



Accessibility Action Plan

For January 1, 2026, to December 31, 2028

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Introduction

The [Accessible Canada Act](#) came into force in 2019 with the aim of transforming Canada into a barrier-free country by 2040. This law benefits all Canadians, especially persons with disabilities, by proactively recognizing, removing and preventing barriers to accessibility in seven areas of focus:

1. Employment
2. Built environment
3. Information and communication technologies
4. Communication other than information and communication technologies
5. Design and delivery of programs and services
6. Procurement of goods, services and facilities
7. Transportation

The [Accessible Canada Regulations](#) came into effect in 2021 and define the rules that federally regulated entities must follow when publishing accessibility plans, establishing feedback processes and producing progress reports.

Definitions taken from the Accessible Canada Act

Barrier: Anything — including anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice — that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.

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.

Our Mandate

The [Public Service Commission of Canada](#) (PSC) is responsible for promoting and maintaining, in collaboration with its partners, a non-partisan, merit-based and representative public service for all Canadians. To do this, the mandate of the PSC is to:

- Appoint, or provide for the appointment of, persons to or from within the public service in accordance with the [Public Service Employment Act](#) (PSEA);
- Conduct investigations and audits in accordance with the PSEA;
- Administer the provisions of the PSEA relating to political activities of employees and deputy heads.

As the organization responsible for supporting an inclusive public service that is representative of the Canadian population, it is our duty to lead by example in terms of accessibility. We have been helping reduce barriers to hiring for years by participating in various public service-wide initiatives, and we are committed to maintaining this leadership role, including by supporting:

- Implementation of the [Veterans Hiring Act](#)
- Ongoing management of the [Federal Internship Program for Canadians with Disabilities](#)
- Ongoing management of the Employment Opportunity for Students with Disabilities program
- The publication of guides and tools to support the implementation of accommodation measures and promote inclusive assessments in staffing processes.
- The deployment of accessible assessment tools and systems that enable persons with disabilities to fully demonstrate their skills

The achievements of the first [Public Service Accessibility Plan](#) (2023 to 2025) have positioned the PSC to maintain this leading role within the federal public service. In particular, the employment systems review conducted in 2022-2023 enabled the organization to begin ongoing work to remove barriers to accessibility in the workplace, while the establishment of an organizational accessibility committee chaired by a designated champion is enabling the holistic integration of the "[Nothing Without Us](#)" approach across our programs and services. The PSC's 2026-2028 accessibility action plan will build on these achievements as we strive to build the accessible public service of tomorrow – today.

General Information

This is the [Public Service Commission of Canada](#)'s (PSC) second accessibility plan. It will be updated to reflect results, feedback and ongoing consultations with employees, persons with disabilities and other experts in the field. We will monitor, measure and report on progress annually; publish an updated version of the accessibility plan every three years; and make ongoing adjustments and improvements based on feedback and lessons learned.

We recognize that accessibility is a shared responsibility and that all areas of our organization are involved in creating a barrier-free environment, for both public service employees and the Canadian public.

Contact us

We welcome your feedback and comments, as well as your questions, concerns and suggestions about this Plan or any other accessibility issue. Everyone is free to contact us to:

- Express reactions and comments or ask questions
- Request a copy of our accessibility plan in one of the alternative formats listed in subsection 8(2) of the [Accessible Canada Regulations](#)
- Request a description of our feedback process in one of the alternative formats listed in subsection 9(5) of the [Accessible Canada Regulations](#)

To contact us:

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Summary

This Plan summarizes the actions planned or under way at the [Public Service Commission of Canada](#) (PSC) to ensure that our programs, services, workplaces and practices are free of real or perceived barriers. The Plan also explains the consultation activities we carried out to guide its development and support our various diversity and inclusion initiatives.

Some activities are internal to the [Public Service Commission](#) (PSC), while others, set out in areas 2, 3 and 6, are initiatives related to PSC programs and services for other organizations and members of the Canadian public.

Our Organizational Culture

The PSC sees its organizational culture of accessibility by default as the sum of its efforts in the seven areas of focus. This approach is not limited to one-off commitments; rather, it is part of an ongoing practice aimed at integrating accessibility into all aspects of our activities.

In this respect, fundamental actions are being pursued, including maintaining the role of Accessibility Champion and the Accessibility Committee, which remain essential levers for advancing this vision.

The first Accessibility Champion led a mandate focused on raising awareness, promoting best practices and building the organization's collective confidence in accessibility. Their term will end in Q4 2025-2026, and the appointment of a new champion until spring 2028 will ensure the continuity and deepening of this culture of accessibility by default.

[1. Employment](#)

Barriers to employment remain, including a lack of confidence and awareness; 12% of civil servants with disabilities avoid processes leading to promotion for fear that their accommodation will not be maintained, while 56% of employees requiring accommodation request it during assessments. In response to these findings, the Commission will conduct a review of employment systems. At the same time, it will finalize deployment of the Digital Accessibility Passport, an essential tool for centralizing and transferring limitations and accommodation measures within the public service.

2. Built environment

The Commission is continuing its efforts to modernize its offices (for example, by installing electric sit-stand desks) and ensure that facilities comply with the various workplace accessibility standards. Steps will also be taken to create an accessibility checklist for regular inspections and to develop documented procedures for evacuation plans for employees with disabilities.

3. Information and communication technologies (ICT)

ICT accessibility depends to a large extent on public service-wide digital platforms. Nevertheless, the Commission undertakes to provide its staff with annual training on M365 and the accessibility features that it offers. The Commission will ensure, on an ongoing basis, that accessibility is built in from the planning stage of new systems and software, supporting in particular the modernization of the Public Service Resourcing System.

4. Communication other than ICT

Communication barriers generally stem from uneven knowledge of best practices (such as the use of alternative text for images and colour contrast) and the work required to convert existing online publications. The Commission will continue its work on ongoing staff training while ensuring the implementation of a major initiative to ensure full compliance of all online publications with accessibility standards by the end of fiscal 2026-2027 – an effort supported by the exploration of artificial intelligence solutions for verification.

