



FINTRAC Accessibility Plan 2026–28

“Nothing Without Us”



© His Majesty the King in Right of Canada, 2025.
Cat. No. FD2-7E-PDF
ISSN 2817-0377

Table of contents

Table of contents	3
A Message from the Director and Chief Executive Officer	4
Executive summary	6
Some key actions to address barriers	6
Commitment to inclusion and progress	7
Reporting	7
General	8
Who we are and what we do	8
The Accessibility Canada Act and FINTRAC’s culture	9
Feedback	10
Privacy statement	11
Accessibility Plan reporting cycle	11
Consultation	12
Stepping into action	13
1. Employment	13
2. The Built Environment	17
3. Information and Communication Technologies	20
4. Communication, other than information and communication technologies	22
5. The procurement of goods, services and facilities	24
6. The design and delivery of programs and services	26
7. Transportation	27
Managing the accessibility program	28
Governance	28

A Message from the Director and Chief Executive Officer

I am pleased to present FINTRAC's second Accessibility Plan, for 2026–28.

The Government of Canada is committed to building a country where everyone, including persons with disabilities, can fully participate in society without barriers. The introduction of the Accessible Canada Act marked a significant milestone, representing the most impactful federal disability rights legislation in over three decades. The Act adopts a proactive approach to accessibility by shifting the responsibility of identifying and addressing barriers away from persons with disabilities and onto organizations.

At FINTRAC, we recognize that accessibility is a key part of fostering a diverse, inclusive, and equitable workplace. By embracing differences, we can drive innovation and create an environment where all employees feel valued, respected, and empowered to be their best selves at work. Accessibility isn't just about compliance – it's about ensuring that every team member can thrive without fear of discrimination and contribute meaningfully to our shared mission.

As part of our commitment, FINTRAC is dedicated to being a leader in accessibility. Guided by the principle of "Nothing Without Us," we are working hand-in-hand with persons with disabilities to ensure no one is left behind. Our new three-year Accessibility Plan focuses on seven key areas: employment; the built environment; information and communication technologies (ICT); communication (other than ICT); procurement of goods, services and facilities; design and delivery of programs and services; and transportation. This plan is also anchored around the agency's three strategic priorities:

1. **Focus on core mandate** – strengthen, modernize and excel in our core business, which includes accessibility objectives;
2. **Implement resource and process optimization** – prepare FINTRAC for the future that includes equipping employees with accessible tools and necessary skills to promote accessibility; and,
3. **Promote organizational culture** – foster continued collaboration and accountability to strengthen our agency's environment, where accessibility, inclusivity and diversity are the cornerstones of the FINTRAC culture.

Through these efforts, we are building a workplace and culture that reflect our values and ethics. By ensuring that programs, services, and workplaces are fully accessible, we are doing what is right and also unlocking the full potential of our talented workforce. Together, we are creating a stronger, more inclusive FINTRAC that protects Canadians and strengthens Canada's economy.

Sarah Paquet
Director and CEO

Executive summary

FINTRAC's second Accessibility Plan (2026–28) demonstrates its commitment to fostering a barrier-free and inclusive workplace in alignment with the Accessible Canada Act (ACA). The plan focuses on the required seven key pillars: Employment, Built Environment, Information and Communication Technologies (ICT), Communication, Procurement, Programs and Services, and Transportation. While some pillars, such as Programs and Services and Transportation, are less applicable to FINTRAC, the agency remains committed to upholding their principles in the spirit of improving accessibility as a community.

Some key actions to address barriers

Employment: Enhancing recruitment and retention of persons with disabilities through targeted hiring, partnerships, and a fully implemented FINTRAC Accessibility Passport. Managers/Supervisors will receive training to improve accountability, and inclusivity will be promoted through events and increased representation in governance committees.

Built environment: Accessibility upgrades will target entry points, washrooms, and kitchens in collaboration with Public Services and Procurement Canada (PSPC). In collaboration with FINTRAC's internal security function, emergency evacuation plans will be updated to reflect accessibility needs, and flexible workspaces, such as sit/stand desks, will be expanded.

