



Parole Board
of Canada

Commission des libérations
conditionnelles du Canada

2026-28 Accessibility Plan

Parole Board of Canada

December 2025



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From the Chairperson

I am pleased to present the Parole Board of Canada's (PBC or the Board) Accessibility Plan for 2026-28.

This Plan sets out our commitment for improving accessibility at the PBC for both our employees and Board members as well as offenders, victims and the Canadian public. It outlines the actions the PBC will undertake over the next three years to address the barriers we have identified in our organization. It was developed in collaboration with persons with disabilities under the principle of "Nothing Without Us."

We welcome your feedback on this plan and our annual progress reports, to help us continue to identify, prevent and eliminate barriers as we work towards the Government of Canada's objective of being barrier-free by 2040.

Joanne Blanchard
Chairperson, Parole Board of Canada



1. About the PBC

The Parole Board of Canada (PBC or the Board) is an independent administrative tribunal that, as part of the Canadian criminal justice system, makes independent, quality conditional release (parole) decisions, record suspension/pardons and expungement decisions, as well as clemency recommendations, in a transparent and accountable manner, while respecting diversity and the rights of offenders and victims.

The PBC has exclusive authority under the [Corrections and Conditional Release Act](#) to grant, deny, cancel, terminate or revoke day parole, full parole, and authorize or approve temporary absences. The PBC may also order offenders who have reached their statutory release date to be held in prison until the end of their sentence, upon referral by the Correctional Service of Canada (CSC). The PBC also makes parole decisions for offenders serving sentences of less than two years in all provinces and territories except Ontario, Quebec and Alberta, which have their own parole boards.

The PBC also has legislated responsibilities to:

- order, refuse to order and revoke record suspensions under the [Criminal Records Act](#);
- order or refuse to order expungement of a conviction under the [Expungement of Historically Unjust Convictions Act \(Expungement Act\)](#);
- make recommendations for the exercise of clemency through the Royal Prerogative of Mercy.

The PBC is headed by a Chairperson who reports to Parliament through the Minister of Public Safety.

For more information on the PBC's programs and services, visit Canada.ca/Parole-Board-of-Canada.



2. Introduction

Building on the foundation laid by our first [2023-25 Accessibility Plan](#), published in December 2022, this updated plan renews our commitment to identify, remove, and prevent barriers to accessibility. It reflects our ongoing dedication to create a barrier-free organization for everyone.

Since launching our first plan, we have made meaningful progress in several areas. The initial plan included 41 actions aimed at improving accessibility for the public, victims, parole, record suspension, expungement and clemency applicants, employees, and Board members.

To date, we have published two annual progress reports to highlight our achievements and track our advancement:

- [2023 Accessibility Progress Report](#)
- [2024 Accessibility Progress Report](#)

Progress Since the Last Report (December 2024)

Since the release of our 2024 Accessibility Progress Report, we have completed the following actions:

- Centralized funding for workplace accommodation requests.
- Ensured that all staff and Board members with supervisory duties received ongoing training on workplace accommodation and the legal duty to accommodate employees and Board members.
- Ensured all employees and Board members know how to self-identify if they have a disability.
- Reviewed merit criteria in staffing processes to identify barriers to promotion for employees with disabilities.



- Reduced our representation gap by hiring more employees with disabilities.
- Invited a greater number of guest speakers to discuss disabilities with employees and Board members as part of disability sensitivity training.
- Reviewed our internal applications for compliance with Web Content Accessibility Guidelines (WCAG) and developed a plan to address gaps.
- Developed internal guidelines on the use of plain language for all written communications.
- Developed a plan to remove lower-priority physical barriers identified in our offices.

Building on Experience: Planning for 2026-28

Our experience with the 2023-25 Accessibility Plan provided valuable insights that helped shape the 2026-28 plan. While many of the actions from our first plan were completed, the timelines for some needed to be extended beyond 2025 due to limited resources, funding, or complexity. These actions have been carried forward into the 2026-28 Plan.

To ensure the new plan is practical and achievable, we aligned our commitments with the resources currently available. We expect budget constraints to affect both staffing and funding, requiring us to take a more strategic approach. We prioritized actions that are realistic in the current context and that we expect to have the greatest impact in improving accessibility. This helps ensure our efforts are focused, practical, and sustainable over the next three years.