5. Procurement of goods, services and facilities

In response to potential knowledge gaps identified in accessible procurement and the lack of documents and services in accessible formats, the Commission will strengthen its approach by working closely with the Accessible Procurement Resource Centre (APRC). Specifically, it will revise purchasing policies and procedures to explicitly require accessibility in all decisions. A checklist will be created to establish requirements and assess supplier compliance.

6. Design and delivery of programs and services

There is a lack of information on program accessibility and the continuing presence of barriers in candidate assessments. The Commission will continue to manage the [Federal Internship Program for Canadians with Disabilities](#) (FIPCD), for which the

recruitment strategy is based on the “Inclusive by Design” principle. In addition, efforts will be made to improve the Candidate Assessment Tool (CAT) platform.

7. Transportation

To address the lack of a formal procedure for ensuring accessible transportation for staff members, the Commission will support the modernization of transportation approaches by transitioning from traditional taxi cabs to centralized travel management via Uber for Business (with a pilot phase starting in 2025). This method offers automated tracking and adapted vehicle options and aims to create a seamless barrier-free federal transportation network.

Our Organizational Culture

Vision: An organization staffed by people who embody the principles of accessibility by default and inclusion for all, in an environment where everyone can achieve their full potential.

Barrier: Gaps in staff accountability and knowledge regarding their contribution to creating an organizational climate guided by the “[Nothing Without Us](#)” principle.

In 2024-2025, the PSC updated its champions program and created the new role of Accessibility Champion. In addition, a new Accessibility Committee was created, made up of representatives of the key focus areas described in the [PSC Accessibility Plan](#), the co-chairs of the Persons with Disabilities Network, and employees who are passionate about improving accessibility at the PSC. All PSC employees were invited to join the Committee, stressing that accessibility is everyone’s responsibility. The raison d’être of the Champion and the Accessibility Committee is to foster an inclusive and accessible organizational culture where every employee, regardless of ability, can flourish.

Indicators:

- Percentage of employees who have taken any type of accessibility awareness training related to their responsibilities
- Percentage of employees with disabilities who reported in the [Public Service Employee Survey](#) (PSES) that they feel they can initiate a formal recourse process (e.g., grievance, complaint, right of appeal) without fear of reprisal

- Percentage of employees with disabilities who stated in the PSES that they feel the Commission is doing everything possible to support them in their professional development
- Percentage of employees with disabilities who stated in the PSES that they feel the Commission respects individual differences
- Percentage of employees with disabilities who stated in the PSES that they feel the Commission treats them with respect

Completing the mandate of the first organizational accessibility champion

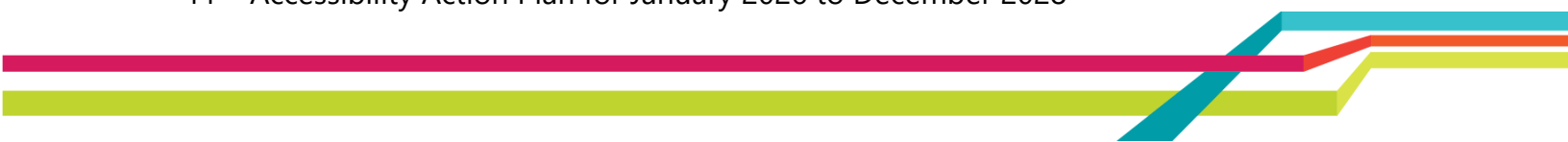
Primary responsibility – Champion | Timeline - Q4 2025-2026

Building on this foundational work and guided by the “[Nothing Without Us](#)” principle, our Accessibility Champion has been working since the beginning of her mandate to lead awareness efforts, champion best practices and drive continuous improvement in order to raise the profile of accessibility within the PSC.

Working closely with internal departments, disability network co-chairs and other key partners, these efforts have ensured that accessibility is integrated into all aspects of PSC operations – from policy development and program management to service delivery, internal services, administration, available forms and day-to-day commitments, right from the start. The following priorities have guided these efforts:

- **Quarterly and ad hoc Accessibility Committee meetings:**
 - Serve as a platform for networking, sharing best practices and innovative ideas, and foster collaboration and a culture of excellence.
 - Ensure that accessibility is integrated into the organization’s culture and recognized as everyone’s responsibility.
 - Handle and support issues brought to the Committee’s attention
 - Highlight and celebrate accessibility achievements.
- **Engagement:**
 - Create opportunities for open dialogue and curiosity through information sessions and storytelling. Two-session minimum.

- Schedule an engagement session with each sector management committee to discuss accessibility priorities.
 - Launch a new experience and accessibility survey to gather valuable information, establish benchmarks and measure progress.
 - Participate as a member of the PSC Diversity, Equality and Inclusion Committee to ensure that accessibility is a priority.
 - Guide and direct the Persons with Disabilities Network, echoing their needs and their ideas.
- **Communication and feedback mechanism:**
 - Create a new Intracom page for the Accessibility Committee to share details of its activities, other updates and resources.
 - Promote various channels for employees to provide feedback on accessibility and offer suggestions for improvement. Initial message in Q1.
 - Share bimonthly updates through posts in the PSC Express, the PSC's weekly blog on accessibility-related topics.
 - Focus on accessibility issues through formal governance.
- **Capacity-building and learning events:**
 - Develop and share resources for organizing accessible events and meetings, ensuring inclusion in all formats.
 - Promote external learning opportunities, including the [Canada School of Public Service's](#) Accessibility Learning Series and the [Accessibility, Accommodation and Adaptive Computer Technology](#) (AAACT) Now for Accessibility program, [Shared Services Canada's](#) AACT team newsletter, as well as their free training and events.
- **Celebrations:**
 - Recognize and celebrate important commemorative dates, such as National AccessAbility Week, National Disability Employment Awareness Month and the International Day of Persons with Disabilities, in order to raise awareness and honour the contributions of persons with disabilities.



Implement the new Organizational Champion's vision of accessibility

Primary responsibility – Champion | Timeline - Q2 2026-2027

Following the completion of the mandate of our first Organizational Accessibility Champion, a new individual will be identified as Organizational Accessibility Champion in the spring of 2026, for a mandate ending in the spring of 2028. This person's vision and anticipated contributions will be paramount in advancing an organizational culture that reflects the aforementioned vision.