Information and communication technologies (ICT): Digital tools and platforms will be assessed and improved to meet accessibility standards. Training on accessibility best practices will be provided to IMIT staff, and accessible office equipment and assistive technology will be prioritized.

Communication: Producing accessible documents will be promoted through training and the creation of a new network of technical experts on accessible documents, with a focus on ensuring FINTRAC governance materials meet accessibility standards. Awareness campaigns and onboarding programs will emphasize accessibility best practices.

Procurement: Accessible procurement practices will be strengthened through tools, training, and tracking mechanisms. Procurement staff will receive training to ensure compliance with accessibility standards.

Programs and services: FINTRAC will consult with identified stakeholders, such as law enforcement and reporting entity associations, to address accessibility concerns related to its external website and processes.

Transportation: FINTRAC will work with PSPC to ensure public parking at its locations meets accessibility expectations.

Commitment to inclusion and progress

FINTRAC emphasizes the principle of “Nothing Without Us,” by engaging employees and stakeholders to identify and address barriers. Regular consultations and feedback mechanisms will inform ongoing improvements. Success will be measured through increased employee participation, enhanced accessibility in facilities and tools, and improved awareness across the organization.

As a small and agile organization, FINTRAC is uniquely positioned to lead by example in fostering an inclusive culture. By addressing barriers and aligning with the Accessible Canada Act, FINTRAC aims to unlock the full potential of its workforce, enhance service delivery, and strengthen its role in protecting Canadians and the economy.

Reporting

FINTRAC will publish annual progress reports throughout this three-year planning cycle, with the first progress report concluding on December 31, 2026. This plan reflects FINTRAC’s dedication to creating a workplace where all employees can thrive and contribute meaningfully, guided by its core values of diversity, equity, and inclusion.

General

Who we are and what we do

As Canada's financial intelligence unit and anti-money laundering and anti-terrorist financing regulator, FINTRAC plays a critical role in helping to combat money laundering, terrorism financing and threats to the security of Canada.

The Centre produces actionable financial intelligence in support of money laundering, terrorism financing and sanctions evasion investigations conducted by Canada's police, law enforcement and national security agencies as well as international partners. FINTRAC also generates valuable strategic financial intelligence, including specialized research reports and trends analysis, for regime partners and policy decision-makers, businesses and international counterparts that shines a light on the nature, scope and threat posed by money laundering, terrorism financing and sanctions evasion.

FINTRAC's financial intelligence is in high demand internationally, as is its specialized supervisory knowledge and expertise. The Centre is regularly asked to lead international conferences and workshops and to contribute to global research projects, training and bilateral and multilateral capacity-building initiatives.

In fulfilling its core financial intelligence and compliance mandates, FINTRAC is committed to safeguarding the information that it receives and collects under the Act. The Centre understands that the protection of privacy is critical to maintaining Canadians' confidence in FINTRAC and Canada's broader Anti-Money Laundering and Anti-Terrorist Financing Regime.

The Accessibility Canada Act and FINTRAC's culture

The Accessible Canada Act ([ACA](#)) was enacted in July 2019, cementing the Government of Canada's commitment to proactively identify, remove, and prevent barriers to accessibility where Canadians interact with areas under federal jurisdiction, whether they be internal or external to an organization. Through the ACA, federal departments and agencies have been tasked with three important requirements to support accessibility:

- Creating three-year Accessibility Plans that set out how they will identify, remove, and prevent barriers to accessibility in programs and services.
- Publishing annual Progress Reports that describe how organizations are delivering upon their Accessibility Plans.
- Implementing processes to collect, manage, and respond to feedback on accessibility, including Accessibility Plans and Progress Report.

These activities must be undertaken in consultation with persons with disabilities, respecting the principle of *Nothing Without Us*. Through regular consultation and engagement, FINTRAC is ensuring that its activities are directly aligned with the needs and expectations of persons with disabilities. This means continuously engaging persons with lived experience to identify accessibility barriers, shape the work that is being done to address these barriers, and ensure that these efforts are creating positive outcomes. While the ACA has introduced new requirements for organizations to follow, ensuring that experiences are accessible is more than a legislative obligation that needs to be met; it is simply the right thing to do.

