



Public Services and  
Procurement Canada

Services publics et  
Approvisionnement Canada

Canada

# Public Services and Procurement Canada 2026 to 2028 Accessibility plan

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## **Public Services and Procurement Canada: Accessibility plan 2026 to 2028**

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This publication is also available in French.

Alternate formats are available on demand. You can contact the Accessibility Office to request a version of this Accessibility Plan or our feedback process in an alternate format.

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# Table of Contents

Message from the deputy ministers ..... 1

Executive summary ..... 2

Introduction..... 4

General..... 5

Consultations..... 6

Accessibility plan priorities ..... 7

Monitoring and Reporting ..... 26

Governance ..... 27

Conclusion..... 28

Annex A: Key Performance Indicator Framework ..... 29

Annex B: Progress Report 2025 ..... 43

Annex C: Glossary of terms ..... 52

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# Message from the deputy ministers

We're proud to share the Public Services and Procurement Canada (PSPC) 2026 to 2028 Accessibility Plan. This plan builds on the our previous work. It underscores our ongoing commitment to creating a barrier-free workplace and delivering accessible services and programs to government partners and to the Canadian public.

Accessibility is a continuous journey. We must keep working, learning, and improving every step of the way. This new plan builds on progress made under the PSPC 2023 to 2025 Accessibility Plan. It focuses on our ongoing efforts in key areas, such as inclusive hiring, accessible service delivery, and a workplace culture where employees with disabilities feel valued and supported.

We shaped this plan using the insights from consultations with employees with disabilities, as well as internal and external partners, who shared their lived experiences and ideas. We extend our heartfelt thanks to everyone who contributed; we are listening and learning from what you have shared.

While we have made significant strides, there is still more to do. Accessibility is everyone's responsibility and your actions matter—whether or not you identify as a person with a disability. We all have a role to play in removing barriers and fostering inclusion through everyday choices.

Progress is only meaningful if it is measurable. That is why we are committed to being transparent about our goals, tracking our efforts and continuing to report on what is working, and where we still need to grow. Accountability builds trust, and trust helps drive change.

Thank you to everyone who's been part of this work so far. Let's keep moving forward together.

Arianne Reza (she-her)  
Deputy Minister

Alex Benay (he-him)  
Associate Deputy Minister

Michael Mills (he-him)  
Associate Deputy Minister

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# Executive summary

Public Services and Procurement Canada (PSPC) is pleased to share its 2026 to 2028 Accessibility Plan. This plan continues and reinforces our commitment to identifying, removing, and preventing barriers in the workplace and in the programs and services we deliver to the Government of Canada and Canadians.

The plan builds on the progress made under the 2023 to 2025 Accessibility Plan in the 7 priority areas outlined in the *Accessible Canada Act* (ACA). Additionally, PSPC continues to work on growing an accessible and inclusive culture. The 8 PSPC priorities are:

- culture
- employment
- built environment
- information and communication technologies (ICT)
- communication (other than ICT)
- procurement of goods, services and facilities
- design and delivery of programs and services
- transportation

Each priority in this plan includes specific activities that show how we'll work toward our goals over the next 3 years. These activities help guide our actions and keep us focused. Every activity is also linked to performance indicators to help us measure how we are doing. This makes it easier to track our progress and make adjustments.

The 2026 to 2028 Accessibility Plan was shaped through consultations with over 1,900 employees, including persons with disabilities and allies from across the department. PSPC also engaged with PSPC's Accessibility Advisory Panel, which is made up of experts from organizations representing persons with disabilities across Canada. In addition, we were fortunate to hear from the Diversity Networks, which added important insights about intersectionality and how different experiences of marginalization can compound accessibility barriers. A summary report was shared widely across the department, including with senior management.

Persons with disabilities played a key role in shaping this plan, guided by the principle of "Nothing Without Us." We are committed to continuing the dialogue with employees and partners throughout the life cycle of this plan and beyond, through consultations and the feedback process. [PSPC's feedback process](#) is a valuable part of our commitment to improving accessibility across our department and government. We encourage you to use PSPC's feedback process to let us know your thoughts and ideas about the implementation of this plan. You can also let us know about any concerns or positive feedback you have that is specifically related to accessibility at PSPC.

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PSPC will be providing annual accessibility progress reports to update on how each priority area activity is progressing, and to highlight notable actions to improve accessibility. Each accessibility progress report will also include a summary of the feedback received.

This 2026 to 2028 Accessibility Plan is an important step on our journey toward a fully accessible department by 2040. By working together, learning from lived experience, and addressing accessibility and equity side by side, we can build a barrier-free PSPC for everyone.

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# Introduction

This is PSPC's second accessibility plan, demonstrating our commitment to continue to improve accessibility and inclusion in all areas of the department. Under the ACA, federal departments and agencies must publish accessibility plans every 3 years. Accessibility progress reports are published in the years between publication of accessibility plans.

PSPC is working to remove barriers to accessibility not only for employees, but also in the services and programs it delivers to government partners and to the Canadian public. PSPC supports the Accessibility Strategy for the Public Service to make the Government of Canada more accessible, and is guided by the principle of "Nothing Without Us".

This PSPC accessibility plan has 8 priorities:

- culture
- employment
- built environment
- information and communication technologies (ICT)
- communication (other than ICT)
- procurement of goods, services and facilities
- design and delivery of programs and services
- transportation

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# General

We welcome your feedback and have established a process for receiving comments on this Plan, with an option to provide feedback anonymously.

## Alternate Formats

Alternate formats are available on demand. You can contact us to request a version of this Accessibility Plan or our feedback process in an alternate format.

## Feedback

Should you wish to provide feedback about PSPC's 2026 to 2028 Accessibility Plan or any barriers you have experienced when interacting with PSPC, contact us using any one of the following methods.

For more information on how to provide feedback to PSPC and what PSPC will use this feedback for, visit [Feedback Process](#).

### Contact:

- Director of the Accessibility Office

### Telephone:

- 873 353 9495 (between 8 am and 4 pm Eastern Standard Time (EST))

### Mailing address:

Public Services and Procurement Canada  
Director, Accessibility Office  
11 Laurier St, Portage III, Place du Portage  
Gatineau, Quebec, K1A 0S5

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# Consultations

Learning about barriers from employees with disabilities and allies was key to this accessibility plan. The PSPC Accessibility Office led 7 virtual consultations in January, February and March 2025, which were attended by over 1,900 participants. All efforts were made to create a safe space for attendees and American Sign Language (ASL)/langue des signes québécoise (LSQ) interpretation was provided during the sessions. The PSPC Accessibility Office held 1 French and 1 English session for PSPC employees of all levels, regardless of their connection to the disability community, and 2 bilingual sessions for members of the Persons with Disabilities Network (PWDN) and Visible Minorities Network. The remaining consultation sessions were held with union representatives, the PSPC Accessibility Committee, and the external Accessibility Advisory Panel. The panel is made up of experts from organizations representing persons with disabilities across Canada.

The goal was to understand what progress PSPC has made on accessibility, what barriers still remain, and what more can be done. Participants were asked to share their thoughts on accessibility, any barriers to full participation they face and any suggestions they have for improving accessibility for persons with disabilities at PSPC. Topics addressed during consultations were largely participant-driven, but the PSPC Accessibility Office also took the opportunity to ask employees about their thoughts on some specific priority areas.

An online survey, available to all PSPC employees in February 2025, provided an additional and anonymous way for employees to express their opinions. The survey questions covered topics across the priorities of the ACA and PSPC's culture priority. The questions were developed in collaboration with PSPC branches with the goal of supporting them in their efforts to improve accessibility in their areas of work. In all, 309 respondents answered survey questions.

The activities in this plan were developed based on ideas and feedback from the consultations mentioned above. Barriers which were identified during the consultations are listed under the 8 priority areas of the plan.

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# Accessibility plan priorities

In this section of the plan, there are 8 priorities, each with related objectives and activities intended to support a more accessible and inclusive PSPC. The barriers listed below were gathered from consultations. The planned actions to remove these barriers or prevent new ones are noted as activities and sub-activities.

- Culture
- Employment
- Built environment
- Information and communication technologies
- Communication, other than information and communication technologies
- Procurement of goods, services and facilities
- Design and delivery of programs and services
- Transportation

## Culture

Work culture is key to meeting everyone's accessibility needs. A supportive work culture recognizes and respects the diverse needs of employees. By prioritizing a diverse and inclusive environment and intersectionality in the workplace, PSPC aims to create a space where all employees feel valued, respected and empowered.

## Objective

Strengthen a culture of accessibility and disability inclusion in all areas of PSPC's work.