Areas of Focus

The *Accessible Canada Act* requires regulated entities to publish an accessibility plan for their policies, programs, practices and services in order to identify and remove barriers and prevent the creation of new barriers in seven areas of focus. The following section describes the measures and initiatives we have implemented or plan to implement in the near future in each of these areas of focus. Initiatives related to PSC programs and services with other organizations and members of the Canadian public are presented under areas 2, 3 and 6.

1. Employment

Vision: Facilitate access to employment opportunities and provide accessible workplaces.

Assessment and orientation:

The PSC has laid the foundations for a more inclusive employment environment in recent years. Specifically, we have adopted sustainable solutions in response to the recommendations of an employment systems review conducted during the 2021-2022 fiscal year, while the implementation of initiatives such as the Accessibility Passport, the development of a guide to recruiting neurodivergent people, and the appointment of an Organizational Accessibility Champion have initiated ongoing work to remove systemic barriers.

The 2026-2028 Action Plan focuses on cultural transformation and process improvement. Emphasis will be placed on identifying persistent barriers and integrating a “Yes by Default” approach to adaptation management, notably by adopting the tools of the Better Accommodation Project (BAP).

Barriers:

- There is a general lack of awareness of the accessibility factors that need to be taken into account in employment.
 - The results of the 2023 Staffing and Non-Partisanship Survey (SNPS) show that 5% of federal public servants and 12% of those with disabilities (5% and 16% respectively for the PSC) did not participate in a staffing process for promotion out of fear that their current accommodation would not be accepted in another position.
 - The 2023 SNPS reveals that federal public servants do not always request the accommodation they need during staffing processes or second language assessments.
 - Nine percent (9%) of employees with disabilities required accommodation as part of a staffing process or second language assessment, and of these, only 56% requested it.
 - Seventy-eight percent (78%) of disabled employees who requested accommodation received it, and 82% were satisfied with the measures provided.
- In terms of the assessment available at the time of hiring, managers lack knowledge and adequate training.
 - The 2023 SNPS shows that 11% of managers (13% for the PSC) would like to receive more advice and support on assessment accommodations from their department or agency’s staffing services.
- Documents, tools and resources are not always available in accessible formats.

Indicators:

- Percentage of applicants who self-identify as having a disability
- Percentage of employees promoted who self-identify as having a disability
- Percentage of people who self-identify as having a disability and who report in the [Public Service Employee Survey](#) (PSES) that they feel they have equal employment opportunities

- Percentage of requests for workplace accommodation met within specified time frames
- Percentage of employees with disabilities who stated in the PSES that accessibility problems have hindered their career development
- Percentage of people who self-identify as having a disability and who state in the PSES that they feel they have opportunities for promotion within the Commission
- Percentage of employees with disabilities reporting in the PSES that they are satisfied with the workplace accommodation measures taken

1.1. Conduct an Employment Systems Review

Primary responsibility – CAS-HRMD | Timeline – Q4 2027-2028

Over the past few years, we have implemented sustainable and inclusive solutions to remove a number of systemic barriers at the [Public Service Commission](#) (PSC), including responding to eight recommended actions in order to follow up on an [Employment Systems Review](#) in fiscal 2021-2022 about our employment policies and practices. Although these actions have been implemented, the PSC has continued its workforce analysis work to identify barriers for designated groups.

Over the next few years, the PSC will conduct another comprehensive review of its employment systems, rules and practices, in accordance with the Regulations, to identify any resulting barriers for designated group members. This is in line with the Canadian Human Rights Commission's recommended practice of conducting an employment systems review every three to five years.

1.2. Finalizing the implementation of the Digital Accessibility Passport

Primary responsibility – CAS-HRMD | Timeline – Q2 2026-2027

In November 2023, the Commission began implementing the [Government of Canada Workplace Accessibility Passport](#), a government-wide initiative to address the barriers that federal public servants and job applicants with disabilities face when seeking the tools, support and accommodations they need to achieve full career success. The passport provides a voluntary record of the barriers encountered, the solutions found and the terms of the agreement reached with managers to implement the solutions. It

facilitates the continuation of these workplace measures if the person is required to change teams or organizations, as it enables valuable information to be communicated.

In 2024, the Office of Public Service Accessibility (OPSA) of the [Treasury Board of Canada Secretariat](#) (TBS) launched the Digital Passport pilot phase on the TBS Application Portal (TAP). Once the pilot is completed, all PSC employees will be able to access this new version, which will:

- enable them to have greater control over their personal information regarding the workplace accommodation solutions they need to make in order to be full contributors
- provide a centralized, organized space for recording work situations, barriers and solutions
- enable central agencies to analyze trends and challenges in barrier removal

The pilot phase of the Digital Passport was launched on November 12, 2025. The PSC will continue to implement the digital version of the passport during the first two quarters of the 2026-2027 fiscal year, and will subsequently assess its impact.

1.3. Review procedures for monitoring access to workplace accommodations

Primary responsibility – CAS-HRMD | Timeline – Q3 2026-2027

Complementary responsibility – Accessibility Champion

Currently, the Commission's Occupational Health and Safety (OHS) and Labour Relations (LR) teams use separate tracking systems and procedures to manage physical and non-physical accommodations (modified schedules, teleworking, etc.), respectively. This fragmentation creates inconsistencies, complicates organizational reporting and can harm the employee experience. However, the organization will seek to create a unified and transparent process, regardless of the nature of the accommodation by:

- Conducting an in-depth review of accommodation tracking tools, forms and procedures currently used by OHS and LR teams
- Developing a standardized approach, together with a tracking tool, to document all accommodation requests (including their nature, resolution and status), and facilitating consolidated reporting while ensuring the confidentiality of personal information

1.4. Integrate Better Accommodation Project (BAP) tools

Primary responsibility – CAS-HRMD | Timeline – Q1 2026-2027

Additional responsibility – Accessibility Champion

The Commission is committed to integrating the practical tools developed by the [Better Accommodation Project](#) (BAP) into its internal adaptation management processes. This project aims to bring about transformative change by applying behavioural science and best practices to make adaptation measures more timely, consistent, inclusive and tailored to real needs.