FINTRAC aims to be a leader in accessibility. Accessibility is a fundamental part of our stakeholders and employee experience, and strengthening accessibility across our programs, services, and policies is what we aim to achieve through the Accessibility Plan. FINTRAC's core values are reflected in our Accessibility Plan, which sets out the Centre's approach to addressing accessibility barriers over the next three years – focusing on the seven areas listed in the ACA:

1. Employment
2. The built environment (buildings and public spaces)
3. Information and communication technologies
4. Communication, other than information and communication technologies
5. The procurement of goods, services and facilities
6. The design and delivery of programs and services, and
7. Transportation

Although the last two listed pillars are not applicable to FINTRAC's operations, we nevertheless will continue to capture the essence and spirit of these legislative elements for incorporation in our Accessibility Plan.

As a small agency within the High Security Organizations (HSO) community, with a workforce of approximately 500 employees, FINTRAC encounters both unique and shared challenges. Our size, however, also offers a distinct advantage. Being a smaller and more agile organization enables us to tackle obstacles more efficiently and develop innovative solutions to address them. By actively collaborating with our dedicated and dynamic team, and prioritizing meaningful actions and strategic investments, we are steadfast in our commitment to driving tangible change. Together, we strive to cultivate a cultural transformation that creates lasting, positive impacts for our employees and strengthens the vital work we carry out on behalf of Canadians.

Feedback

The Manager of People Services and Operations is the person responsible for overseeing the Accessibility Lead who receives feedback on barriers and accessibility at FINTRAC.

- To submit your comments, compliments and questions on all matters relating to accessibility, barriers that you may have experienced while dealing with FINTRAC, or the implementation of the Accessibility Plan, you can contact us:
- By e-mail: Accessibility/Accessibilite@fintrac-canafe.gc.ca
- By telephone: 1-866-346-8722 (toll free)
- TTY (teletypewriter): 1 800-465-7735
- By mail:
Manager of People Services and Operations
People, Culture and Workplace Sector
FINTRAC
234 Laurier Avenue West
Ottawa Ontario K1P 1H7

Anonymous feedback can be provided by phone or by mail.

Please submit your request, using the contact information listed above, to receive this report in an alternate format, including in print, large print, braille, audio format or an electronic format that is compatible with adaptive technology that is intended to assist persons with disabilities.

When submitting feedback on the Accessibility Plan, the implementation of the Accessibility Plan or any barriers you may have experienced while dealing with FINTRAC, please describe your experiences and how they affected you, and any recommendations you may have for how barriers can be removed.

Please ensure to include your contact information when submitting your feedback using the contact information listed above. We will acknowledge receipt of your feedback, unless received anonymously, in the same manner as it was received. We may also contact you to gain a greater understanding of your feedback.

The person designated to receive feedback on behalf of FINTRAC, the Manager of People Services and Operations, will read the information you provide. We will log your information and may share with other areas of FINTRAC or government to help them address the barrier(s). All feedback received will form part of an internal report to ensure responsible management of every comment and request received, and to inform upcoming Accessibility Plans and Progress Reports.

Privacy statement

The feedback you provide through this consultation will be kept confidential and will be used only for the purpose of gathering your suggestions. Your submission is voluntary, and we recommend that you do not provide any personal information. If you provide personal information, it will be protected under the provisions of the *Privacy Act* and described in the [Personal Information Bank PSU 938 entitled "Outreach Activities"](#). Also, please note that the Government of Canada will not make individual submissions public, but does maintain the right to report publicly on the aggregate results.

For more information on your rights related to the *Privacy Act* please contact FINTRAC's Access to Information and Privacy Office at atip-aiprp@fintrac-canafe.gc.ca

Accessibility Plan reporting cycle

Reporting cycle year 1: December 31, 2026
Reporting cycle year 2: December 31, 2027

Consultation

FINTRAC's Accessibility Plan has been influenced by the invaluable input received from our Employee Network for Persons with Disabilities (ENPD).