The Accessibility Steering Committee solicited input from a wide range of stakeholders. We ran voluntary surveys with PBC employees and Board members to identify internal barriers. We also ran a public survey to hear from people with disabilities and other external stakeholders who may have experienced accessibility issues in their



interactions with the Board. These consultations helped us understand where we stand and will guide our efforts moving forward.

Oversight of the Accessibility Plan is managed by our Accessibility Steering Committee. More details on the Committee's role and structure are provided in the [Management and Oversight](#) section of this Plan.

Focus Areas of the 2026-28 Plan

The Plan continues to align with the seven priority areas set out in the [Accessible Canada Act](#) (ACA):

- employment;
- the built environment;
- information and communication technologies;
- communication, other than information and communication technologies;
- the procurement of goods, services, and facilities;
- the design and delivery of programs and services; and
- transportation.

In addition, we have chosen to include an eighth priority area:

- organizational culture

This priority area addresses attitudinal barriers and accountability to help create a more inclusive and accessible workplace. We recognize that lasting progress in accessibility requires not only changes to systems and procedures, but a shift in attitudes and behaviors. By emphasizing inclusive values and accountability in our work, we are supporting long-term cultural change aligned with the spirit of the ACA.



3. General

Feedback Process & Contact Information

As a means to capture and respond to accessibility feedback, especially from persons with disabilities, the PBC has established a feedback process (described below). Individuals may choose to submit feedback anonymously. The PBC welcomes feedback, such as comments, concerns or questions, on accessibility from members of the public, partners, stakeholders, as well as our employees and Board members.

All feedback received will be reviewed and responded to, as appropriate. It will be catalogued and incorporated into the PBC's annual progress reports.

Our **Designated Official for Accessibility**, responsible for receiving feedback and enquiries about accessibility, is the Senior Advisor, Values, Integrity and Disclosure. Feedback about accessibility barriers at the PBC or about the implementation of this plan, as well as requests for alternative formats of this plan or the feedback process, can be sent to the Designated Official for Accessibility through any of the various methods listed below.

Methods to Submit Feedback

Online Form: You may use the feedback form on the [Contact the PBC](#) webpage.

Email address: Accessibility.Accessibilite@pbc-clcc.gc.ca

Phone number: 1-833-541-3063 (toll-free)

Teletypewriter (TTY): (613) 954-7771

Mailing address:

Designated Official for Accessibility

Parole Board of Canada



410 Laurier Avenue West, 6th floor mailroom
Ottawa, Ontario K1A 0R1

Alternative Formats

Alternative formats of the plans, the progress reports and a description of the PBC's feedback process are available by contacting the **PBC Designated Official for Accessibility** as follows:

Email address: Accessibility.Accessibilite@pbc-clcc.gc.ca

Phone number: 1-833-541-3063 (toll-free)

Teletypewriter (TTY): (613) 954-7771

Mailing address:

Designated Official for Accessibility
Parole Board of Canada
410 Laurier Avenue West, 6th floor mailroom
Ottawa, Ontario K1A 0R1

A web version of this plan is available at: [PBC 2026-28 Accessibility Plan](#).

The following alternative formats are available upon request and will be provided within 15 business days of the initial request:

- print;
- large print (18 pt).

The following alternative formats are available upon request and will be provided within 45 business days of the initial request:



- Braille (a system of raised dots that people who are blind or who have low vision can read with their fingers);
- audio (a recording of someone reading the text out loud).

Glossary

The following definitions apply throughout this plan:

Accessibility: The design of products, devices, services, environments, technologies, policies and rules in a way that allows all people, including persons with a variety of disabilities, to access them.

Accommodation: The modification of work conditions, environment and/or job duties to remove barriers and enable employees, particularly those with disabilities, illnesses, or injuries, to perform their work efficiently, safely, and with dignity.

Assistive devices or assistive technology: Refers to an item, piece of equipment or product – whether acquired, modified or custom-designed – that is used to increase, maintain or improve the functional capabilities of an employee with a disability.

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.