In particular, the [Public Service Commission](#) (PSC) will aim to adopt and promote the Organizing Toolkit to improve existing services, as well as the Service User Toolkit to guide employees and managers through each step of the process. The use of these tools, developed according to the “[Nothing Without Us](#)” principle, will enable the PSC to consolidate its support for employees with disabilities and reduce systemic barriers, in line with the goals of the [Accessible Canada Act](#).

These actions are in line with the objective of introducing the “Yes by Default” approach in order to transform the organizational culture regarding accessibility, notably by moving from a reactive to a proactive posture. This means that requests for accommodation are automatically accepted, with some exceptions, and managers are encouraged to make inclusive decisions from the outset. Service standards will be put in place to monitor progress, together with the tools and resources mentioned in support of the Employment area of focus.

2. Built environment

Vision: Ensure free movement in public service buildings and offices by removing physical barriers and promoting an inclusive environment for all people, regardless of ability.

Assessment and orientation:

Since our first [Public Service Commission Accessibility Plan](#) accessibility took effect in 2023, significant progress has been made in modernizing our physical environment, including the completion of modernization work in regional offices and the recent refurbishment of facilities to meet accessibility standards.

For 2026-2028, we will maintain these efforts with a particular focus on systematizing audits and employee safety. Modernization work on National Capital Region office facilities, including the systematic installation of electric sit-stand desks, will continue, with greater emphasis on the adoption of built environment procedures and work tools that themselves incorporate accessibility by default.

Barrier: The ongoing evolution of the physical workplace poses risks regarding the emergence of new barriers in the workplace. This dynamic can also lead to a lack of awareness on the part of staff of newly installed facilities, compromising their optimal and inclusive use.

Indicators:

- Percentage of elements of the built environment that comply with [National Accessibility Standards](#)
- Percentage of employees with disabilities who stated in the [Public Service Employee Survey](#) (PSES) that they were satisfied with the accessibility of their physical office workspace
- Number of accessibility barriers in the organization's built environment identified and communicated by Commission staff and members of the public

2.1. Continue to modernize the workplace

Primary responsibility – CAS-FAD | Timeline – Q3 2028-2029

Complementary responsibility - CAS-HRMD

The [Public Service Commission](#) (PSC) is committed to continuing the modernization of its offices to align them with new hybrid workplace models. This is essential to ensure that post-pandemic workplace design does not adopt a one-size-fits-all approach, but rather incorporates universal design principles.

In concrete terms, this initiative includes systematically replacing all workstations with electric sit-stand desks and installing new ergonomic monitor arms, thereby ensuring a physical environment that adapts to the individual needs of staff. With the modernization of the regional offices already completed, the organization will be able to concentrate its remaining efforts on the facilities of the National Capital Region office. This modernization effort is crucial to supporting the retention of persons with disabilities and facilitating workplace accommodation measures.

2.2. Develop an accessibility checklist for facility inspections

Primary responsibility – CAS-FAD | Timeline – Q4 2026-2027

To ensure continuous and rigorous monitoring of the physical environment, the Commission will develop a specific accessibility checklist to be incorporated into regular facility inspections.

Currently, the Occupational Health and Safety Committee carries out monthly inspections that already include accessibility standards, and the regional office configurations are deemed compliant. However, the development of this formal tool will help systematize the approach, go beyond minimum building code requirements where possible, and ensure proactive and consistent identification of potential barriers in continuously evolving workspaces. This checklist will serve as a standardized reference for inspection teams, ensuring that accessibility is systematically taken into account in all aspects of space planning.

2.3. Review the accessibility of signage within PSC offices

Primary responsibility – CAS-FAD | Timeline – Q1 2026-2027

Complementary responsibility – CAS-HRMD

All signage displayed in Commission areas will be subject to rigorous, ongoing review by the teams responsible for communications and facilities. This step aims to ensure that signage complies with current accessibility standards at all times, including elements such as high contrast, appropriate font sizes and, where appropriate, the integration of tactile cues or Braille for directional information.

The aim of this initiative is to ensure that location information and emergency signs are clear and usable by everyone, including people with visual or cognitive impairments, thus improving orientation and safety throughout the office.

2.4. Develop a procedure for documenting evacuation plans for disabled employees

Primary responsibility – CAS-HRMD | Timeline – Q2 2026-2027

Additional responsibility – CAS-FAD

To ensure that all employees are safely and efficiently evacuated, the Commission's safety operations team works closely with the building's emergency evacuation team. The aim of this work is to ensure that the procedures put in place for disabled employees comply with safety standards, and that they are reviewed on a regular basis.

Particular attention will be paid to drawing up personalized evacuation plans, adapted to the specific needs of people with mobility, hearing or visual limitations. This formalized procedure will ensure that emergency plans are well documented and tested, and that response personnel are trained in specific protocols, such as the use of refuge areas, to provide assistance in the event of an emergency.

2.5. Review the built environment according to [CSA B651-18](#)

Primary responsibility – CAS-FAD | Timeline – Q3 2028-2029

The Commission's facilities team works closely with [Public Services and Procurement Canada](#) (PSPC) and building management to ensure ongoing compliance with accessibility standards, in particular [the national CSA B651-18 Standard](#), for barrier-free design.

This review goes beyond basic regulatory compliance. As a concrete example of this proactive approach, all washrooms have recently been renovated to meet accessibility standards with the installation of new electronic door openers and accessible toilets and sinks. In addition, a new pilot project for gender neutral washrooms was successfully completed at 22 Eddy Street in Gatineau, illustrating the PSC's commitment to integrating universal design and inclusiveness into all its spaces. These efforts will continue in 2026 and beyond.

3. Information and communication technologies (ICT)

Vision: Make digital content and technologies fully accessible.

Assessment and orientation:

In recent years, we have been actively working to integrate accessibility into our digital tools. Regular consultation and collaboration take place with [Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology](#) (AAACT) program, in particular to supplement efforts to provide sophisticated accessibility features.

Under the present action plan, we will focus on continuing this active work on integrating accessibility by default into our digital systems, particularly as we undertake a transition to the integrated adoption of artificial intelligence in our lines of business. Emphasis will be placed on ensuring that accessibility is built in at the planning and development stage for all new systems – most notably, in supporting the modernization of the Public Service Resourcing System (PSRS) in order to incorporate a full range of functionality based on the concept of inclusion by default.