The ENPD membership consist of volunteers who responded to the call to help 'make a difference to create a barrier-free workplace'. The ENPD membership has doubled in 2025, and there is representation of persons with physical, cognitive and learning disabilities with a number of different barrier types that hinders their ability to fully and equally participate in society.

The ENPD community meets on an ad hoc basis, and as we began the development of the next FINTRAC three-year Accessibility Plan, four consultation sessions were held with members in the spring, summer and fall of 2025. The objective was to consult on identified barriers, action items and the performance metrics for the renewed Plan 2026–28. ENPD members provided valuable insight on how to address certain gaps identified through the planning process and consultations. They also identified additional gaps highlighting the importance of having greater clarity on evacuation planning and accessibility expectations amidst a teleworking world, as well as having a continued positive work experience and career growth.

Recognizing its employees as its greatest asset, FINTRAC has concentrated its consultation efforts internally. Plans are however being developed to launch external consultations in 2025 and beyond, involving the Centre's primary regime stakeholders, such as law enforcement organizations and reporting entities.

Stepping into action

Throughout the internal consultation process, numerous insightful and dynamic discussions have shaped FINTRAC's second Accessibility Plan. There is a shared and enthusiastic commitment to exploring innovative approaches to eliminate barriers, building on the meaningful progress achieved over the past three years. This collective drive extends to addressing certain challenges that the agency has never tackled before, such as a dedicated and earnest initiative toward making everyday documents fully accessible. This collective and forward-looking approach underscores FINTRAC's steadfast commitment to creating an inclusive and barrier-free environment for all.

The following are the details of commitments for each of the seven areas of focus:

1. Employment

FINTRAC remains firmly committed to fostering accessible and inclusive employment by enabling the recruitment, retention, and advancement of individuals with disabilities. This commitment reflects our dedication to cultivating workplace culture that recognizes and values the unique contributions of every team member. At FINTRAC, we strive to create conditions where every candidate and employee should feel empowered to bring their authentic selves to every context and work environment.

In recent years, FINTRAC has undertaken a comprehensive review and modernization of its hiring processes to reduce barriers to access. These efforts have led to significant achievements, including ensuring compliance with the Accessible Canada Act (ACA) and other legislative requirements, as well as the fulfillment of action items previously identified through collective efforts. Many of these accomplishments also align with FINTRAC's broader organizational goals and strategic priorities. The following highlights illustrate our progress in identifying, removing, and preventing barriers to accessible employment.

1.1 Action to address barrier: Accommodation process lacks clarity and defined guidance.

Description	Accountability	Timeline
Ongoing improvements to foundational policy instruments, such as updating the directive on the duty to accommodate and associated tools, as required.	CHRO	March 2026
Streamline and clarify the overall accommodation process/service delivery model.	CHRO	March 2026
Provide training to support and educate employees on “what is considered an accommodation”.	CHRO	March 2027
Accessibility Passport implementation, including training and information sharing.	CHRO	March 2028

How FINTRAC will measure success:

- The time it takes for an employee’s accommodation request to be addressed.
 - Target: To be determined after baseline is established.
- The number of complaints received by the Occupational Health and Safety program relating to Accommodations and the number of Duty to Accommodate grievances.
 - Target: 0
- The percentage of individuals with a Passport that leveraged it to facilitate a Duty to Accommodate request.
 - Target: N/A

1.2 Action to address barrier: Management accountability to identify and remove barriers could be improved.

Description	Accountability	Timeline
Beyond the Accessibility Passport, provide training to equip managers – education and mindset on how and where to go to find tools and assistance.	CHRO	March 2027

Description	Accountability	Timeline
In collaboration with the Ombuds services, develop the “how” in having conversations regarding DTA requests.	CHRO	March 2027
Provide additional tools to leadership community via the Leadership Path initiative.	CHRO	March 2027
Raise awareness on management accountability through information sessions and training specifically tailored to supervisors.	CHRO	March 2027
Explore development of consequential accountability for performance management.	CHRO	March 2027

How FINTRAC will measure success:

- Manager participation in training.
 - Target: 100%
- The number of Duty to Accommodate grievances and complaints.
 - Target: 0
- Management is better equipped to respond to employee accommodation questions and situations through advice and guidance provided by Strategic Human Resources Business Partners (SHRBP) and the external Ombuds services.
 - Target: 100% feedback is considered and actioned.

