups for employees with disabilities were conducted to gather input, promoted through the intranet, newsletters, internal screens, and lead-ership. Working Group and Accessibility Network members also helped encourage participation.

The CSA uses Public Service Employee Survey (PSES) results to track progress on engagement, in-clusion, equity, and well-being, and to guide action plans. The 2024 survey ran from October 28 to December 31.

The draft plan was reviewed by the Working Group, HR management, and Accessibility Co-Cham-pions before being presented to the Executive Committee for approval.

Consultation findings

Online Internal Survey
The accessible, confidential online survey was originally open on June 9th for 2 months. However, due to a technical error, we had to extend it until September 5th and drew a total of 43 partici-pants, out of 1093 CSA employees. Here's a snapshot of survey results (Please note that pillar-specific survey results were included under "Feedback" in section B. Areas of Focus):

- 93% of respondents identified as employees with disabilities.
- 77% of respondents were employees and 23% were supervisors/managers.
- 70% work at the John-H. Chapman Space Centre, 16% telework only and the remaining re-spondents work at another office (14%).
- Employees with disabilities were asked to specify the type(s) of disability (participants were invited to select all that apply). The results were as follows: mental health disability (17), chronic health condition or pain (11), mobility disability (6), hearing disability (5). The fol-lowing disabilities garnered fewer than 2 responses: seeing disability, speech disability, challenges with flexibility or dexterity, sensory or environmental disability, cognitive disa-bility and intellectual disability.

Focus Groups

131 employees who self-identified as having a disability were invited to participate; 4 joined two focus groups (French and English), and 1 responded in writing. Their feedback was included in the "Feedback" sections of each Area of Focus.

2024 Public Service Employee Survey

The PSES was open for 2 months and had a total of 585 participants from CSA. In those 585 participants, 100 were employees with a disability. Within those 100 people with a disability:

- 10 have a hearing disability.
- 10 have a mobility disability.
- 30 have a mental health-related disability.
- 15 have a sensory or environmental disability.
- 25 have a chronic health condition.
- 15 have a pain-related disability.
- 15 have a cognitive disability.

Feedback and future consultations in support of progress reports

As required by the Accessible Canada Act (ACA), the CSA will:

- Prepare and publish annual accessibility progress reports by December 31, 2026 and 2027, consulting people with disabilities and updating the Accessibility Network.
- Notify the Accessibility Commissioner when reports are published.
- Include in the reports how feedback was collected, considered, and acted on.
- Make reports available in accessible formats upon request.

To comply with these requirements, the CSA will:

- Confirm the Designated Official to handle feedback and publish progress reports by 2026 and 2027.
- Track and monitor plan actions using the Accessibility Tracker, reviewed monthly by the Accessibility Plan Working Group.
- Collect feedback on the plan and new barriers through the dedicated email and anonymous online survey and respond in the same format received.
- Provide status updates to the Accessibility Network as part of the annual progress report.
- Gather input through surveys, focus groups, and PSES results to evaluate the plan's impact and identify new accessibility barriers.

Appendix A: Examples of different types of disabilities

Seeing disability: A seeing disability affects vision, including total blindness, partial sight, and visual distortion.

Hearing disability: A hearing disability affects ability to hear, including being hard of hearing, deafness, or acoustic distortion.

Speech disability: A speech disability affects ability to talk, including total speech loss, partial speech, and speech distortion.

Mobility disability: A mobility disability affects ability to move your body, including the required use of a wheelchair or a cane, or other issues impacting your mobility.

Challenges with flexibility or dexterity: Challenges with flexibility or dexterity can affect the ability to move joints or perform motor tasks, especially with your hands.

Mental health disability: A mental health disability affects psychology or behavior, such as anxiety, depression or social / compulsive disorder or phobia or psychiatric illness.

Sensory or environmental disability: A sensory or environmental disability affects sensitivity to light, sounds or other distractions, as well as allergens and other environmental sensitivities.

Chronic health condition or pain: A chronic health condition or pain affects ability to function on a regular or episodic basis due to migraines, Crohn's disease, colitis, fibromyalgia, multiple sclerosis, and other disabilities or health conditions.

Cognitive disability: A cognitive disability affects ability to carry out tasks involving executive functioning, such as planning and organization, learning information, communication, and memory, including autism spectrum disorder, attention deficit hyperactivity disorder, and learning disabilities.

Intellectual disability: An intellectual disability affects ability to learn and to adapt behavior to different situations.