Barriers:

- Barriers to accessibility on some digital platforms
- Lack of familiarity of [Public Service Commission](#) (PSC) staff with accessibility tools and practices
- Constant evolution of the workplace requiring ongoing training of Information Technology (IT) employees in the implementation of specialized technological adaptations
- ICT-related accessibility issues are reported using IT's generic ticketing system, with no dedicated accessibility tracking tool; this limits monitoring and analysis capability.

Indicators:

- Percentage of websites, documents, forms and applications managed by the organization that meet National Accessibility Standards
- Percentage of websites, documents, forms and applications managed by the organization that received an accessibility exemption during the last fiscal year
- Percentage of tools and platforms developed or deployed (managed by the organization) that meet National Accessibility Standards (EN 301.549/WCAG 2.1)
- Number of organizational ICT accessibility barriers identified and communicated by Commission staff and members of the public
- Percentage of employees with disabilities who stated in the PSES that they have the tools, technology and equipment they need to do their job

3.1. Provide training on the M365 suite and its accessibility features

Primary responsibility – CAS-ITSD | Timeline – Annually

The Microsoft 365 suite is a key work tool for PSC staff members. It also offers many accessibility features that staff can take advantage of to design and deliver programs and services that are accessible from the outset.

The Commission's Information Technology Services Directorate organizes information sessions for the organization's employees on an as-needed basis to share information about these functions. In addition, Microsoft Premium Services licences were purchased and distributed to event and meeting coordinators within the organization, providing users with access to more sophisticated accessibility features. For example, in 2025 the M365 team supported the procurement and deployment of WordlyAI, a platform that enables simultaneous translation during meetings. These licences activate a similar function that is a built-in feature of the M365 suite.

In 2026-2028, we will offer "refresher" sessions and provide documentation and online training, as required. Licences for Microsoft Premium services (or equivalent) will continue to be purchased, renewed and distributed to PSC event and meeting coordinators and managers.

The M365 team will also continue to support the procurement and deployment of all emerging M365 accessibility features, modules and functionalities. In addition, this team is responsible for resolving any bugs and accessibility issues that may be discovered when new features and functions are introduced.

3.2. Ongoing elimination of barriers to information technology accessibility

Primary responsibility – CAS-ITSD | Timeline – Q3 2028-2029

The Commission is committed to ensuring that new organizational systems, whether hardware or software developed in-house or acquired on the market, meet modern accessibility standards. Consultations and collaborations take place on a regular basis between the Commission and [Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology](#) program. The goal is to assess tools against accessibility standards to ensure a more accessible and inclusive workplace. Similarly, the Information Technology Services Directorate continues to work with its business partners to identify, review and address accessibility requirements for priority projects. It also strives to integrate accessibility considerations right from the planning and

development stage in order to ensure that new systems meet modern accessibility standards.

With this in mind, our departmental plan for services and digital technology for fiscal 2026-2027 includes fundamental business and IT projects that will enable us to modernize our systems and services. Among other things, they will support the modernization of the Public Service Resourcing System and enable us to carry out technical assessments to ensure that we offer a full range of functionalities based on the concept of inclusion by default. We also ensure that we continually identify projects that promote accessibility in our departmental plan for services and digital technology during the 2026-2029 period.

4. Communication other than information and communication technologies

Vision: Provide staff members and Canadians with communication products that are accessible and usable by all

Assessment and orientation:

The 2022-2025 accessibility action plan focused on the approach of making document creators responsible for accessibility. A Centre of Expertise for Accessible Documents was established; aimed at training staff and managers and offering a self-service accessibility centre with templates and tools. In September 2025, documentation was centralized to ensure the full compliance of new publications.

For 2026-2028, we are committed to innovation and to full compliance with current standards. The focus will be on achieving full compliance for all existing and legacy online publications, with a view to meeting the enhanced June 1, 2028 standard, and then exploring artificial intelligence solutions to help content authors verify the accessibility of their source documents.

Barriers:

- Uneven knowledge of best practices in accessible communication, partly due to staff turnover
- Persistent gaps in the application of best practices in specific areas, including:
 - Absence or inadequate use of alternative texts to describe images or graphics in internal documents or presentations

- Insufficient use of high-contrast colours in internal documents
- Presence of previous online publications that have yet to be converted to full accessibility in accordance with TBS guidelines and deadlines

Indicators:

- Number of barriers to accessible communication identified and communicated by Commission staff and members of the public
- Percentage of material presented to organizational governance committees for which accessibility has been verified and validated

4.1. Ongoing elimination of barriers to accessible documentation

Primary responsibility – PCS-CPAD | Timeline – Q3 2028-2029

Following the publication of the [2023-2025 Accessibility Plan](#), the Commission decided that all document creators would be responsible for document accessibility, and that document approvers would ensure compliance. To foster this cultural change, the PSC established a Centre of Expertise for Accessible Documents. In its two years of existence, this Centre:

- set up an autonomous community of accessibility ambassadors within the PSC
- trained all PSC staff and managers in accessibility best practices
- created an enhanced self-service accessibility centre that includes:
 - document creation templates
 - tools to facilitate accessibility checks by approvers
 - links to training tools and resources

The Centre's tools and best practices are now an integral part of the orientation offered to all new employees.

The Commission remains committed to rectifying persistent shortcomings in the application of best practices in accessible communications. While this significant progress has been made, further efforts are needed to increase the visibility and uptake

of existing tools and resources, and also to put in place new initiatives aimed at removing the specific barriers that remain.

4.2. Improving the accessibility of publications

Primary responsibility – PCS-CPAD | Timeline – Q4 2026-2027

In 2025, the Commission began implementing an action plan to make all its online publications fully compliant with the accessibility standards set by TBS. This plan includes the following stages:

- In September 2025, the [Public Service Commission](#) (PSC) centralized publication-related documentation within the Communications and Parliamentary Affairs Directorate (CPAD), ensuring full accessibility compliance for documents published in fiscal 2024-2025.
- By the end of fiscal 2025-2026, the PSC expects to be fully compliant with current [Treasury Board of Canada Secretariat](#) (TBS) requirements for converting existing publications to make them accessible.
- By the end of fiscal 2026-2027, the PSC will have completed all the work needed to comply with the enhanced June 1, 2028 standard, which requires full accessibility of legacy publications on the web.