## Barriers

During the consultations, employees with disabilities mentioned that attitudinal barriers are still among the biggest obstacles they face. In particular, participants described several barriers that impact the ability to achieve an inclusive and accessible culture within the workplace:

- many still fear stigma and negative consequences for self-identifying as a person with a disability
- participants felt that many managers need training to improve their accessibility and inclusion competency
- some employees felt that decisions made at the executive level often lack insight into the barriers faced by employees with disabilities
- participants felt that training should focus on core concepts such as "yes by default" and guides and tools that build on the knowledge required to integrate accessibility practices into all work processes

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# Measures to remove barriers and prevent new ones

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the Culture priority. Each activity has a branch lead, referred to as the office of primary interest (OPI), which is responsible for advancing and reporting on the progress of the activity and accompanying sub-activities.

## Culture activity 1

Strengthen a culture of accessibility and inclusion through consultation with persons with disabilities and allies to build an inclusive and accessible workplace where employees have a voice in shaping policies and initiatives.

### Sub-activities

- engage with employees with disabilities through structured consultation opportunities
- host regular network meetings with the PWDN and create a safe space for persons with disabilities and allies to discuss accessibility and inclusion at PSPC
- use the PSPC Accessibility Committee as a formal governance body to review/approve any new PSPC project/initiative related to accessibility
- address systemic barriers by consulting with persons with disabilities and stakeholders and sharing best practices to incorporate in procedures, policies and guidelines

### Office of primary interest

- Policy, Planning and Communications Branch (PPCB)
- all branches and regions

## Culture activity 2

Strengthen a culture of accessibility and inclusion by raising awareness across the department and celebrating diversity.

### Sub-activities

- promote a work culture that prioritizes an accessible-by-default approach
- appoint Accessibility Ambassadors in each branch and region to help raise awareness, share resources, and support accessibility initiatives
- deliver accessibility presentations to all branches and regional townhalls to further raise awareness across the department
- implement an accessibility desktop icon to easily access the PSPC Accessibility Resources Hub
- showcase stories about accessibility in internal newsletters, the intranet, and during townhalls

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- organize events and awareness campaigns in recognition of National Accessibility Week, National Disability Employment Awareness Month and the International Day of Sign Languages
  - organize the PSPC Writes contest where employees are invited to write a short essay or poem about the importance of a barrier-free workplace
  - provide information sessions to employee networks, workplace committees, branches and regions to raise awareness of the PWDN, including the challenges persons with disabilities face in the workplace
  - speak to accessibility issues at governance forums to raise awareness and work towards solutions
  - encourage all PSPC committees to request accessible documentation by default

### **Office of primary interest**

- PPCB
- all branches and regions

## **Culture activity 3**

Strengthen a culture of accessibility and inclusion by providing training and integrating accessibility considerations into everyday processes.

### **Sub-activities**

- create and maintain a barrier-free learning environment for all employees.
- deliver training to raise awareness among all staff about barriers in the workplace for employees with environmental sensitivities and invisible disabilities, and promote strategies for addressing them
- develop new learning session on ableism and disability inclusion
- deliver workshops tailored to different employee groups, with a focus on practical application, policy awareness, and responsibilities to foster inclusive behaviors
- provide targeted virtual training on PSPC's revised Code of Conduct, which emphasizes respect for people through commitments to accessibility, diversity and inclusion. Additionally, deliver a clear and concrete summary of the behaviours expected from all employees
- develop comprehensive stand-alone training sessions for Word, PowerPoint, and Excel
- develop and implement accessibility guidelines for meetings, events, and internal communications

### **Office of primary interest**

- Human Resources Branch (HRB)
- PPCB

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# Employment

It can be challenging for people with disabilities to obtain employment, regardless of their qualifications. The goal of the Employment area under the ACA is to ensure equal access to employment opportunities and accessible workplaces.

## Objective

Through accessible and inclusive human resource practices, create conditions to support recruitment, onboarding, retention, career development and accommodation of employees with disabilities.

## Barriers

Participants raised concerns regarding barriers to equitable employment, particularly around hiring, promotion, and retention practices. Participants shared that:

- job postings should include statements such as “or equivalent experience” to recognize diverse experiences
- hiring processes need to allow for alternative assessments and accessible formats, including the use of plain language and adaptive technology
- communication barriers occur throughout the hiring process, such as unclear messaging about accommodation processes or a lack of status updates
- interview questions can lead to feeling pressure to disclose accommodation needs, especially regarding return-to-office policies
- language requirements can be a barrier to career advancement, as some employees shared that learning a second official language can be especially difficult for people with certain disabilities, particularly cognitive or neurological
- job-specific learning and development opportunities should be available to help employees with their career advancement

Accommodation processes were a source of many challenges for participants, including concerns with conflicting guidance, lack of managerial training, privacy concerns, and delays in decision-making. Participants shared that:

- there are many barriers for proving their need for accommodations, such as the cost of medical notes, access to healthcare providers, and the emotional toll of repeatedly sharing personal information
- employees with invisible disabilities often experience more scrutiny and bias regarding their need for accommodations
- there is a need for a “yes-by-default” approach to accommodations, along with clearer policies, and better protections for employee privacy

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## Measures to remove barriers and prevent new ones

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the Employment priority.

### Employment activity 1

Ensure persons with disabilities are well represented at all levels, including the executive level.

#### Sub-activities

- continue to promote the diversity and inclusion manager's toolkit
- implement the Diversity and Inclusion Performance Measurement Framework, which will include data on persons with disabilities. Additional information will be available through the Diversity and Inclusion quarterly Dashboard

#### Office of Primary Interest

HRB

### Employment activity 2

Integrate the digital Government of Canada (GC) Workplace Accessibility Passport (Passport) to help federal public service employees get the tools, supports and measures they need to perform at their best and succeed in the workplace.

#### Sub-activities

- deliver targeted training sessions for employees, managers, and Human Resources (HR) advisors on the functionality and use of the Passport
- update staffing and HR Policies
- include the accessibility onboarding toolkit developed by the Human Resources Accessibility Centre and promotion of the Passport in employees' letter of offer
- ensure that the Passport is taken into account and effectively integrated during recruitment and selection processes, to support candidates requiring accommodations
- monitor the number of digital accessibility passports issued

#### Office of primary interest

HRB

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# Built environment

As the government's common service provider for the built environment, PSPC focuses on removing barriers to accessibility across the real property portfolio. The Government of Canada operates under a hybrid work model, and the built environment plays a significant role in employee satisfaction and well-being. PSPC recognizes the importance of maintaining flexibility for employees with disabilities in the office environment. The department also reviews policies and services to improve the accessibility of federal property for all Canadians.

## Objective

Be a leader for the government by removing barriers in the PSPC built environment.

## Barriers

Participants identified many barriers they face in the built environment. In particular, employees with disabilities expressed concerns about barriers introduced by the [Direction on prescribed presence in the workplace](#), particularly regarding unassigned workstations:

- participants noted that without a consistent workspace, it is difficult to access necessary ergonomic supports, store adaptive equipment, or maintain a sense of routine
- employees with environmental sensitivities shared that they face a heightened risk of exposure with unassigned workspaces and the lack of respect of the scent-free policy

In addition, participants mentioned barriers related to specific design features that could be improved to enhance accessibility in the physical workspace:

- open office layouts were flagged as challenging for people with hearing disabilities, attention disorders, and sensory sensitivities
- office layouts do not currently have enough small meeting rooms to meet demand for those who need either a quiet space to work or to participate in virtual meetings
- participants raised concerns about emergency systems that rely only on audio cues for emergency alarms, or only on visual cues to identify floor safety officers

## Measures to remove barriers and prevent new ones

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the Built Environment priority.

### Built environment activity 1

Continue to modernize policies to support a barrier-free built environment in PSPC's real property portfolio.

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## Sub-activities

- update processes and guidance documents to align with updated Treasury Board standards
- update and develop guidance for both property and project teams to assist in achieving compliance with accessibility requirements
- continue to implement the Universal Accessibility Strategy and Action Plan for the Parliamentary Precinct
- establish a Universal Accessibility Strategy and Action Plan for Laboratories Canada

## Office of primary interest

- Real Property Services (RPS)
- Science and Parliamentary Infrastructure Branch (SPIB)

## Built environment activity 2

Continue to evaluate the level of accessibility of PSPC's real property portfolio.

### Sub-activities

- conduct accessibility assessments across the real property portfolio
- revise existing accessibility indicators and develop new ones that better reflect the level of accessibility of assets, and update tools used to report progress
- leverage latest research to evaluate how building and workplace design can support people with various disabilities
- consult employees, persons with disabilities and subject matter experts to ensure that planned improvements are meeting the needs of everyone
- Set clear priorities for improving accessibility and estimate the costs to ensure facilities meet current standards while also preparing them for future needs

## Office of primary interest

- RPS
- SPIB

## Built environment activity 3

Implement accessibility improvements in buildings and workplaces.