Board members: PBC Board members are appointed by Governor in Council. They are the primary decision-makers in conditional release and record suspension decisions. They are required to make decisions that are consistent with the protection of society and that are limited to only what is necessary and proportionate to the purpose of conditional release. They do this by conducting a thorough assessment of the offender's risk to the community. Board members make decisions on applications for record suspensions by assessing factors such as the conduct of the applicant. They also review clemency applications to make a recommendation to the Minister of Public Safety for the Governor in Council's final decision.

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.

Public Service Employment Survey (PSES): The PSES is a voluntary survey conducted every two years by Statistics Canada and the Treasury Board Secretariat. It gathers federal public service employees' views on key people management themes such as employee engagement, leadership, workforce and the workplace. Results are public and help departments assess progress, identify areas for improvement, and enhance workplace strategies. Each cycle includes recurring questions to allow for measurement of progress, and updated questions to reflect evolving priorities. The next survey will be in 2026, with results expected to be available in 2027.

Sub-delegated manager: is a manager in the Government of Canada who has been given permission by their organization's top official (called the deputy head) to make staffing decisions, like hiring people for jobs. This authority is passed



down under specific rules and conditions, and the manager must follow the law and the organization's staffing policies when making these decisions.

4. Areas described under Section 5 of the *Accessible Canada Act (ACA)*

Employment

Overview

The PBC has approximately 527 employees and Board members, across five regions and the head office. Most of our work is office-based, although some travel is required for hearings and meetings.

Currently, we operate within a hybrid work model. This means our employees and Board members work from PBC offices, from home, and from correctional institutions when conducting in-person hearings.

Our Board members are responsible for conducting hearings and reviewing case files to make decisions about whether an offender should be granted parole. The Board members also make decisions regarding record suspensions for formerly offenders who have successfully re-entered society as law-abiding citizens; and make clemency recommendations to the Minister of Public Safety.

The remainder of our work is primarily administrative. This includes processing applications for record suspensions and clemency, and supporting core government functions such as internal services, and policy development.

In terms of hiring, an important change to the *Public Service Employment Act* came into effect in May 2023. Hiring managers must now review their assessment methods – such as interviews and written exams – for any biases or barriers that could disadvantage



people from employment equity groups. If any are found, managers must demonstrate that they have made reasonable efforts to reduce or remove them.

With respect to employee representation, the PBC has made progress in increasing the number of employees who identify as persons with disabilities. As of March 2025, 10% of our workforce identifies as having a disability – an increase of 3.8% since the first published plan in 2022.

Board member recruitment strategies seek to attract qualified candidates who reflect the diversity of Canada’s population to be able to collectively represent community values and views in the work of the Board. This includes women, Indigenous peoples, persons with disabilities, and members of visible minority and ethnic/cultural groups. Candidates are asked to complete the Governor in Council Appointments Self-Identification Form as part of the screening process. Moreover, an internal self-identification survey on accessibility for Board members was created in March 2025, allowing Board members to self-identify at any point in time on a voluntary basis.

Accessibility Barriers and Corrective Actions

Barrier: There may be limited awareness among employees, managers and Board members concerning disability and accommodations.

Corrective actions	Desired outcome	Responsibility	Estimated completion date
Provide staff and Board members in a supervisory role with the tools and resources to enhance support to employees and Board members with disabilities.	The Government of Canada Accessibility Passport has been launched. Practical tools and resources are shared with managers.	Corporate Services	2026



Barrier: Inaccessible or non-inclusive staffing practices that limit equitable participation and advancement opportunities for candidates with diverse needs.

This includes overly rigid merit criteria (e.g., unnecessary educational requirements), assessment formats that do not accommodate diverse abilities, unclear or non-inclusive language in communications, and unclear accommodation processes.

Corrective actions	Desired outcome	Responsibility	Estimated completion date
Add clear and precise information (including examples) on how to request accommodation measures during assessments, for job advertisements, communications with candidates, as well as on the PBC website and the intranet.	<p>Internal satisfaction survey (sent after each advertised selection process): 85% of candidates reported after the recruitment process that the option to receive an accommodation was communicated to them well or very well.</p> <p>100% of advertised appointment files include proof that candidates received an email explaining the option for accommodation measures, the steps for making the request and contact information.</p>	Corporate Services	2026
Review and improve the tool used by PBC to identify possible biases and barriers in staffing assessments. The goal is to help sub-delegated	<p>The tool has been fully revised.</p> <p>100% of assessment files contain a completed copy of the</p>	Corporate Services	2027