In addition to these efforts, the Commission is currently exploring artificial intelligence solutions to assist content authors during the source document verification process. These tools are designed to facilitate mandatory accessibility checks in publishing workflows, thereby reinforcing the efficiency and rigour of organizational practices.

5. Procurement of goods, services and facilities

Vision: Procure accessible goods, services and facilities

Assessment and orientation:

Since the implementation of the first iteration of the organizational accessibility action plan in 2022, the PSC has ensured that all goods and services purchased are inclusive by

design and accessible by default. This work has focused on recognizing our essential role in promoting accessible procurement and identifying knowledge gaps.

The 2026-2028 plan aims to strengthen expertise and formalize practices, with particular emphasis on standardizing requirements and on external collaboration. This includes working closely with the Accessible Procurement Resource Centre (APRC), revising purchasing policies and procedures and then updating tools to establish accessibility requirements and assess supplier compliance.

Barriers:

- Lack of knowledge of accessible procurement principles and requirements
- Gaps in the accessibility of procured services, particularly when these are not offered in an accessible format
- Procurement documents and forms are not available in an accessible format, limiting their use

Indicators:

- Percentage of procurement contracts (with materials purchased) that meet and can be validated against accessibility requirements and standards such as EN301.549, National Accessibility Standards, etc.
- Percentage of procurement professionals in the organization who have completed accessibility training

5.1. Collaborate with the Accessible Procurement Resource Centre

Primary responsibility – CAS-FAD | Timeline – Q3 2028-2029

The Commission will strengthen its approach to inclusive sourcing by working closely with the Accessible Procurement Resource Centre (APRC). Early collaboration is key. By engaging the APRC early in the planning process, the Commission can ensure that accessibility needs are clearly identified and properly integrated into procurement strategies from the outset.

The Commission will also take advantage of the tools and resources offered by the APRC. Templates, checklists and guides are available to help integrate accessibility requirements into procurement documents, assessment criteria and contracts. Using

these resources not only promotes compliance but also facilitates the consistent application of accessibility across various projects.

In addition, the Commission will partner with the APRC to offer training and information sessions to procurement staff in order to help teams better understand accessibility obligations and meet them in practice. For more complex or high-impact procurement, the organization can also request support from the APRC to review solicitation documents before they are finalized; this will help identify potential gaps and ensure that accessibility has been properly considered.

All in all, by working closely with the APRC to monitor and report on accessibility results in procurement, the Commission will ensure that trends, challenges and opportunities to strengthen inclusive practices are identified over time.

5.2. Review organizational procedures to ensure that accessibility criteria are taken into account in all purchasing decisions

Primary responsibility – CAS-FAD | Timeline – Q3 2028-2029

The [Public Service Commission](#) (PSC) plays a crucial role in promoting inclusiveness by ensuring that accessibility is integrated into all aspects of procurement and service delivery. An effective approach is to conduct a thorough review of existing policies and procedures to ensure that accessibility considerations are not only recognized but explicitly required in all purchasing and service delivery decisions.

In updating these policies, the PSC will establish clear and binding expectations for suppliers and service providers, ensuring that the products, services and infrastructure procured by the department are accessible to all, including persons with disabilities. This process can include revising tender documents to incorporate mandatory accessibility criteria; assessing inclusive design when analyzing bids; and requiring service providers to demonstrate their ability to meet accessibility standards. In addition, the PSC will consider providing training and advice to procurement staff so that they understand how to effectively apply accessibility criteria throughout the purchasing cycle.

Through this policy review, the PSC will improve internal compliance with accessibility standards, thereby reinforcing the government's commitment to equity, inclusion and barrier removal for all members of the community.

5.3. Create an accessibility checklist for suppliers

Primary responsibility – CAS-FAD | Timeline - Q2 2027-2028

In order to fulfil its responsibilities for the procurement of accessible goods, services and facilities, the Commission will ensure that a comprehensive checklist is developed covering a wide range of accessibility considerations, including the physical accessibility of facilities, the digital accessibility of online services and platforms, communication methods, customer service practices and the provision of accessible formats or supports.

This checklist will be developed in collaboration with accessibility experts, persons with disabilities and PSC stakeholders to ensure that it is practical, inclusive and in line with best practices. It will then serve as a guidance document for suppliers during the tendering process, as well as a tool for PSC staff to assess compliance and capabilities during supplier assessments. In addition, clear protocols will be established as to how this tool will be used at various stages of the procurement process – from tender development through to contract award and performance monitoring. This can include requiring suppliers to provide evidence of compliance, such as accessibility certifications, policies or completed accessibility audits. PSC evaluators will be trained to understand and assess accessibility information in supplier proposals.

Finally, the PSC will periodically review and update the checklist to reflect changes in accessibility legislation, standards and organizational goals. This ongoing review will ensure that the tool remains relevant and effective in promoting inclusive procurement practices. By adopting this approach, the PSC will be able not only to meet accessibility requirements but also to demonstrate leadership in promoting an inclusive environment.

6. Design and delivery of programs and services

Vision: Offer services accessible to all by ensuring an equitable and inclusive experience

Assessment and orientation:

The PSC has demonstrated leadership in inclusive and accessible programs for many years, including the ongoing management of initiatives such as the Federal Internship Program for Canadians with Disabilities (FIPCD), whose recruitment strategy is based on the “Inclusive by Design” principle, as well as services to support accessible and inclusive

hiring in the public service more generally. Continued efforts were also made in 2022-2025 to improve the provision of assessment accommodations.

For 2026-2028, priority is given to empowering candidates and improving our digital assessment platforms. This will include enhancing the Candidate Assessment Tool (CAT) platform to fully integrate features that reduce administrative burden and allow those being assessed to share their [Workplace Accessibility Passport](#); the ongoing removal of barriers in the Public Service Resourcing System (PSRS); and then the collaborative revision of orientation materials and guides for other organizations within the public service, with the participation of persons with disabilities and key partners.