### Sub-activities

- pilot initiatives to improve accessibility; ensure that the built environment and technology enable a well-functioning, hybrid workplace

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- make progressive improvements to the built environment, including, but not limited to, small low-cost interventions and accessibility focused projects
  - ensure that new construction and major rehabilitation projects meet current accessibility standards, and leverage emerging standards being developed by Accessibility Standards Canada to future-proof projects and assets
  - consult persons with disabilities to ensure that improvements meet their needs

#### **Office of primary interest**

- RPS
- SPIB

## **Information and communication technologies**

Accessible tools and technologies are essential for creating an inclusive work environment. In this digital age, it is important to ensure equal access to digital content and digital services. This equal access plays a valuable role in the work we do, and it allows employees to use their talents and skills effectively.

### **Objective**

Improved access to technology for all employees in order to do their job.

### **Barriers**

Participants highlighted several barriers related to ICT, particularly around obtaining access to and support for accessible software and adaptive technologies. Participants noted the following barriers to accessible technology:

- security restrictions and lengthy approval processes often delay access to newer accessible technologies and essential tools
- there is a lack of immediate, hands-on technical assistance for setting up and using accessible tools
- accessibility tools are often not properly integrated across the platforms employees need to use to do their work
- getting approval for access to specific text-to-speech software can be a challenge for some employees with disabilities due to cost or assumptions that built-in features in Microsoft products are sufficient

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## Measures to remove barriers and prevent new ones

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the ICT priority.

### Information and communication technology activity 1

Raise awareness on digital accessibility across PSPC.

#### Sub-activities

- hold information/engagement sessions on digital accessibility awareness
- send communications and promote training regarding digital accessibility
- assess user-generated content, such as helpful tips, guides, or documentation shared by employees

#### Office of primary interest

Digital Services Branch (DSB)

### Information and communication technology activity 2

Improve accessibility performance of ICT across PSPC and ensure users have timely access to adaptive technology and ongoing support.

#### Sub-activities

- research and integrate more advanced adaptive technologies to remove barriers and foster a more inclusive environment
- engage active members in specialized Microsoft Teams channels for adaptive software users
- address users' accessibility needs in a timely and comprehensive way
- collect feedback and track user satisfaction level with the resolution of accessibility-related requests

#### Office of primary interest

DSB

### Information and communication technology activity 3

Provide accessibility support on projects by integrating accessibility early in digital projects.

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### **Sub-activities**

- identify the number of accessibility issues, categorize by severity, and track through to resolution
- improve accessibility performance of information technology assets and resources

### **Office of primary interest**

DSB

## **Information and communication technology activity 4**

Continue to support government partners in creating accessible documents in a digital format.

### **Sub-activities**

develop an automated imaging solution to support government partners in creating accessible documents in a digital format.

### **Office of primary interest**

Receiver General and Pensions Branch (RGPB)

## **Information and communication technology activity 5**

Continue to increase the accessibility of the HTML version of the Public Accounts of Canada.

### **Sub-activities**

- resolve additional accessibility non-compliance issues
- publish the HTML version of the current year's Public Accounts
- perform Web Accessibility Compliance Reviews

### **Office of primary interest**

RGPB

# **Communication, other than information and communication technologies**

Effective communication in the workplace is key to encouraging inclusion and ensuring equal access to information. Accommodating a range of needs through our communications allows everyone at PSPC to contribute to their full potential and build strong relationships. In addition,

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PSPC has a common service provider role in translation and sign language interpretation services to support access to Parliament and Federal Government information.

## **Objective**

Provide equitable access to information for PSPC employees, partners and the public.

## **Barriers**

Throughout the consultations, participants identified several communication barriers to accessibility and inclusion in communications:

- the scope of plain language practice is often narrowed to writing for a certain reading level or using simple words. A wider focus on writing that is direct, straightforward and avoids misunderstandings should be adopted
- plain language is not considered a priority for all forms of workplace communication, such as everyday emails and notes between colleagues
- software and communications templates are not typically accessible-by-default and the use of accessibility checker tools is not yet standard practice across PSPC

Participants also pointed out the importance of consistent access to ASL and LSQ interpreters for Deaf and hard of hearing employees and community members.

## **Measures to remove barriers and prevent new ones**

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the Communication priority.

### **Communication activity 1**

Ensure that PSPC communications materials are inclusive and accessible for all users by following the design guidelines and best practices.

#### **Sub-activities**

- provide communications products in a range of accessible formats
- apply clear and consistent layouts by using readable fonts and sizes and high-contrast colors for each new design for communications materials
- support all PSPC employees by providing accessible templates to help employees create accessible documents from the start
- ensure communications products respect language best practices for plain language and official languages

#### **Office of primary interest**

PPCB

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## Communication activity 2

Implement a new, accessible design for the intranet, improve user experience on PSPC Canada.ca internet and enhance web accessibility through plain language.

### Sub-activities

- develop a new information architecture to reorganize intranet content, aligning with GC digital standards through a structure based on themes and tasks
- migrate content to a new platform that:
  - uses design patterns that follow Web Content Accessibility Guidelines (WCAG), making sure accessibility is included from the start
  - has responsive design, which adapts to different screen sizes and ensures usability across different devices
- perform data collection, analysis and user testing to identify areas for improvement and improve the ease of navigation and content findability on PSPC Canada.ca
- champion the use of plain language communications, including on the PSPC internet, intranet, and in all internal all-staff messages
- update internal processes to include plain language review and provide plain language support for content developers
- align web presence with [GC Digital Standards](#)

### Office of primary interest

PPCB

## Communication activity 3

Ensure that federal departments and agencies produce publications in accessible formats to be included on the [Government of Canada Publications site](#).

### Sub-activities

- maintain an online catalogue of Government of Canada publications and ensure that they are available in both portable and accessible formats (HTML version) on the Government of Canada Publications website
- advise 25% of Government of Canada author departments on accessibility best practices, tools and resources annually, so that each author department is engaged at least once every 4 years

### Office of primary interest

RGPB

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## Communication activity 4

Increase access to sign language interpretation for Deaf or hard of hearing persons by addressing the long-standing shortage of qualified sign language interpreters available to the Translation Bureau.

### Sub-activities

- establish partnership agreements with teaching institutions to increase capacity
- apply strategies to increase the pool of suppliers in sign language interpretation, including hosting information sessions to suppliers

### Office of Primary Interest

Translation Bureau

## Communication activity 5

Increase sign language visibility and accessibility at high-profile public events.

### Sub-activities

- promote the International Day of Sign Languages public service-wide event, in collaboration with PSPC Accessibility Office
- collaborate with Parliament of Canada and federal departments and agencies to facilitate ASL and LSQ interpretation at high-profile events
- update guidelines on standards and practices to support sign language services users in creating accessible meetings or events

### Office of Primary Interest

- Translation Bureau
- PPCB

# Procurement of goods, services and facilities

Federal procurement is an important priority for PSPC given the department's role as the central purchasing agent for the Government of Canada. PSPC is committed to making accessibility a part of procurement practices so that the goods and services it procures are accessible and inclusive for all.

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## Objective

Modernize procurement practices so that goods and services procured by the government are accessible and inclusive for all.

## Barriers

For the first time, participants specifically highlighted procurement during consultations and identified some barriers to accessibility in procurement processes:

- accessibility requirements are not consistently prioritized or enforced during procurements, often resulting in products or systems that do not meet the needs of employees using adaptive technologies
- procurement forms are repetitive and lack clarity, which results in procurement processes that are not inclusive nor accessible

## Measures to remove barriers and prevent new ones

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the Procurement priority.

### Procurement activity 1

Support federal procurement professionals in considering and integrating accessibility requirements into the procurement processes they manage.

#### Sub-activities

- review solicitation documents and advise federal procurement professionals on commodity specific accessibility considerations
- develop, in partnership with Accessibility Standards Canada, guidance for the procurement of goods and services
- update procurement guidance and develop accessibility-focused solicitation language
- enhance existing data sources to measure and report progress against accessibility indicators

#### Office of primary interest

Procurement Branch

### Procurement activity 2

Build the capacity of federal procurement professionals to consider and integrate accessibility requirements into the procurement processes they manage.

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### **Sub-activities**

- develop an accessible procurement learning module for PSPC procurement professionals
- deliver government-wide information sessions on how to consider and integrate accessibility into procurement
- lead an interdepartmental community of practice for accessible procurement

### **Office of primary interest**

Procurement Branch

## **Procurement activity 3**

Promote awareness about federal procurement opportunities to businesses owned by persons with disabilities.

### **Sub-activities**

- facilitate small business information expos and other similar events to promote supplier diversity among equity-seeking groups, including persons with disabilities
- develop information, tools, and resources to educate the business community about the importance of accessibility within federal procurement

### **Office of primary interest**

Procurement Branch

# **Design and delivery of programs and services**

As a common service provider, PSPC offers a wide range of programs and services to federal organizations and to Canadians. Ensuring these programs and services are accessible means that everyone, regardless of disability or impairment, can use and benefit from them.