managers better understand and meet their responsibilities, and to strengthen accountability.	<p>tool signed by hiring managers.</p> <p>Accessibility Survey for Board members and Staff (May 2028): 90% of respondents or more reported that they did not experience accessibility barriers to being assessed fairly in the past two years.</p> <p>Baseline: 79% in May 2025.</p>		
Create standard job qualifications for certain regional positions, with particular attention to accessibility.	At least two standard job qualifications are finalized, reviewed, and ready to use by December 2028.	Corporate Services	2028

Barrier: The accommodations process is perceived as difficult – often time-consuming and unclear.

Corrective actions	Desired outcome	Responsibility	Estimated completion date
Implement changes to the workplace accommodation process based on the review results, including making the process as easy as possible for employees and Board members.	A guide and a workflow are developed and shared amongst all PBC managers.	Corporate Services	2026
Review Telework Policy and the approval process for accommodation requests that deviate	Reviewed Telework Policy and approval process have been fully implemented and	Corporate Services	2026



<p>from the <i>Direction on Prescribed Presence in the Workplace</i>.</p>	<p>communicated to management and employees.</p> <p>In-house survey (once a year): 90% or more of respondents report that the accommodation request process (in line with the <i>Direction on Prescribed Presence in the Workplace</i>) is clear and efficient.</p>		
<p>Implement and promote the newly developed <i>Disability Management Guide for Managers</i>.</p>	<p>Disability Management Guide and tools are fully implemented and communicated to management.</p>	<p>Corporate Services</p>	<p>2027</p>
<p>Offer the newly developed "<i>Labour Relations Principles in the Federal Public Sector</i>" training annually to new managers and to those who would like a refresher after attending the June 2025 sessions.</p>	<p>100% of managers have attended the training.</p> <p>Public Service Employment Survey (PSES) 2026: 75% of respondents or more who requested a workplace accommodation say they are satisfied with the workplace accommodation measures that were implemented.</p> <p>Baseline: 65% in PSES 2024.</p> <p>Accessibility Survey for Board members and Staff (May 2028):</p>	<p>Corporate Services</p>	<p>2028</p>



	90% or more of respondents report that the accommodation request process is clear and efficient.		
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Built Environment

Overview

The PBC's national office is located in Ottawa (Ontario). There are regional offices in: Moncton (New Brunswick), Montreal (Quebec), Kingston (Ontario), Saskatoon (Saskatchewan), Edmonton (Alberta), and Abbotsford (British Columbia).

These offices are located in either leased and government-owned buildings. Since the PBC does not own these buildings, accessibility changes can only be made within the spaces we use. This means we cannot modify areas outside the leased space, such as entrances, ramps, hallways, elevators, or washrooms.

Accessibility at Parole Hearings

In-person parole hearings typically take place in Correctional Service of Canada (CSC) institutions, which are managed by CSC. As a result, the PBC has limited control over the physical accessibility of these facilities.

However, we can make changes inside hearing rooms and adjust how hearings are conducted to improve accessibility. These changes may vary depending on the location, available equipment, institutional limitations and whether they are culturally responsive hearings.

Examples of possible accessibility improvements include:



- **Hearing room layout:** Arranging tables and chairs to ensure clear sightlines and enough space for mobility aids like wheelchairs or walkers.
- **Assistive technologies:** Using microphones, speakers, sound amplifiers, or real-time captioning to support clear communication, especially for people with hearing impairments.
- **Virtual participation:** Allowing victims, observers, and other participants to join hearings remotely if they face barriers to attending in person.
- **Flexible scheduling:** Adjusting hearing times or allowing extra time to accommodate mobility needs, medication schedules, or assistive devices.
- **Staff training:** Providing training to Board members and staff on inclusive communication and accessibility best practices.

The PBC is committed to improving accessibility wherever possible. We recognize that some changes depend on site-specific conditions, institutional policies, and available resources.

Accessibility Barriers and Corrective Actions

Barrier: Some physical spaces and office layouts are not fully accessible or inclusive.