Barriers:

- A lack of information about the accessibility of programs and services
- Ongoing emergence of new barriers to accessibility in candidate assessment
- New accessibility barriers continue to appear on the Public Service Resourcing System (PSRS) web platform
- A lack of information on accessibility in PSC monitoring exercises, which can compromise the inclusiveness of processes

Indicators:

- Number of barriers to accessibility to the organization's programs and services identified and communicated by members of the public
- Percentage of interns who feel that the [Federal Internship Program for Canadians with Disabilities](#) (FIPCD) has helped improve their employability
- Percentage of supervisors and managers who feel better prepared to hire persons with disabilities after participating in the FIPCD

6.1. Lead the Federal Internship Program for Canadians with Disabilities (FIPCD) and promote it within the PSC

Primary responsibility – RASS-NRD | Timeline – Q3 2028-2029

The FIPCD is a national program established in 2019 to improve the recruitment, retention and promotion of persons with disabilities within the public service. This remains a pillar of our accessibility efforts, not least by virtue of the fact that Budget 2024 has provided additional funding until 2028-2029. In doing so, we will continue to

work closely with our partners, including central agencies, disability associations and educational institutions, in order to equip hiring managers with the advice, tools and strategies needed to ensure comprehensive support for interns throughout their placement. To this end, we will:

- Strengthen program delivery to ensure that interns receive appropriate support and timely accommodations
- Increase visibility and understanding of the program across all departments in order to foster adoption and integration
- Use feedback from interns and managers to continuously improve program management, applying the “learn and develop” model, with the aim of integrating the program into current operations.

6.2. Review procedures for offering recruitment and assessment programs for staffing purposes

Primary responsibility – RASS-NRD | Timeline – Beyond Q3 2028-2029

As part of our commitment to providing services that are accessible to all, the [Public Service Commission](#) (PSC) is actively working to reduce barriers in student recruitment processes and in the public service as a whole. Our approach is based on inclusive design, continuous improvement and proactive communication.

We will continue to:

- Design recruitment ads, initiatives, processes and assessments with an “Inclusive by Design” approach in order to limit barriers and reduce the need for reactive accommodations
- Proactively and consistently remind candidates of their right to assessment accommodations, providing clear guidelines on how to request them — thus avoiding delays and last-minute arrangements
- Manage accommodation requests strategically and efficiently, putting in place tracking and monitoring mechanisms to reduce delays and improve responsiveness
- Assess the user experience and the experience with our programs and services, and continually improve our practices based on feedback and consultation

- Apply the “Nothing About Us Without Us” principle by consulting persons with disabilities when designing new programs, services and pilot projects. This approach aims to ensure that initiatives are truly adapted to the needs of the people concerned by integrating their lived expertise from the earliest stages of development.

To this end, we will make it a priority to promote the use of the [Accessibility Passport](#) throughout the recruitment process for our programs in order to help candidates identify and communicate their accommodation needs. In the same vein, we will be reminding hiring managers of the tools and resources available to support persons with disabilities, particularly when referring and integrating candidates.

6.3. Maintain and modernize student recruitment programs

Primary responsibility – RASS-NRD | Timeline – Q3 2028-2029

The Commission provides strategic guidance to help departments and agencies hire qualified people from inside and outside the public service, helping to build a workforce that reflects Canada’s diversity. To this end, we offer recruitment programs and assessment services that support the Government of Canada’s strategic recruitment priorities and public service renewal, using modern tools to reduce barriers to employment opportunities in the public service of Canada. These programs will continue to be managed with the following considerations at the forefront:

- The implementation of new pilot projects and initiatives to modernize student recruitment programs will be designed to respect accommodation practices, in line with the principles of equity and inclusion. Accessibility will be monitored and taken into account as an indicator of the initiative’s success.
- Students will continue to be informed of available supports, including the Employment Access Program for Students with Disabilities.

In addition, through our Inclusive Outreach and Engagement team, we will continue to help identify and eliminate bias and barriers to hiring in the public service by building cultural awareness and confidence among candidates and hiring managers. This means:

- Working with our partners across government and with community associations to facilitate the hiring of persons with disabilities

- Conducting targeted outreach and communicating with members of official language minority communities and employment equity groups, including persons with disabilities, to encourage them to self-identify and apply for public service jobs
- Continuing to implement the Employment Opportunity for Students with Disabilities to promote the retention of students with disabilities hired by the Government of Canada through an integration process, training, activities and support services for both students and recruiters
- Updating and promoting guides aimed at fostering inclusive recruitment, including the Inclusive Recruitment Toolbox and the Toolbox for Recruiting Persons with disabilities

6.4. Improving the Candidate Evaluation Tool platform

Primary responsibility – RASS-PPC | Timeline – Q4 2026-2027

As part of our commitment to accessible assessment, we are pursuing our efforts to continuously improve services related to assessment accommodations. We work to optimize tools, processes and approaches to better meet the evolving needs of persons with disabilities.

In particular, we will begin efforts to ensure the ongoing accessibility functionality of the Candidate Assessment Tool (CAT). This includes:

- Fully integrating functionality to improve accessibility, confidentiality and autonomy for people being assessed, while reducing the administrative burden of accommodation requests and processing in the CAT
- Enabling registration of a copy of the [Government of Canada's Workplace Accessibility Passport](#) in the CAT, so that people being assessed can easily share information about their accommodation needs
- Conducting an accessibility assessment of the CAT by [Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology](#) program, and implementing recommendations to strengthen inclusive, user-centred design

6.5. Removing barriers to accessibility in assessments

Primary responsibility – RASS-PPC | Timeline – Q4 2026-2027

The Commission continues to play a major role in accessibility in the public service through its expertise in providing assessment accommodations and training to remove barriers in assessment methods. This service includes the development of adaptations for Commission tests, as well as for tests developed by any other federal department or agency.