Accessibility features often improve the overall user experience for everyone, not just those with disabilities.

## **Objective**

Strive to offer programs and services that are easily accessible to all.

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## Barriers

Participants discussed the importance of accessibility by default as a key principle to ensure that all aspects of the services PSPC offers are easy to navigate, understand, and use.

Participants shared many barriers that affect the design and delivery of accessible programs and services, including the need to:

- build capacity and provide support for drafting accessible content
- collaborate with persons with disabilities to validate the accessibility of policies and directives that guide programs and services, and ensure accessibility is embedded in every aspect
- make accessibility resources and services on the intranet and internet easier to find and navigate, as many shared that finding the information they need can be daunting
- leverage and better coordinate with interdepartmental services designed to help employees with disabilities. This includes the Accessibility, Accommodation, and Adaptive Computer Technology Program, the GC Workplace Accessibility Passport program and internship and mentorship programs

## Measures to remove barriers and prevent new ones

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the Design and Delivery of Programs and Services priority.

### Design and delivery activity 1

Design and deliver a future HR and pay platform (Dayforce) that is fully accessible and usable by all.

#### Sub-activities

- enforce accessibility as a requirement in all user experience research and design processes, which will then be validated through rigorous and comprehensive testing
- pilot an accessibility advisory panel composed of persons with a wide-range of accessibility needs and assistive technologies to validate and guide service improvements
- establish a feedback mechanism for clients to report accessibility barriers in services while also developing and implementing accessibility guidelines for front-line service employees

#### Office of primary interest

Human Capital Management (HCM)

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## Design and delivery activity 2

Adhere to the Government of Canada Accessibility guidelines for all HCM digital programs and services.

### Sub-activities

- implement [WCAG 2.1](#) Level AA compliance standards across all digital services and provide training for employees on creating accessible digital content
- review templates to ensure they meet accessibility standards and ensure alt text, plain language and captions as a standard in all materials
- ensure MyGCPay remains a fully accessible platform at all times, while welcoming user feedback
- conduct accessibility audits of websites and online platforms

### Office of primary interest

HCM

## Design and delivery activity 3

Efforts are made to ensure that all Treasury Board (TB) submissions are developed with accessibility in mind, as part of the design, development, and implementation of the initiative. If it is not feasible to do so, a justification is on file. This will be the case for submissions that are specific to the department, and those submitted on behalf of other government departments and agencies.

### Sub-activities

- create awareness about the importance of considering accessibility when drafting departmental TB submissions
- continue to ensure the PSPC Accessibility Office is part of the departmental process and has the opportunity to review and comment on the content related to accessibility for each TB submission put forward

### Office of primary interest

Finance Branch

## Design and delivery activity 4

All new or revised PSPC policies and directives consider accessibility.

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### **Sub-activity**

Accessibility stakeholder and persons with disabilities will review all new or revised PSPC policies and directives to ensure compliance with the ACA

### **Office of primary interest**

- PPCB
- all branches and regions

## **Design and delivery activity 5**

Offer accessibility support to clients publishing in the Canada Gazette.

### **Sub-activity**

Create awareness about the importance of drafting accessible content

### **Office of primary interest**

RGPB

# **Transportation**

As the government's common service provider for the built environment, PSPC supports the transportation pillar of the ACA by working to address transportation barriers that may exist for persons with disabilities at our buildings, such as the availability of accessible parking.

PSPC provides accessible parking in accordance with municipal bylaws, which vary by location and building size. This variability makes it difficult to standardize or compare across the real property portfolio. Client departments are responsible for allocating parking to employees and accessible parking may be provided as part of a duty to accommodate. These are individualized arrangements made by client departments and are not centrally tracked by PSPC.

## **Objective**

Support accessible transportation for employees and members of the public by removing known barriers at PSPC buildings.

## **Barriers**

During the consultations, participants identified previously unexplored barriers related to travelling to and between PSPC worksites, including:

- 
- accessible parking spaces are often limited
  - distances between parking lots and the building entrances is too far at some locations
  - transportation policies can be rigid and not accommodating, particularly for those who rely on personal vehicles instead of government vehicles, carpools, or public transit
  - several participants described difficulties securing approval for accommodations related to travel between worksites
  - many participants described difficulties with carrying their accessibility equipment between home and worksites
  - pathways into buildings are not always accessible or appropriately cleared of snow

## **Measures to remove barriers and prevent new ones**

The following activities and sub-activities have been identified as measures to remove the barriers identified above and prevent new barriers under the Transportation priority.

### **Transportation activity 1**

Improve access to accessible parking at PSPC Crown-owned facilities for all users.

#### **Sub-activities**

- when provided, ensure that accessible parking spaces are designed appropriately and located as close as possible to building accessible entrances
- install clearly visible signage of the availability of accessible parking and wayfinding from the parking area to reception
- when provided, ensure that electric vehicles charging stations are made accessible and are associated with at least 1 accessible parking space
- where feasible, provide clearly defined drop-off zones in proximity to accessible building entrances

#### **Office of primary interest**

- Real Property Branch
- SPIB

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# Monitoring and Reporting

Tracking progress on accessibility activities is key to our success. Each activity within this plan is supported by a number of sub-activities. These sub-activities will be assessed to determine their effectiveness. This information will in turn be used to develop the annual reports which PSPC is required to publish to track its progress on accessibility. Please visit [Annex B: Progress Report 2025](#) for the final progress report under the 2023 to 2025 Accessibility Plan.

PSPC has a key performance indicator (KPI) framework to measure the activities which support the 8 accessibility priorities within this plan. This framework, available in [Annex A: Key Performance Indicator Framework](#), includes indicators, outcomes, benchmarks and dates of completion for each activity in the plan and will help the department to track progress on accessibility over time.

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# Governance

The PSPC Accessibility Office will seek ongoing direction and guidance on the 2026 to 2028 Accessibility Plan and its implementation from the following committees:

- PSPC's Executive Committee (EXCO), which is chaired by the deputy minister
  - this will enable information sharing, collaboration and decision-making on program, policy and internal management issues
  - the PSPC Accessibility Office will consult with EXCO on a twice-yearly basis and as needed
- PSPC's Corporate Management Committee, which is chaired by the associate deputy minister
  - this will provide strategic direction and advice on issues related to the internal management of the department
  - the PSPC Accessibility Office will update this committee as needed
- PSPC Accessibility Committee, which meets 4 times per year
  - its members represent each branch and region
  - it reviews departmental accessibility initiatives, provides a forum to share knowledge, and promotes activities to support the ACA
- PSPC's external Accessibility Advisory Panel, which meets 3 times per year
  - the panel is an advisory body which enables input and dialogue between PSPC and stakeholders representing persons with disabilities
  - while not a formal governance committee, the panel provides information, advice and recommendations to PSPC on accessible programs, policies and services

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# Conclusion

This accessibility plan is part of ongoing efforts and a commitment to a barrier-free Canada by 2040. It provides a roadmap to guide continuing improvements in accessibility at PSPC. We encourage everyone in the department to do their part to increase accessibility awareness and contribute to an inclusive workplace that's accessible by default.

Each PSPC employee can make a difference in the ways we support accessibility and inclusion. This spans from building a culture where no one is left behind, to offering services and programs where accessibility is built-in from the start. Together, we can support the Government of Canada in building a fully accessible and inclusive public service and country.

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# Annex A: Key Performance Indicator Framework

Each activity listed in PSPC's 2026 to 2028 Accessibility Plan is aligned with a Key Performance Indicator (KPI) to track progress and report on achievements. These KPIs were co-developed with branches and can be found below, categorized by priority.

The OPI for these KPIs may differ from those for the activities, as only the OPIs responsible for tracking and reporting on the respective indicators are listed.

## Priority 1: Culture

Below are the plan activities for priority 1 culture.

### Plan activity 1.1

Strengthen a culture of accessibility and inclusion through consultation with persons with disabilities and allies to build an inclusive and accessible workplace, where employees have a voice in shaping policies and initiatives.

#### Indicators

- number of PWDN meetings
- number of consultations organized by PWDN with employees with disabilities and allies

#### Desired outcome / Target

- increased awareness of accessibility and inclusion within PSPC
- increased number of employees consulted at PSPC

#### Office of primary interest

PPCB

### Plan activity 1.2

Strengthen a culture of accessibility and inclusion by raising awareness across the organization and celebrating diversity.