Corrective actions	Desired outcome	Responsibility	Estimated completion date
<p>Conduct a comprehensive review of the remaining accessibility deficiencies across all PBC offices, prioritizing low-cost/high-impact improvements.</p> <p>Engage the PBC Network for Persons with a Disability to identify the</p>	<p>A comprehensive review of the remaining accessibility deficiencies is complete.</p> <p>The three priority accessibility measures, identified in collaboration with the PBC's Network of</p>	Corporate Services	2028



<p>top three priorities from the findings.</p> <p>Implement solutions for these top priorities in all PBC offices.</p>	<p>Persons with Disabilities, have been implemented in 90% of PBC's offices.</p> <p>Each office has documentation confirming:</p> <ul style="list-style-type: none"> • Completion of the accessibility gap assessment. • Identification of the three selected priorities. • Implementation of the corresponding solutions. 		
<p>Collaborate with facilities partners (e.g., Public Services and Procurement Canada, facilities management company) to inform of and/or resolve any issues beyond PBC's direct control.</p>	<p>PSES 2026: 80% of respondents or more say that their physical environment (e.g., office, workspace) is suitable for their job requirements.</p> <p>Baseline: 76% in PSES 2024.</p> <p>Internal Accessibility Consultation (May 2028): 85% or more of respondents report experiencing no accessibility barriers in their workplace.</p> <p>Baseline: 77% in May 2025.</p>	<p>Corporate Services</p>	<p>2028</p>



Information and Communication Technologies

Overview

The PBC uses a variety of Government of Canada technologies to communicate with partners, stakeholders, and the public to ensure they can access information about our programs and services.

We also use specialized technology and applications to support specific aspects of our work – such as processing record suspension applications, working with victims, offenders, and applicants.

Within the organization, we share information and documents are shared through the PBC's internal intranet site. Employees and Board members use Microsoft 365, which includes many accessibility features to support users of all abilities.

For parole hearings that are not held in person, virtual technology is used to allow people participate or observe remotely. Hybrid hearings allow equal participation for those attending in person and those joining virtually.

Accessibility Barriers and Corrective Actions

Barrier: Internal applications and intranet have not been assessed for accessibility and therefore may present barriers.

Corrective action	Desired outcome	Responsibility	Estimated completion date
Embed accessibility requirements in all internal development processes to ensure all new applications meet Web Content Accessibility	Internal applications are fully assessed and updated to meet WCAG standards, ensuring that all users, including those with	Corporate Services	2027



Guidelines (WCAG) accessibility compliance standards.	<p>disabilities, can access and navigate digital resources without barriers.</p> <p>PSES 2026: 90% of respondents or more say they have the tools, technology and equipment they need to do their job.</p> <p>Baseline: 88% in 2024 PSES.</p>		
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Barrier: Delays in getting IT services or equipment needed for accessibility or accommodation can prevent staff from working effectively. When requests related to assistive devices or technologies take too long to be fulfilled, it can create unnecessary stress, reduce productivity, and limit equal access to tools and resources.

Corrective actions	Desired outcome	Responsibility	Estimated completion date
<p>Embed a mandatory step in the new upcoming Accommodation Guide that ensures all IT-related ergonomic and accessibility requests are routed through the PBC IT team. This step should include:</p> <ul style="list-style-type: none"> A reference to a service standard matrix to set expectations for delivery timelines. 	<p>Service standard matrix is published on PBC intranet.</p> <p>Random Survey and Key Performance Indicators (KPIs) demonstrate improvement.</p> <p>PSES 2026: 90% of respondents or more say they have the tools, technology and equipment to do their job.</p>	Corporate Services	2027



<ul style="list-style-type: none"> • A link to a pre-approved IT equipment list (to be requested from CSC) to expedite common requests. 	<p>Baseline: 88% in 2024 PSES.</p> <p>PSES 2026: 75% of respondents or more who requested a workplace accommodation say they are satisfied with the workplace accommodation measures that were implemented.</p> <p>Baseline: 65% in 2024 PSES.</p>		
<p>Initiate formal discussions with CSC IT to:</p> <ul style="list-style-type: none"> • Reinforce CSC's responsibility in supporting accessibility commitments. • Confirm and maintain the list of pre-approved IT equipment. • Align on service standards and escalation protocols. 	<p>Accessibility commitment is clearly identified in the Master Service Agreement with CSC.</p> <p>PSES 2026: 90% or more report having the tools, technology and equipment to do their job.</p> <p>Baseline:88% in PSES 2024.</p>	Corporate Services	2028



Communication, other than Information and Communication Technologies

Overview

We communicate with our partners, stakeholders, and the public in a variety of ways – by email, mail, pamphlets, telephone, and through our website. Individuals can use our services to apply for a record suspension or clemency, appeal a decision, access victim information, and more.