This organizational function enables us to positively influence the perception and impact of experiences on persons with disabilities who are working, or seeking employment, in the federal public service. We are committed to maintaining this expertise leadership role by:

- Improving Second Language Evaluation (SLE) test preparation materials through the integration of a trauma-informed approach aimed at promoting inclusive assessment
- Developing tailored information resources for people being assessed in order to strengthen their understanding of the accommodation process, including the roles and responsibilities of the parties involved

An important component of these efforts will be to strengthen guidance and collaboration. With this in mind, the Commission will:

- Conduct a collaborative review of the *Guide for Assessing Persons with Disabilities*, involving persons with disabilities and key partners
- Enhance the “Basics of Assessment Accommodation” workshop, which provides practical guidance and tools for HR specialists and hiring managers, and align it with the updated [Guide for Assessing Persons with Disabilities](#)
- Conduct an evaluation of the Ambassador Network for Inclusive Assessment — a community of practice dedicated to accessible and inclusive evaluation — to assess its impact, identify opportunities for improvement and implement recommendations.

6.6. Continuously eliminate barriers to accessibility within the Public Service Resourcing System

Primary responsibility – RASS-NRD | Timeline – Q3 2028-2029

A key priority for the [Public Service Commission](#) (PSC) is the ongoing modernization of the Public Service Resourcing System (PSRS). This work is guided by the PSRS Bias and Potential Barriers Action Plan, completed in 2024, which aims to identify and overcome the challenges faced by persons with disabilities.

A number of technical improvements have been incorporated into the PSRS roadmap for gradual implementation over the next few years. These include simplified language, improved poster design, optimized navigation on the job search page, and the ability for candidates to easily attach and reuse documents. These improvements aim to reduce barriers and improve usability for all users, with a particular focus on accessibility.

To better support candidates, the PSC will use the WalkMe navigation tool to provide step-by-step guidance and contextual explanations throughout the application process, focusing on elements identified in the action plan, such as the job poster and job search pages.

6.7. Review oversight procedures

Primary responsibility – OIS-AD | Timeline -- Q3 2028-2029

To help identify and remove barriers, the Commission will continue to consult widely with equity-seeking groups, including persons with disabilities, as part of the planning and reporting of our audit engagements. This will support our practice of examining intersectionality when identifying areas for review, interpreting our audit findings, and identifying areas for improvement.

Where necessary, the audits will make targeted recommendations to address the gaps experienced by persons with disabilities. Finally, the audit mission's communication products will be prepared in such a way as to comply with accessibility requirements, such as the use of plain language, avoidance of jargon and all other accessibility standards.

7. Transportation

Vision: Implement a barrier-free federal transportation network, ensuring that staff members' travel — whether local, regional or national — is fair and accessible to all.

Assessment and orientation:

The [PSC 2023-2025 Accessibility Plan](#) lacked a formal procedure for ensuring accessible transportation for staff members. To address this, a pilot phase of transition to centralized travel management will be a first step in supporting the formal review of staff travel procedures in order to ensure that accessibility needs are proactively and consistently addressed.

Barrier: Lack of formal procedures to ensure accessibility to local, regional or national transportation for staff; this can lead to inequalities in access to business travel.

Indicators:

- No indicators will be assessed for this area of focus

7.1. Modernizing transport procedures (taxi chits and travel)

Primary responsibility – CAS-FAD | Timeline – Q4 2025-2026

The Commission supports the modernization of transport processes, moving from traditional taxi chits to centralized trip management via “Uber for Business”. Introduced as a pilot phase in 2025, this approach will streamline local travel by enabling departments to organize their staff's travel in advance on a unified platform, gradually eliminating the need for paper vouchers and manual reimbursements.

In particular, this platform will help improve accessibility by offering features such as the ability to request vehicles adapted to mobility needs. The implementation of Uber for Business directly supports the vision of a barrier-free federal transportation network by providing a more efficient, transparent and inclusive way to manage local staff travel.

Consultations

Since the implementation of our first organizational accessibility action plan, we have been gathering information and consulting with employees to identify barriers and to

develop and implement measures to remove them. This plan is based on various sources of information.

Employee surveys

We pay particular attention to the results of the annual Public Service Employee Survey and develop action plans to address the key issues facing our staff and all federal public servants.

To better understand the needs of our employees and target areas that may not have been covered by the Public Service Employee Survey, we also consult all our employees each year through the “Your Say” survey.

Accessibility Committee and Persons with Disabilities network

The PSC Accessibility Committee supports the Accessibility Champion in her efforts to promote an inclusive and accessible workplace within the organization. It plays an advisory role, providing advice on the PSC Accessibility Plan and advocating accessibility in all areas, including communications, events, policies, programs and operations.

Open to all PSC employees, the Committee welcomes new members at any time, enabling everyone to actively contribute to shaping the future of accessibility within the organization. Members are encouraged to participate fully, share their ideas and act as ambassadors for accessibility within their teams.

At the same time, the Persons with Disabilities Network, which reports to the Diversity and Inclusion Committee, is made up of volunteers with and without disabilities. It is supported by the Organizational Diversity and Inclusion Champion and the Accessibility Champion, who acts as a spokesperson for this community in its dealings with senior management. We regularly consult this network to ensure that we are complying with the requirements of the [Accessible Canada Act](#). Discussions held as part of these consultations help us measure progress against the goals set out in this plan.

Experiences of persons with disabilities

Organizational studies have been ongoing since 2021 on the lived experience of members of equity-seeking groups, including the PSC's disabled community.

This study has proved to be a treasure trove of information, as participants provide useful feedback on their personal experience at the Public Service Commission of Canada. In particular, participants said they:

- Feel that our organization does not always understand their adaptation needs
- Are sometimes reluctant to ask for accommodation for fear that their requests will be misunderstood by their manager
- Are concerned about the availability of suitable equipment needed to work in a hybrid work environment

As part of this initiative, the Commission will continue its efforts to consult persons with disabilities in order to better understand the visible and invisible barriers they face in the workplace.

Next steps

The [Public Service Commission of Canada](#) (PSC) will continue to rely on these sources of information to monitor the implementation of this plan and measure progress. We are committed to the "[Nothing Without Us](#)" principle and will continue our targeted consultations with persons with disabilities.

We will closely monitor all areas of focus to measure our progress in the activities outlined in this plan, and to identify emerging or persistent barriers. We will make adjustments and implement new initiatives as needed, and develop indicators to help us measure our success.

We will publish progress reports for the annual periods ending December 31, 2026, December 31, 2027, and December 31, 2028. These progress reports will highlight the measures adopted to create a barrier-free working environment, and will serve as the basis for the next Accessibility Plan, which is scheduled for publication on January 1, 2029.