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## Indicators

- number of information sessions held by PWDN
- number of events and information sessions delivered by the PSPC Accessibility Office
- percentage of branches and regions reached through accessibility presentations delivered by the PSPC Accessibility Office at townhalls

## Desired outcome / Target

- increased awareness of accessibility and inclusion within PSPC
- number of events and information sessions delivered by the PSPC Accessibility Office is maintained or increases
- accessibility awareness presentations provided to 100% of branches and regions

## Office of primary interest

PPCB

## Plan activity 1.3

Strengthen a culture of accessibility and inclusion by providing training and integrating accessibility considerations into everyday processes.

## Indicators

- percentage of respondents declaring that PSPC is successful at promoting values and ethics in the workplace
- number of workshops delivered to managers to improve understanding and awareness on accessibility
- number of workshops delivered to employees to enhance understanding of accessibility support systems

## Desired outcome / Target

- employees and managers demonstrate inclusive behaviours that contribute to a respectful, equitable and welcoming workplace
- employees and managers have increased awareness and understanding of accessibility and inclusion

## Office of primary interest

HRB

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# Priority 2: Employment

Below are the plan activities for priority 2 employment.

## Plan Activity 2.1

Ensure persons with disabilities are well represented at all levels, including the executive level.

### Indicator

Persons with disabilities representation meets Employment Equity goals.

### Desired outcome / Target

Employment equity representation for persons with disabilities, which is reviewed and set annually to ensure continued growth and alignment with modernization, is met or exceeded.

### Office of primary interest

HRB

## Plan Activity 2.2

Integrate the digital Government of Canada (GC) Workplace Accessibility Passport (Passport) to help federal public service employees get the tools, supports and measures they need to perform at their best and succeed in the workplace.

### Indicators

- number of targeted training sessions for employees, managers, and HR advisors on the functionality and use of the Passport
- number of digital accessibility Passports created

### Desired outcome / Target

The digital Passport is successfully integrated and adopted by employees and managers.

### Office of primary interest

HRB

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# Priority 3: Built environment

Below are the plan activities for priority 3 built environment.

## Plan Activity 3.1

Continue to modernize policies to support a barrier-free built environment in PSPC's real property portfolio.

### Indicator

Number of new or updated policies, processes and guidance documents.

### Desired outcome / Target

New and updated policies, processes and guidance to support a barrier-free workplace.

### Office of Primary Interest

- RPS
- SPIB

## Plan Activity 3.2

Continue to evaluate the level of accessibility of PSPC's real property portfolio.

### Indicator

Number of accessibility assessments conducted and/or updated.

### Desired outcome / Target

Leverage findings from accessibility assessments, employee input and subject matter experts to prioritize accessibility improvements in the built environment.

### Office of primary interest

- RPS
- SPIB

## Plan Activity 3.3

Implement accessibility improvements in buildings and workplaces.

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## Indicator

Number of engagement activities (events/surveys/etc.) and participants consulted and/or engaged with.

## Desired outcome / Target

Leverage employee input and subject matter experts to prioritize accessibility improvements in the built environment.

## Office of primary interest

- RPS
- SPIB

# Priority 4: Information and communication technologies

Below are the plan activities for priority 4 information and communication technologies.

## Plan Activity 4.1

Raise awareness on digital accessibility across PSPC.

## Indicator

Number of knowledge-sharing sessions, webinars and engagement sessions held.

## Desired outcome / Target

PSPC employees are more informed about digital accessibility and ways to improve it in their day-to-day work.

## Office of primary interest

DSB

## Plan Activity 4.2

Improve accessibility performance of ICT across PSPC and ensure users have timely access to adaptive technology and ongoing support.

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## Indicators

- user satisfaction level with the resolution of their accessibility-related requests
- number of active members in specialized MS Teams channels for adaptive software users
- average time taken to resolve user accessibility requests (from submission to resolution)

## Desired outcome / Target

- users accessibility needs are addressed in a timely and comprehensive way
- accessibility performance of ICT is enhanced, providing everyone of all abilities greater access to systems

## Office of primary interest

DSB

## Plan Activity 4.3

Provide accessibility support on projects by integrating accessibility early on in digital projects.

## Indicators

- number of projects that include accessibility as a core principle in the initial design documentation
- percentage of projects that include accessibility as a core principle that also have accessibility milestones defined for the development lifecycle

## Desired outcome / Target

Digital projects are considered accessible because the requirements are taken into consideration from the beginning of the project.

## Office of primary interest

DSB

## Plan Activity 4.4

Continue to support government partners to create accessible documents in digital format.

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## **Indicator**

Successful completion of contract deliverables of digitization solution.

## **Desired outcome / Target**

PSPC puts in place an accessible digitization tool to support government partners in creating accessible documents in digital format.

## **Office of primary interest**

RGPB

## **Plan Activity 4.5**

Continue to increase the accessibility of the HTML version of the Public Accounts of Canada.

## **Indicator**

Percentage of solved accessibility issues in the HTML version of the Public Accounts of Canada.

## **Desired outcome / Target**

Increased accessibility of the HTML version of the Public Accounts of Canada.

## **Office of primary interest**

RGPB

# **Priority 5: Communication, other than information and communication technologies**

Below are the plan activities for priority 5 communication, other than ICT

## **Plan Activity 5.1**

Ensure that PSPC communications materials are inclusive and accessible for all users by following the design guidelines and best practices.

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## Indicators

- percentage of communications materials prepared by PPCB that follow design guidelines and best practices with regard to inclusivity and accessibility
- communications materials prepared by PPCB are inclusive and accessible to all employees, respecting accessibility and language policies (for example, plain language and official languages)

## Desired outcome / Target

95% of communications materials prepared by PPCB follow the design guidelines and best practices with regard to inclusivity and accessibility.

## Office of primary interest

PPCB

## Plan Activity 5.2

Implement a new, accessible design for the intranet, improve user experience on PSPC Canada.ca internet and enhance web accessibility through plain language.

## Indicator

Percentage of intranet pages that are fully compliant with WCAG requirements.

## Desired outcome / Target

100% percent of intranet pages meet WCAG requirements.

## Office of primary interest

PPCB

## Plan Activity 5.3

Ensure that federal departments and agencies produce publications in accessible formats to be included on the Government of Canada Publications site.

## Indicators

- percentage of publications produced by federal departments and agencies provided to the Government of Canada Publications Directorate in HTML format

- 
- percentage of federal departments and agencies that are met annually by the Government of Canada Publications Directorate and informed of accessibility-related best practices, tools and resources

## Desired outcome / Target

- ensure that 80% of publications produced by federal departments and agencies listed under Schedule I, I.1 and II of the [Financial Administration Act](#) (FAA) are provided in accessible format (HTML) to the Government of Canada Publications Directorate (this is prescribed by the [Directive on Management of Communications and Federal Identity](#))
- advise 25% of federal departments and agencies, listed under Schedule I, I.1 and II of the [FAA](#), on best practices, tools and resources related to accessibility annually

## Office of primary interest

RGPB

## Plan Activity 5.4

Increase access to sign language interpretation for Deaf or hard of hearing persons by addressing the long-standing shortage of qualified sign language interpreters available to the Translation Bureau.

## Indicator

Number of sign language interpreters accredited by the Translation Bureau.

## Desired outcome / Target

Translation Bureau sign language interpreters capacity increased by 5%.

## Office of primary interest

Translation Bureau

## Plan Activity 5.5

Increase sign language visibility and accessibility at high-visibility public events.

## Indicator

Percentage of requests fulfilled by the Translation Bureau within established service standards.

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## **Desired outcome / Target**

100% of requests fulfilled within established service standards.

## **Office of primary interest**

Translation Bureau

# **Priority 6: Procurement of goods, services and facilities**

Below are the plan activities for priority 6 procurement.

## **Plan Activity 6.1**

Support federal procurement professionals in considering and integrating accessibility requirements into the procurement processes they manage.

### **Indicator**

Percentage of requests regarding the integration of accessibility in the procurement process received from departments and agencies that were fulfilled.

## **Desired outcome / Target**

100% of requests received from departments and agencies were fulfilled.

## **Office of primary interest**

Procurement Branch

## **Plan Activity 6.2**

Build the capacity of federal procurement professionals to consider and integrate accessibility requirements into the procurement processes they manage.

### **Indicator**

Percentage of PSPC procurement professionals who complete the mandatory training on accessible procurement.

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## **Desired outcome / Target**

100% of PSPC procurement professionals completed the mandatory training.

## **Office of primary interest**

Procurement Branch

## **Plan Activity 6.3**

Promote awareness about federal procurement opportunities to businesses owned by persons with disabilities.

## **Indicator**

Number of events targeting persons with disabilities.

## **Desired outcome / Target**

Businesses owned by persons with disabilities become more aware of federal procurement opportunities.

## **Office of primary interest**

Procurement Branch

# **Priority 7: Design and delivery of programs and services**

Below are the plan activities for priority 7 design and delivery of programs and services.

## **Plan Activity 7.1**

Design and deliver a future HR and pay platform (Dayforce) that is fully accessible and usable by all.