The PBC holds hearings, both virtually and in-person, where Board members make parole decisions for federal offenders and for provincial offenders in provinces that do not have their own parole board.

After each hearing, Board members write the reasons for their decisions. These decisions can be accessed through the [Decision Registry](#), which is available to anyone who requests access in writing and wants information about a specific case.

We work hard to make sure the information we share is clear and easy to understand. We follow the Government of Canada's rules and best practices for plain language. Because our work involves legal matters, some of the terms we use can be difficult to understand. We know this can create challenges for the public, including people with disabilities, and we are actively working to improve how we communicate.

Accessibility Barriers and Corrective Actions

Barrier: Internal applications and intranet have not been assessed for accessibility and therefore may present barriers.



Corrective action	Desired outcome	Responsibility	Estimated completion date
Review PBC intranet site for compliance to WCAG and develop plans to remove barriers.	Intranet is fully assessed and updated to meet WCAG standards, ensuring that all users, including those with disabilities, can access and navigate digital resources without barriers.	Public Affairs and Partnerships Division	2026

Barrier: Documents and forms are often written in complex language.

Corrective action	Desired outcome	Responsibility	Estimated completion date
Continue to strengthen Board members' training and associated decision-writing tools to further promote the use of plain language.	100% of Board members have participated in a training session on decision writing and the use of plain language. The Board Member Handbook has been updated to add a writing guide for Board members to focus on plain language.	Board Member Secretariat	2026

Barrier: Record suspension decisions and clemency recommendations are sent to applicants in paper format only.



Corrective action	Desired outcome	Responsibility	Estimated completion date
Develop a new Pardons and Record Suspension System (PARSS), as well as a new public facing online application portal, that will provide decisions and other correspondence in alternate formats.	Applicants can submit their record suspension, pardon, expungement, and clemency applications electronically, and receive correspondence in alternate formats, ensuring equitable access to information and supporting inclusive communication practices.	Clemency and Record Suspension	2026

Barrier: Images on the website lack alternative (alt) text, creating a barrier for users who rely on screen readers or other assistive technologies to access visual content.

Corrective action	Desired outcome	Responsibility	Estimated completion date
Review PBC external webpages to ensure all images and graphs have alt text and/or descriptive text.	100% of images have alt text and/or descriptive text.	Public Affairs and Partnerships Division	2026

Barrier: Staff do not know how to create accessible emails.

Corrective action	Desired outcome	Responsibility	Estimated completion date
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<p>Review all messages sent to employees and Board members from PBC divisions/regions for accessibility and work with them to recommend accessible fixes.</p>	<p>100% of messages sent by PBC divisions to employees and Board members were reviewed for accessibility.</p> <p>Recommendations for improvement were made and implemented for each non-compliant message, in collaboration with the relevant divisions.</p> <p>Accessibility Survey for Board members and Staff (May 2028): 90% or more of respondents report that PBC documents and communication methods are accessible and barrier-free.</p> <p>Baseline: 83% in May 2025.</p>	<p>Public Affairs and Partnerships Division</p>	<p>2027</p>
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Procurement of Goods, Services, and Facilities

Overview

Our Procurement team plays an important role in helping us make effective and compliant purchases across the organization and within the public service. We provide guidance on procurement policies and procedures to make sure all purchases follow government standards and best practices.



We also support our internal clients (i.e. person employed by the PBC / other federal organizations) by helping them develop procurement documents. This includes clearly defining their needs and setting fair and transparent evaluation criteria. Our team prepares Requests for Proposal and contracts for PBC, making sure our procurement processes are competitive, transparent, and meet our operational needs.

In addition to supporting our own organization, we provide procurement services to other small government departments. This promotes collaboration and helps improve efficiency across the public sector.