1.3 Action to address barrier: Recruitment, promotion and retention of persons with a disability could be improved.

Description	Accountability	Timeline
Increase the representation of persons with disabilities (ensure no gaps in specific sectors or at specific levels).	CHRO	March 2028 Ongoing
Engage with third-party service providers to explore expertise in disability employment.	CHRO	March 2028 Ongoing
Encourage and develop inclusive recruitment processes through checklists and other tools.	CHRO	March 2028 Ongoing

Description	Accountability	Timeline
Explore an improved employment system in implementing a Recruitment Module that lends to increased and better data for future statistical analysis.	CHRO	March 2028 Ongoing
Better identify the Centre’s population of persons with disabilities.	CHRO	March 2028 Ongoing

How FINTRAC will measure success:

- The percentage of employees who self-identify as having a disability.
 - **Target:** Greater than or equal to (\geq) the Workforce Availability for Persons with Disabilities (currently at 12%).

1.4 Action to address barrier: Organizational culture could be more welcoming and inclusive.

Description	Accountability	Timeline
Increase the representation of persons with disabilities in the Centre’s governance committees.	CHRO	March 2028 Ongoing
Increase the Employee Network of Persons with Disabilities (ENPD) community.	CHRO	March 2027 Ongoing
“A Day in the Life” event series to increase understanding of the lived experience of people with a disability.	CHRO	March 2027 Ongoing
Regular awareness in providing onboarding and integration support.	CHRO	March 2027 Ongoing

How FINTRAC will measure success:

- The percentage of committees that satisfy the 50-30 Challenge goals.
 - **Target:** 100%
- Employee participation in the Employee Network of Persons with Disabilities.
 - **Target:** An increase from the 2024–25 participation rate of 5 employees across the Centre.

2. The Built Environment

FINTRAC operates out of four locations, including regional offices in Toronto, Montreal, and Vancouver, as well as its headquarters in Ottawa. At all locations, FINTRAC occupies leased spaces within buildings managed by Public Services and Procurement Canada (PSPC), which oversees lease agreements and ensures compliance with base-building code requirements.

Whenever FINTRAC works with PSPC to negotiate on new lease agreements for each of its locations, FINTRAC looks for ways to incorporate accessibility upgrades to further meet any updated code requirements that will improve accessibility in common areas such as entry points, kitchens, and washrooms.

FINTRAC remains committed to prioritizing accessibility in all retrofits to its leased spaces. Additionally, the Centre has been recognized by members of the ENPD for its effective management and responsiveness to accommodation needs. As part of FINTRAC's ongoing efforts to support its hybrid work model, it continues to assess and integrate additional sit/stand desks within the established "neighbourhoods" on each floor, as well as ensuring as much as possible that such accommodations are available to employees with specific needs.

While good progress has been made in recent years, there is always an opportunity to collaboratively address barriers identified:

2.1 Action to address barrier: Not all entry points and common areas at the workplace may be accessible.

Description	Accountability	Timeline
Assess all access points, doors, halls, doorways and security gates to meet accessibility expectations.	CHRO	September 2026
Assess washrooms against Universal washroom requirements.	CHRO	September 2026
Assess that all kitchen space meets accessibility expectations.	CHRO	September 2026

How FINTRAC will measure success:

- Ensure all access points meet accessibility expectations.
 - **Target:** 100% – current baseline 100%
- The percentage of washrooms meeting Universal requirements.
 - **Target:** 100% – current baseline 57%
- The percentage of staff kitchens meeting accessibility expectations.
 - **Target:** 100% – current baseline 55%

2.2 Action to address barrier: Workplace Services are committed to supporting accessibility but are not always fully aware of the barriers faced by employees.