## **Indicators**

- successful development of feedback mechanism and number of accessibility feedback instances received
- successful drafting of accessibility guidelines

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## Desired outcome / Target

- feedback mechanism has been developed
- employees are using feedback mechanism
- future HR and pay platform complies with accessibility guidelines

## Office of primary interest

HCM

## Plan Activity 7.2

Adhere to the Government of Canada Accessibility guidelines for all internal and external digital programs and services.

## Indicators

- number of accessible templates and tools developed and implemented
- percentage of digital services meeting WCAG 2.1 AA standards
- number of training sessions conducted and employee participation rates

## Desired outcome / Target

- develop at least 5 new accessible templates/tools available for clients
- 100% compliance with accessibility guidelines for all newly developed digital services
- at least 80% of employees working with digital programs and services complete accessibility content training

## Office of primary interest

HCM

## Plan Activity 7.3

Ensure that all Treasury Board submissions are developed with accessibility in mind.

## Indicator

Percentage of PSPC-led TB Submissions that include accessibility considerations.

## Desired outcome / Target

All TB submissions have accessibility considerations built in.

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## Office of primary interest

Finance Branch

### Plan Activity 7.4

All new or revised PSPC policies and directives consider accessibility.

#### Indicator

Percentage of new or revised departmental policies reviewed by accessibility stakeholders and persons with disabilities to ensure compliance with the ACA.

#### Desired outcome / Target

100% new and revised departmental policies consider accessibility.

## Office of primary interest

PPCB

### Plan Activity 7.5

Offer accessibility support to clients publishing in the Canada Gazette.

#### Indicator

Number of client interactions which address accessibility.

#### Desired outcome / Target

Clients are able to access support on publishing accessible content in the Canada Gazette.

## Office of primary interest

RGPB

## Priority 8: Transportation

Below is the plan activity for priority 8 transportation.

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## **Plan Activity 8.1**

Improve access to accessible parking at PSPC Crown-owned facilities for all users.

### **Indicator**

No indicator available at this time. The indicator, its methodology as well as the target will be reviewed in the future to ensure they reflect operational realities and data collection limitations

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# Annex B: Progress Report 2025

This is PSPC's 2025 Progress Report on Accessibility, which is the last progress report for the 2023 to 2025 Accessibility Plan. Over the past 3 years, PSPC has taken many steps to reduce barriers and build a more inclusive workplace.

This report shows the work the department did in 2024 to 2025 to become more accessible for employees and in its role as a common service provider to the federal government and Canadians.

PSPC continued to make improvements under each of the 7 priority areas of the ACA, as well as the PSPC priority of an accessible culture. The 8 priorities are:

- culture
- employment
- built environment
- information and communication technologies (ICT)
- communication (other than ICT)
- procurement of goods, services and facilities
- design and delivery of programs and services
- transportation

## Culture

By prioritizing a diverse and inclusive environment and intersectionality in the workplace, PSPC aims to create a space where all employees feel valued, respected and empowered.

### 2023 to 2025 Accessibility Plan objective

Strengthen a culture of accessibility and disability inclusion in all areas of PSPC's work.

### Progress to remove barriers and prevent new ones

Building on the success of the previous year, many activities in support of an accessible culture took place, including a number of courses and learning sessions.

The PSPC Accessibility Office:

- delivered the training on Creating Accessible Microsoft Document to more than 3,800 employees (this training is now mandatory and all documents prepared for senior management committees have to be accessible)
- developed a new course on invisible disabilities in collaboration with employees with disabilities

- 
- organized many accessibility learning sessions, including Accessibility 101 and Interacting with people who have various disabilities
  - provided learning sessions specifically for managers focused on accessibility, accommodations, and inclusion
  - led the PSPC Accessibility Working Group to share best practices on accessibility and inclusion (the working group created 4 new tools to be used by employees across PSPC - 3 on neurodiversity and 1 on removing barriers in the workplace)
  - collaborated with departmental stakeholders to develop and publish new accessibility tools on adaptive technology and training on the difference between accessibility and accommodations
  - delivered sessions teaching the basics of ASL to employees
  - promoted and updated the PSPC Accessibility Resources Hub, which resulted in 9,080 unique visitors (a 32.6 % increase from the previous year)

There were a number of events to promote accessible culture over the course of the year:

- International Day of Sign Languages – a public service-wide event hosted in collaboration with the Translation Bureau. Nearly 950 employees from 46 federal departments and agencies participated
- National AccessAbility Week, which included several events as well as a department-wide event hosted by Pacific region to launch the use of Video Relay Service (VRS) at PSPC
- National Disability Employment Awareness Month, including the PSPC Writes contest where employees were invited to write a short essay or poem about the importance of a barrier-free workplace

Some notable activities were also organized in the regions. Ontario Region led the Connecting the Dots event on best practices for presenting to individuals with low vision. Pacific region launched an internal quarterly podcast called Diversity Dialogues that focuses on equity, diversity, and inclusion and mental health and wellness related activities. Pacific Region also hosted a Question and Answer style talk show, entitled Talk Show with the Unassuming Warrior with a Pacific Region employee who competed at the 2024 Paralympic Games in Wheelchair Rugby.

## Employment

The goal of the Employment area under the ACA is to ensure equal access to employment opportunities and accessible workplaces.

### **2023 to 2025 Accessibility Plan objective**

Through accessible and inclusive human resource practices, create conditions to support recruitment, onboarding, retention, career development and accommodation of employees with disabilities.

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## Progress to remove barriers and prevent new ones

PSPC has made progress in creating a more inclusive and accessible workplace. Although PSPC has not yet reached its workforce availability target for persons with disabilities, the representation gap was reduced by more than half, from 4.6% in April 2021 to 1.9% in April 2025.

In 2024 to 2025, PSPC's Human Resources branch led several activities:

- established employment equity goals to help enhance diversity and inclusion among all employment equity groups, including persons with disabilities, for whom representation increased by 1%, from 6.5% in April 2024 to 7.5% in April 2025
- implemented quicker and more efficient workplace accommodations by streamlining internal processes to provide required equipment
- developed and delivered new Duty to Accommodate training for both employees and managers to raise awareness and improve workplace accommodation practices
- created user-friendly guides and toolkits to support navigation of accommodation processes
- supported employees and managers in a shift away from a strictly medical-based approach, wherever possible, and prioritized open and respectful dialogue to better understand the specific workplace barriers
- promoted the use of the GC Accessibility Passport to simplify and personalize accommodation planning

In addition, there were activities specific to various branches and regions:

- Human Capital Management Solutions Branch implemented a new inclusive hiring policy, which includes flexible interview formats (such as in-person options and alternative scheduling) to better meet candidates' accessibility needs
- Ontario Region delivered specialized manager training and created a suite of tools to support inclusive leadership
- the Anti-Racism Task Force and Diversity Networks hosted 5 Accessibility Passport sessions led by the Office of Public Service Accessibility and 5 sessions on Accessibility and Inclusivity in the Built Environment
- as a part of the departmental onboarding process for new employees, the PSPC Accessibility Office delivered 6 virtual accessibility kiosks

## Built environment

As the government's common service provider for the built environment, PSPC continues to focus on removing barriers to accessibility across the real property portfolio.

### 2023 to 2025 Accessibility Plan objective

Be a leader for the government by removing barriers in the PSPC built environment.

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## Progress to remove barriers and prevent new ones

Progress toward a more accessible built environment has included technical updates, national collaborations and targeted audits to identify and eliminate physical barriers.