All of our procurement activities follow guidelines from Public Services and Procurement Canada and the Treasury Board Secretariat. We place a strong emphasis on accessibility and work closely with clients to include accessibility requirements in procurement documents. This helps ensure our purchases are inclusive and meet federal standards.

Accessibility Barriers and Corrective Actions

Barrier: There is a lack of organizational expertise and guidance to support accessible procurement practices. This gap can result in accessibility considerations being overlooked during the acquisition of goods, services, and facilities, as individual procurement officers may not have the necessary resources or training to apply accessibility standards consistently.

Corrective action	Desired outcome	Responsibility	Estimated completion date
Ensure that procurement officers have access to relevant accessibility	A justification form explaining the inclusion of accessibility criteria	Finance and Procurement	2026



<p>training and guidance from Public Services and Procurement Canada and Treasury Board Secretariat.</p>	<p>in their procurement requests is included in procurement files.</p> <p>Procurement Officers and clients are aware of accessibility considerations at the beginning of the procurement process.</p>		
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Design and Delivery of Programs and Services

Overview

At the PBC, we hold hearings and file reviews and make fair and independent decisions. We also offer Culturally Responsive Hearings for Indigenous and Black offenders, including Community-Assisted Hearings for Indigenous individuals.

We make record suspension and expungement decisions, and clemency recommendations to the Minister of Public Safety.

We support victims of crime by providing them with information about the conditional release process, access to services through a [Victims Portal](#), and assistance to prepare and present statements during the decision-making process. Regional Communications Officers communicate with victims, verbally, by email, and by phone, to ensure they are informed and supported throughout.

Through the PBC's Outreach Program, we connect with the public, community-based groups and organizations, and our criminal justice partners through a wide variety of outreach activities to raise awareness about our important public safety mandate as part of Canada's criminal justice system.



Accessibility Barriers and Corrective Actions

Barrier: Many hearing rooms are not fully accessible.

Corrective action	Desired outcome	Responsibility	Estimated completion date
Create an inventory of accessibility at each hearing location. Amend procedures and/or tools to incorporate accessibility considerations.	<p>With the support of the regional offices, hearing rooms will be validated for accessibility, in accordance with the criteria established by the PBC.</p> <p>With the support of the regional offices, accessibility needs will be documented for observers attending hearings.</p> <p>Procedures and/or tools will be amended to incorporate accessibility considerations as needed.</p>	Policy, Planning and Operations Division, Regional offices	2028

Barrier: Lack of practical training for front-line workers on how to deal with persons with different disabilities or who may require accommodations.

Corrective action	Desired outcome	Responsibility	Estimated completion date
Create an ever-green repository that will serve	Front-line staff will be equipped with a	Regional offices,	2026



<p>as a resource document for front-line workers, which would include concrete examples of solutions implemented in response to requests from persons with a disability.</p>	<p>practical, easy-to-use resource document that enhances their confidence and competence in responding to the diverse needs of persons with disabilities.</p> <p>Support staff in delivering respectful, inclusive, and effective service by providing a repository of real-world examples and solutions to accessibility-related requests.</p>	<p>Clemency and Record Suspension Division</p>	
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Barrier: Services are not accessible to persons with hearing impairments.

Corrective action	Desired outcome	Responsibility	Estimated completion date
<p>Lead a review of available and approved technological solutions that support accessibility for persons with hearing impairments. This may include captioning tools, assistive listening devices, and platform-specific features used in virtual hearings.</p>	<p>Reduce barriers, improve engagement and build trust in service delivery by identifying and integrating accessibility tools into virtual hearings. This will lead to improved engagement, reduced barriers, and enhanced trust in service delivery for individuals who are deaf or hard of hearing.</p> <p>Procedures and/or tools are amended by the Policy, Planning</p>	<p>Corporate Services, Regional offices</p>	<p>2028</p>



	<p>and Operations Division, as needed, based on the findings.</p> <p>External Consultation (May 2028): 95% or more of respondents report no accessibility barriers related to hearing impairments during virtual hearings.</p>		
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Transportation

Overview

The PBC regional offices currently maintain government (fleet vehicles) for business travel. In 2024, we decided to gradually phase out vehicles, and make use of other solutions, such as encouraging different types of transportation and increasing the use of technology by holding virtual meetings and hearings.