Description	Accountability	Timeline
Continue work with PCW on the development and implementation of the Accessibility Passport and integration with Workplace Services activities.	CHRO	December 2025
Enhance communication to support accessibility options.	CHRO	Ongoing
Support PCW on developing an Accommodations (DTA) flowchart.	CHRO	March 2026

How FINTRAC will measure success:

- The number of Passport requests that are received and addressed by Workplace Services function.
 - **Target:** N/A
- The percentage of workstations with a flexible option.
 - **Target:** Increase from baseline of 61%
- The percentage workstations with flexible options identified on booking platform.
 - **Target:** 100% – current baseline 81%

2.3 Action to address barrier: Emergency evacuation plans to address and consider the accessibility needs of employees are not well known.

Description	Accountability	Timeline
Review existing evacuation plans to identify ways for safe evacuation for employees in the hybrid working environment.	CSO CHRO	May 2026
Engage with employees to validate evacuation policies meet accessibility needs.	CSO CHRO	Ongoing
Assess emergency evacuation plans to ensure proper consideration of accessibility needs (two deliverables).	CSO	January and August 2026

How FINTRAC will measure success:

- The evacuation policy will be updated to include accessibility considerations in a hybrid environment.
 - **Target:** Deliverable will be completed
- Fire safety awareness will include annual identification of managers obligations regarding Persons Requiring Assistance.
 - **Target:** Deliverable will be completed annually
- Floors will contain evacuation documentation that are updated to reflect accessibility information.
 - **Target:** 100%

3. Information and Communication Technologies

The Government of Canada continues to champion a public service that leads globally in creating barrier-free, inclusive workplaces and services. FINTRAC remains steadfast in supporting this vision and is advancing it through the following planned investments:

Leveraging strategic Investments in emerging digital technology to drive business value, boost operational efficiency, optimize digital services, and explore new approaches in delivering on the Centre’s mandate and priorities.

Building modern digital foundations by developing essential digital infrastructure to enable current and future transformation, and to elevate the digital workplace experience for all FINTRAC employees.

Adopting agile and user-centred approaches and product-driven processes to deliver better outcomes across our operational functions.

Guided by a spirit of innovation and creativity, FINTRAC is committed to addressing the identified barriers and ensuring accessibility for all and continuing to enhance our digital tools and platforms to meet accessibility standards, thereby ensuring that all employees can access information and contribute meaningfully.

3.1 Action to address barrier: Some tools and platforms used by FINTRAC may not reach expectations for accessibility.

Description	Accountability	Timeline
Assess tools and platforms for FINTRAC uses and implement improvements if accessibility expectations are not met.	CST/CISO	March to December 2026

How FINTRAC will measure success:

- The percentage of employees using specific platforms identified as more accessible.
 - **Target:** Platform 1 – 50%; Platform 2 – 100%

3.2 Action to address barrier: There could be better alignment between needs of employees with accessibility concerns and available resources.

Description	Accountability	Timeline
Preparation of list of tools, applications and devices approved with guidelines for employees with disabilities.	CST/CISO	March 2027

How FINTRAC will measure success:

- The percentage of IM/IT procurements that meet accessibility checklist expectations.
 - Target: 100%
- Ensure noise reducing headphones are always available for employee distribution as needed.
 - Target: A surplus of 5 units maintained.

3.3 Action to address barrier: IM/IT equipment is not always accessible.

Description	Accountability	Timeline
FINTRAC will assess accessibility of available IM/IT equipment.	CST/CISO	2028
Identified deficiencies will be addressed.	CST/CISO	2028

How FINTRAC will measure success:

- The percentage of copiers that meet wheelchair accessibility expectations.
 - Target: 100%
- The percentage of copiers available with multiple assistive technology.
 - Target: 100%
- The percentage of office desks/equipment that are accessible and meet accessibility expectations.
 - Target: 25%

3.4 Action to address barrier: IM/IT employees are not always aware of accessibility issues and the impact on FINTRAC’s website and digital services.

Description	Accountability	Timeline
Create training for WCAG 2.1 for IT employees.	CST/CISO	Fall 2027
Assess website and digital services for compliance with WCAG 2.1 AA standards.	CST/CISO	2028

How FINTRAC will measure success:

- The percentage of website and digital elements aligned with internationally recognized standards for ICT products and services.
 - Target: 100%

4. Communication, other than information and communication technologies

FINTRAC recognizes that clear and inclusive communication – both written and oral – is essential to fostering a workplace where persons with disabilities are active and valued participants. Internal communications are central to promoting our core values, including accessibility, by keeping employees informed, engaged, aware and connected.