PSPC's Real Property Services (RPS) made progress in a number of areas, namely:

- updated the technical accessibility assessment worksheet to align with Canadian Standards Association (CSA) B651-23 accessibility standards, in preparation for the next five-year cycle of assessments for Crown-owned and lease-purchase buildings
- the total accessibility score of PSPC Crown-owned and lease-purchase buildings measured for compliance with the CSA B651-18 accessibility standard in the past 5 years was reported as 68%. This is based on 199 building assessed<sup>1</sup>
- prioritized consultations and engagements on various aspects of accessibility in the built environment (for example, over 300 people including persons with disabilities, subject matter experts and building professionals were consulted on the GCWorkplace Accessibility & Inclusivity Guide)
- developed and published the GCWorkplace Accessibility and Inclusivity Guide to support incorporation of accessibility and inclusivity elements into the workplace
- continued to implement the Functional Direction on All-Access washrooms which requires that all Crown-owned and lease-purchase buildings include at least 1 single-stall, fully accessible and gender-inclusive washroom. Currently, 83% of PSPC's national Crown-owned inventory has at least 1 all-access washroom, and all all-access washrooms meet signage requirements

In the regions, notable accessibility achievements include:

- Ontario region invested over \$1 million in projects and conducted 50 accessibility audits to identify and address barriers
- Pacific region created Distraction-Free Zones to enhance workplace well-being and updated building management plans to meet CSA B651-23 accessibility standards

The Science and Parliamentary Infrastructure Branch (SPIB), responsible for the Parliamentary Precinct buildings and Laboratories, continued to focus on universal accessibility while rehabilitating existing facilities and building new ones. Among the key activities, SPIB:

- completed 6 comprehensive building audits, bringing the total to 83% of Crown-owned buildings managed by SPIB that were audited, with the full audit program on track to be completed by early 2026
- carried out 29 small interventions to enhance accessibility, such as repositioning grab bars in washrooms, installing baby change tables, and updating signage
- launched the update to the 2000 Parliamentary Precinct Interior Signage Guidelines to incorporate new accessibility standards and considerations

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<sup>1</sup> B651-23 is the updated version of B651-18 Accessible design for the built environment, was published on January 27, 2023

- 
- hosted the first successful Interdepartmental Workshop on Inclusive Science and Accessible Laboratories (ISAL), which focused on the Built Environment, HR Practices and Culture Shift
  - established a Community of Practice on Accessibility in Federal Science Laboratories to continue the discussions on accessibility in the science environment

## Information and communication technologies

Accessible tools and technologies are essential for creating an inclusive work environment and allow employees to use their talents and skills effectively.

### 2023 to 2025 Accessibility Plan objective

Improved access to technology for all employees in order for them to do their job.

### Progress to remove barriers and prevent new ones

PSPC's Digital Services Branch (DSB) made progress to improve access to adaptive technologies, enhance digital accessibility, and streamline processes to ensure all employees can work productively and inclusively. DSB worked closely with internal and external accessibility partners to identify solutions and address barriers.

The Adaptive Technology Support team, which provides information technology support and resources related to adaptive technology for PSPC employees with permanent or temporary disabilities, accomplished the following:

- established a streamlined and cost-effective process for PSPC employees to obtain ergonomic IT equipment through MyIT Store, reducing the administrative burden for routine requests and enabling employees' needs to be addressed quickly and efficiently
- established an IT equipment showcase lab that enables PSPC employees in need of ergonomic technology to explore and test the available products in MyIT Store, including mice, keyboards, and headsets
- expanded the MyIT Store catalogue to include a broader range of ergonomic and adaptive IT equipment to meet diverse needs and improve productivity
- implemented a contract with Canadian Hearing Services to provide expert consulting and support for PSPC employees with audio accommodation requirements

The Accessibility Services at Digital Innovation team helps PSPC employees create accessible information and communication technology products in accordance with the Government of Canada's Digital Accessibility Standards. The team:

- completed over 200 digital accessibility assessments on various websites and web applications and responded to over 150 emails from clients seeking advice and guidance on digital accessibility

- 
- developed a learning path on accessibility for DSB employees, developers or content creators
  - participated in various high-profile departmental projects to ensure digital accessibility was built in from the start of the project
  - integrated digital accessibility in the Project Navigator, PSPC's project management framework

## Communication, other than information and communication technologies

Effective communication in the workplace is key to encouraging inclusion and ensuring equal access to information and opportunities. PSPC also has a common service provider role in translation services and sign language interpretation services to support access to Parliament and Federal Government information.

### 2023 to 2025 Accessibility Plan objective

Provide equitable access to information for PSPC employees, partners and the public.

### Progress to remove barriers and prevent new ones

PSPC has made strides to improve communication accessibility, from work to expand sign language interpretation services to promoting inclusive writing practices and plain language in government documents.

PSPC Digital Communications completed the migration of PSPC's public-facing content to the more accessible Canada.ca platform.

PSPC's Translation Bureau is responsible for providing sign language interpretation to the Government of Canada and Parliament. As such, the Translation Bureau:

- delivered 8,912 hours of interpretation services in ASL and LSQ for Parliament, conferences, and Government of Canada events
- began discussions with the Université du Québec à Montréal (UQÀM) to explore a partnership that could support the development of a sign language interpretation program. This is in response to the national shortage of sign language interpreters

Through the Language Portal of Canada, the Translation Bureau developed inclusive writing guidelines to help federal public servants and organizations produce content free of bias related to identity factors, including disability.

PSPC's Receiver General and Pension Branch:

- redesigned correspondence using plain language to improve accessibility. The Pension Centre has completed and redesigned correspondence using plain language on

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approximately 500 member-facing correspondence for new public servants and retirees. The initiative increased overall accessibility related to complex pension information by improving readability and ease of use

- used the Receiver General Publishing System to produce accessible HTML versions of the Public Accounts

## **Procurement of goods, services and facilities**

PSPC, as the central purchasing agent for the Government of Canada, is committed to making accessibility a part of procurement practices. This is so that the goods and services it procures are accessible and inclusive for all.

### **2023 to 2025 Accessibility Plan objective**

Modernize procurement practices so that goods and services procured by the government are accessible and inclusive for all.

### **Progress to remove barriers and prevent new ones**

PSPC has taken further steps to incorporate accessibility into procurement practices across the federal government. PSPC's Accessible Procurement Resource Centre:

- delivered 23 information sessions on accessible procurement to over 3000 participants to build awareness and capacity
- hosted and chaired meetings of the Agents of Change for Accessible Procurement, an interdepartmental community of practice with members from 50 departments and agencies
- provided advice to federal procurement professionals from 41 federal departments and agencies. The majority of these were requests to review Statements of Work to identify opportunities to include accessibility requirements for procurement specifications
- developed the "Guide to Considering Accessibility When Procuring Goods and Services". This evergreen guide helps federal business owners and contracting authorities understand how to incorporate accessibility considerations in procurement specifications, and in each phase of the procurement process

Procurement Assistance Canada (PAC) supports small and medium businesses in participating in federal procurement and works to promote accessibility considerations among its key partners. In 2024 to 2025, PAC:

- held 73 events focused on businesses owned or led by persons with disabilities, reaching 924 participants. Through these events, PAC provided procurement information, support and guidance to businesses, suppliers, and other stakeholders
- maintained its partnership with the Inclusive Workplace and Supply Council of Canada (IWSCC)

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Collaboration with the IWSCC was helpful in promoting PAC's Coaching Service. The Coaching Service offers tailored guidance and advice to businesses led or owned by members of equity-deserving groups, including persons with disabilities, who have experienced limited success in federal procurement bid processes. The Coaching Service can assist with some of the typical barriers faced by suppliers. Since its launch in 2022, 11% of participants accessing the Coaching Service have self-identified as persons with disabilities.

PAC has also continued to lead PSPC's involvement in a collaborative initiative. This initiative includes Inclusive Design for Employment Access Social Innovation Laboratory at McMaster University, the Office of Public Service Accessibility in the Treasury Board of Canada Secretariat, the Office of the Deputy Minister Champion for Federal Employees with Disabilities in Employment and Social Development Canada, and several other federal departments and agencies. PSPC's involvement focused on a project to explore opportunities to enhance the ability of federal departments and agencies to procure human resources accessibility expertise when using the mandatory supply arrangements.

## **Design and delivery of programs and services**

As a common service provider, PSPC offers a wide range of programs and services to federal organizations and to Canadians. Ensuring these programs and services are accessible means that everyone, regardless of disability or impairment, can use them and benefit from them.

### **2023 to 2025 Accessibility Plan objective**

Strive to offer programs and services that are easily accessible to all.

### **Progress to remove barriers and prevent new ones**

PSPC has made progress toward more inclusive and accessible service delivery by prioritizing user-centered design, digital accessibility, and responsive communication.

PSPC's Receiver General and Pension Branch:

- launched a fully accessible web portal for pension plan members
- advanced a multi-year modernization strategy focused on expanding self-service tools, reducing reliance on paper, and shifted from a phone-first to a digital-first delivery model
- exceeded its Canada Gazette service commitment of resolving accessibility issues in client documents 20 times by resolving issues 28 times over the past year

PSPC's Human Capital Management portfolio focused on accessibility by design and accessibility services:

- enabled the Client Contact Centre to receive calls via VRS, providing free real-time sign language interpretation to facilitate communication between deaf and hearing clients
- conducted a comprehensive accessibility audit to assess compliance and identify areas for improvement

- 
- ensured that documents meet accessibility standards
  - updated internal roles and responsibilities to integrate accessibility considerations

## Transportation

PSPC supports the transportation pillar of the ACA by working to address transportation barriers that may exist for persons with disabilities at our buildings.

### **2023 to 2025 Accessibility Plan objective**

Support accessible transportation for employees and members of the public by removing known barriers at PSPC buildings.

### **Progress to remove barriers and prevent new ones**

In collaboration with stakeholders, the parking policies in the National Capital Region were reviewed and amended, which resulted in more equitable and accessible parking options for employees with disabilities.