Through channels such as intranet updates, employee messaging, team briefings, and corporate messaging, we strive to ensure that all communications are accessible, respectful, and inclusive. We remain committed to applying these principles in alignment with the Government of Canada’s Communications Policy and the Standard on Web Accessibility, helping to create a workplace where everyone can participate fully and equitably.

4.1 Action to address barrier: Creating accessible documents for Centre-wide and public use is not always practiced by document custodians.

Description	Accountability	Timeline
Provide a leadership role at governance committees in having accessible presentations and supporting documents.	All Sector Heads	2028
Ensure RDIMS files that are linked from the FINTRANET have been assessed for accessibility by the document custodian.	Assistant Director Communications, CHRO (in collaboration with all sectors)	2026
Make available a list of tools and resources on the FINTRANET to create accessible documents for internal and external use.	Assistant Director Communications	2028

How FINTRAC will measure success:

- The percentage of accessible documents tabled at governance committee meetings.
 - Target: 100%
- New or updated document management files linked from the intranet are assessed for accessibility and reported as compliant with accessibility expectations by the document custodian.
 - Target: 100%
- The percentage of documents identified as accessible by the document custodians and verified by the network of technical experts.
 - Target: 100%

4.2 Action to address barrier: Some employees are not aware of accessibility requirements.

Description	Accountability	Timeline
Raise awareness about accessibility best practices and the importance of implementation in renewing the Executive Cadre Pledge on Accessibility and EEDI.	CHRO	January 2026
Establish a base network of accessibility technical experts with membership from every sector across the Centre.	All Sector Heads	Ongoing

How FINTRAC will measure success:

- The percentage of employees that have received training on making documents accessible.
 - **Target:** 100%
- Sectors have employees trained to be an accessibility resource.
 - **Target:** Minimum of two employees per sector.

5. The procurement of goods, services and facilities

Accessible procurement involves identifying and addressing barriers to ensure that goods and services meet the diverse needs of all end-users, including persons with disabilities. It means defining requirements in a way that promotes inclusion from the outset.

As FINTRAC moves forward with its accessible procurement efforts, it will continue to collaborate with Public Services and Procurement Canada – the Government of Canada’s lead on procurement – to promote awareness, build capacity, and develop tools and processes that support inclusive purchasing practices. This includes strengthening internal understanding of accessibility considerations in procurement planning, evaluation, and contract management.

Through training, guidance, and ongoing engagement, FINTRAC aims to build accessible procurement skill sets across the organization, ensuring that its procurement decisions contribute to a barrier-free, inclusive public service.

5.1 Action to address barrier: Lack of general understanding and awareness of accessible goods and services by business owners and technical authorities.

Description	Accountability	Timeline
Develop procurement process toggle to track accessibility.	Assistant Director and CFO	January 2026
Preparation of Accessible procurement placemat for business owners.	Assistant Director and CFO	November 2026
Procurement to continue external training and transfer knowledge to clients and business owners.	Assistant Director and CFO	Ongoing

How FINTRAC will measure success:

- The percentage of initial procurement packages that contain completed and accurate accessible procurement documentation submitted by business owners.
 - Target: 100%

5.2 Action to address barrier: Lack of capacity within Procurement to advise business owners.

Description	Accountability	Timeline
Tracking of accessibility inaccuracy within procurement packages.	Assistant Director and CFO	January 2026
Training on procurement package inaccuracies related to accessibility.	Assistant Director and CFO	November 2026

How FINTRAC will measure success:

- The percentage of procurement packages returned for further review within the procurement function.
 - Target: 0%

6. The design and delivery of programs and services

Unlike many other government departments and agencies, FINTRAC does not offer direct service delivery to Canadians. However, FINTRAC does work closely with two primary stakeholder groups when delivering on its mandate to combat money laundering, terrorist activity financing and threats to the security of Canada, while ensuring the protection of personal information under its control. The Centre's two stakeholder groups are:

1. FINTRAC provides financial intelligence to police, law enforcement and national security agencies; and
2. Regulates Canadian businesses who are required to report financial transaction, such as banks, casinos, real estate firms, money service providers, etc.

Given this context, FINTRAC will address the barrier below.

6.1 Action to address barrier: FINTRAC may not have visibility on its stakeholders' (law enforcement and reporting entity) accessibility concerns regarding its external website.

Description	Accountability	Timeline
Work with FINTRAC operational sectors to identify selected key partners to approach for accessibility feedback – i.e., recipients of FINTRAC's intelligence (for example: police agencies, CSIS, CRA, etc.), and reporting entities associations.	Assistant Director and CHRO	2028

How FINTRAC will measure success:

- Outreach activities to external stakeholders are conducted cyclically.
 - **Target:** Every planning cycle.

7. Transportation

In the absence of having any transportation responsibilities, such as fleet management, FINTRAC's influence is more about working with Public Services Procurement Canada (PSPC) and its external building property management to remove transportation barriers for persons with disabilities who are employee occupants of FINTRAC locations.

7.1 Action to address barrier: Public parking at FINTRAC locations may not meeting accessibility expectations.

Description	Accountability	Timeline
Consult with PSPC on accessible parking requirements and leveraging this feedback to solicit changes where possible.	Assistant Director and CHRO	2028

How FINTRAC will measure success:

- The percentage of FINTRAC locations where public parking meets accessibility expectations.
 - **Target:** 100%

Managing the accessibility program

Governance

The Employee network for persons with disabilities (ENPD)

The ENPD has a key role in helping our organization to identify barriers to accessibility, actions we can take to remove these, and validate where we may already be on the right track for continued progress. Valuable input from this ENPD will inform FINTRAC's multi-year accessibility plan renewable every three years.

In addition to being consulted as the plan is developed, the ENPD will be part of the monitoring and reporting process to track progress on actions contained in the accessibility plan to ensure its intended objectives are being met.

For the planning cycle ahead, there will be quarterly touch points with the ENPD to engage in an open dialogue on any new, materializing or existing barriers the Centre should address to meet its targeted barrier-free culture at the Centre. Long term, it is expected that the frequency of touch points will be adjusted in accordance to the needs but will never be less than two meetings per year at mid-year and year-end.

Employment Equity, Diversity and Inclusion (EEDI)

The EEDI Co-champions and Working Group are in place to support the Executive Committee (EXCO) in providing leadership in this domain. The Working Group is dedicated to increasing employee awareness, co-developing initiatives, modernizing current programs and policies, and reshaping organizational norms in collaboration with the EEDI Co-champions who are both members of the executive cadre, with one being a senior EXCO member.

To support the ongoing management of this important Accessibility file, Accessibility is a regular agenda item on the Centre's high functioning and active EEDI Working Group with members who bridge both the EEDI working group as well as the ENPD community. This will ensure the continuous and seamless alignment with other EEDI initiatives and leverage the power of this working group to advance the many parts of the Accessibility Plan.

Management Advisory Committee (MAC)

MAC is a Senior Management level committee that supports EXCO in fulfilling its mandate by providing strategic advice and recommendations on issues, risks and opportunities for the sound management of programs, policies, processes and systems that sustains FINTRAC's business operations, as well as for key investments, priorities and policy development initiatives to advance FINTRAC's change agenda.

MAC will receive regular updates on the progress of the Accessibility Plan and will be called upon to support and address any barriers that may arise through the implementation of the plan. At a minimum, MAC's strategic advice and recommendations will be sought on the content of the Accessibility Plan and its annual progress reports.

Executive Committee (EXCO)

EXCO is FINTRAC's most senior level committee and provides strategic vision and direction, establishes strategic priorities, provides oversight and guidance on programs and horizontal activities, and ensures the essential conditions – internal coherence, corporate discipline and accountabilities – are in place to deliver effective results. It is the approving body for the Accessibility Plan and annual progress reports.