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# Annex C: Glossary of terms

The following is a brief glossary of some of the terms included throughout the PSPC Accessibility Plan. If you cannot find a term within the list below, please visit the following Glossaries for additional terms:

- [Glossary of accessibility terms developed by the Translation Bureau](#)
- [Glossary of Procurement related terms](#)
- [Glossary of Policy on the Planning and Management of Investments](#)

**Ableism:**

Conscious or unconscious bias or discrimination against people with disabilities or in favour of people without disabilities.

**Accessibility:**

The quality of an environment, service or device that enables a person to access it easily.

**Accessible Canada Act:**

A federal law adopted in 2019 to make Canada barrier-free by 2040, particularly for persons with disabilities. It aims to proactively identify, remove and prevent accessibility barriers across various domains such as employment, transportation and the built environment. The *Accessible Canada Act* (ACA) applies to the federal government and organisations under federal responsibility.

**Accessible transportation:**

Transportation that is easily reached, navigated or obtained. At PSPC Crown-owned facilities, accessible transportation mostly refers to accessible parking and accessibility from street to entrance.

**Accommodations:**

An adaptation of a workplace to remove barriers faced by people, especially by persons with disabilities.

**Adaptive technology:**

Refers to devices, software, and hardware intended to support and assist people with learning, physical, mental, and processing disabilities. Adaptive technology may also be referred to as assistive technology.

**Alternate format:**

Refers to alternative ways of presenting printed or electronic documents to ensure everyone has equal access to information. Alternate formats are especially important for persons with disabilities who may use different technologies to access the various formats of documents.

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**Barrier:**

Anything physical, architectural, technological or attitudinal that hinders someone with an impairment from full and equal participation.

**Built environment:**

A human-made structure, feature or facility in which people live and work. PSPC plays an important role in the government's built environment when it comes to accessibility and inclusion. This is because PSPC is the department that oversees the management of government facilities.

**Crown-owned facilities:**

A building or space that belongs to the Crown and which is managed by a minister of the Crown. These buildings and spaces are government-owned. The Crown is the head of state represented in Canada by the Governor General.

**Culture:**

The environment that shapes the way people work together and interact. A culture that helps people to feel accepted and supported is a means to achieving accessibility and inclusion.

**Digital Services Branch:**

The Digital Services Branch (DSB) offers a wide range of information management/information technology services to the department and to government. DSB supports the Government of Canada's service transformation initiative and its digital government vision.

**Disability:**

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.

**Disability management services:**

A service offered to help employees and their managers effectively manage injuries, illnesses and disabilities in the workplace, as well as accommodation needs.

**Diversity:**

The inclusion of different types of people. A diverse workforce in the public service is made up of individuals who have an array of identities, abilities, backgrounds, cultures, skills, perspectives and experiences that are representative of Canada's current and evolving population.

**Employee networks:**

A group of employees who share similar interests or lived experiences. Employee networks offer a safe space for members to speak up, discuss issues and share information.

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**Equity-seeking group:**

A group of persons who are disadvantaged based on one or more prohibited grounds of discrimination within the meaning of the Canadian Human Rights Act.

**External:**

A partner, program, service or resource that is outside of federal government.

**Future-proof:**

To design or develop something in a way that it remains relevant and useful even as technology, trends, and needs change over time. Future-proofing is about planning ahead for future challenges to avoid big changes later on.

**GC Workplace Accessibility Passport:**

The GC Workplace Accessibility Passport is a tool for public service employees and applicants to document the support measures and tools they need to succeed in the workplace.

**Government buyer:**

A person who has the authority to enter into contracts to buy goods, services, or construction for a department or agency. Government buyers may also be referred to as procurement professionals or contracting authorities.

**High visibility event:**

A public event that attracts public or media attention, such as the Prime Minister's press conferences.

**Human Capital Management:**

The Human Capital Management (HCM) portfolio focuses on managing and optimizing the human resources and pay systems for the Government of Canada.

**Human Resources Accessibility Service Centre:**

The Human Resources Accessibility Service Centre (HRASC) is a central point of contact for employees, potential employees, and managers in the National Capital Region. They can find information about accessibility, disability management, and workplace accommodations and adjustments.

**Human Resources Branch:**

The Human Resources Branch (HRB) provides support and advice on a wide range of activities and programs. Activities and programs include recruitment, training and awareness, performance and talent management, diversity and inclusion, accessibility, and employee well-being. HRB also develops and promotes innovative policies, programs and solutions to build an exciting, rewarding and inclusive workplace.

**Hybrid work model:**

Also referred to as hybrid workplace, combines in office work with remote work. It allows employees to work both from the office and from other locations, such as working from home or a co-working space.

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**Impairment:**

A functional limitation that may include physical, mental, intellectual, cognitive, learning, communication, sensory components. Impairments can be permanent, temporary, episodic (occurs only sometimes). They can be visible or invisible to others.

**Inclusion:**

The act of recognizing, valuing and building on the differences of people. This creates an environment where people feel welcomed, respected and valued.

**Information and communication technologies:**

Technology that creates, manipulates and displays information. Examples include computers, software, peripherals and connections to the Internet.

**Internal:**

Refers to any and all employees, partners, communications, processes, programs and services within PSPC.

**Intersectionality:**

A framework for understanding how different aspects of a person's identity such as race, class and gender can result in unique combinations of discrimination and privilege.

**Nothing without us:**

"Nothing without us" is one of the guiding principles of the [Accessibility Strategy for the Public Service of Canada](#). It means that persons with disabilities need to be fully and directly involved in the design of policies, plans, programs and services.

**Objective:**

A goal statement for each of the 8 priorities included within this accessibility plan.

**Office of primary interest:**

A branch or group that oversees specific activities within the accessibility plan.

**Onboarding:**

The process that helps new employees join a workplace. Onboarding provides resources to help new employees succeed.

**Partner:**

A consultant, stakeholder, ally or person who may have an important effect on results.

**Performance indicators:**

A standard used to measure progress on an activity or event. Performance indicators can include results, attendance, user satisfaction and any other number used to track progress.

**Plain language:**

Writing that conveys information in a clear and concise manner. Using fewer or no acronyms, jargon or long sentences makes texts easier to understand.

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**Policy, Planning and Communications Branch:**

The Policy, Planning and Communications Branch (PPCB) provides services to the minister, and to the deputy and associate deputy ministers. PPCB helps with policy direction, planning and reporting, issues management, accessibility, reconciliation, and Indigenous engagement. It also provides support to client branches.

**Priority:**

An area of focus stressed in the ACA. There are 8 priorities in this accessibility plan. Each priority is supported by objectives, activities and sub-activities.

**Procurement:**

The process of obtaining a good or service. The responsibility for this process is shared between a business owner and the contracting authority.

**Real Property Services Branch:**

The Real Property Services (RPS) Branch's mandate is to provide office accommodation and manage the real property services portfolio for federal departments and agencies which, in turn, deliver programs and services to Canadians.

**Receiver General and Pensions Branch:**

The Receiver General and Pensions Branch (RGPB) issues payments on behalf of the Government of Canada, looks after federal public service pension plans, and does financial reporting. RGPB also serves other government organizations, Canadian citizens, and their businesses through its other operations. This includes surplus asset handling, document imaging, and information services including the Canada Gazette.

**Science and Parliamentary Infrastructure Branch:**

The Science and Parliamentary Infrastructure Branch (SPIB)'s mandate is to deliver 2 major infrastructure programs. Namely, the Long-Term Vision and Plan to preserve and restore the Parliamentary Precinct, and the Long-Term Vision and Plan for Laboratories Canada to enable federal science innovation.

**Self-identification:**

Providing employment equity information for statistical purposes. The federal public service uses this information to track the progress of employment equity groups and to report on workforce representation.

**Stakeholder:**

A person with an interest in PSPC initiatives. Stakeholders can be from within or outside the department. They have an interest in and/or are affected by the decisions taken within PSPC.

**Sub-activity:**

An initiative that helps ensure the success of the activities included in the accessibility plan.

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**Translation Bureau:**

The Translation Bureau provides interpretation, translation and terminology services. It supports the Government of Canada and parliament in ensuring access to information in both official languages and sign languages.

**Treasury Board of Canada Secretariat:**

The Treasury Board provides advice and recommendations on how the government spends money on programs and services, how it enforces legislation, and how it is managed.

**Web Content Accessibility Guidelines (WCAG):**

The Web Content Accessibility Guidelines (WCAG) are a set of rules to help make websites and web content easier for everyone to use, especially people with disabilities. They provide recommendations on how to make text, images, and other web elements accessible to all users.

**Workforce availability:**

The estimated availability of people in designated groups as a percentage of the workforce population. For the core public administration, workforce availability is based on the population of Canadian citizens who are active in the workforce and who work in occupations that correspond to the occupations in the core public administration.