This new approach should give staff and Board members, including those with a disability, more choices and better alternatives than with the current fleet vehicle model.

Accessibility Barriers and Corrective Actions

Barrier: There is a lack of accessible parking spaces near the building.

Proposed action	Desired outcome	Responsibility	Estimated completion date
When renewing leases and completing Client Accommodation Requirements	100% of future completed Client Accommodation Requirements	Corporate Services	2026



Questionnaire, PBC property managers must request that a study of accessible parking spaces available near the office be carried out.	Questionnaires must include a request for a formal accessibility assessment of parking spaces near the building.		
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Organizational Culture

Overview

This priority area focuses on breaking down attitudinal barriers and strengthening accountability to help build a more inclusive workplace. We recognize that lasting progress in accessibility is not just about changing systems and structures – it also requires changes in how we think and behave. By promoting inclusive values and holding ourselves accountable, we’re supporting long-term cultural change that aligns with the objective of the ACA.

Accessibility Barriers and Corrective Actions

Barrier: Perceived bias and attitudinal barriers from management toward persons with disabilities may negatively impact employee inclusion.

Corrective action	Desired outcome	Responsibility	Estimated completion date
Mandatory training for all managers and Vice-Chairpersons that focuses on inclusive leadership, unconscious bias, and disability awareness will be	100% of Executives, Vice-Chairpersons and middle managers have attended the training. PSES 2026: 80% of respondents or more say they think the PBC	Offices of the Chairperson, Executive Vice-Chairperson and Deputy Chairperson	2028



coordinated and delivered using existing organizational learning platforms or resources, with support from HR/Board Member Secretariat and Accessibility Champion.	respects individual differences (e.g., culture, work styles, ideas, abilities). Baseline: 74% in PSES 2024.		
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Barrier: Limited leadership mobilization and lack of promotion and visible commitment to accessibility.

Proposed action	Desired outcome	Responsibility	Estimated completion date
Designate a new Accessibility Champion every two years from among the PBC leadership team to visibly promote inclusive practices and raise awareness of the experiences of persons with disabilities. This initiative aims to strengthen leadership engagement and address employee perceptions of bias and attitudinal barriers.	Accountability for results will be added to the performance management and/or talent processes.	Chairperson	2026-28



5. Consultations

Consultations to Inform Plan Development

One of the key principles of the ACA is “Nothing Without Us”, which means that persons with disabilities must be actively involved in decisions about policies, programs, practices, and services that affect them. Accessibility plans and progress reports must be informed by consultations with people with disabilities and show how the consultations were carried out.

In keeping with this principle, the PBC conducted consultations in the development of our first Accessibility Plan (2023-25). In 2022, we launched two voluntary surveys: one for our staff and Board members, and another for external stakeholders. We used the same approach to develop our current plan (2026-28). The surveys were run at the same time from May 1 to May 30, 2025.

This broad survey approach – engaging both internal and external participants – will continue to be used every three years ahead of each new accessibility plan. This will help us identify new barriers and measure our progress since the previous plan.

Internal Stakeholder Input

We sent out a voluntary and anonymous survey (called “Accessibility Survey for Board Members and Staff”) to everyone at the PBC asking for feedback on current practices, as well as suggestions for improvement across the seven priority areas of the ACA. We received 116 responses.



In addition to the ACA's seven priority areas, we included an eighth area called Organizational Culture. Participants were asked to choose the top three areas where we should focus our efforts. The most frequently selected priorities were:

- employment;
- organizational culture; and
- information and communication technologies.

Some common barriers identified included:

- the process for requesting and receiving workplace accommodations, which is perceived as lengthy and confusing;
- the perception that some managers may have biases or misunderstandings about persons with disabilities and the accommodations process;
- challenges with the accessibility of internal communications, including the intranet.

External Stakeholder Input

After consulting internally, feedback was gathered from external stakeholders who have disabilities or represent people with disabilities. The survey was shared through several channels to reach a wide audience:

- **Public outreach:** The survey was posted on the PBC website, at the top of topic pages for easy access, and shared on social media to reach individuals who have used PBC programs and services.
- **Targeted outreach:** We emailed criminal justice stakeholders who work directly with people who use PBC services, (such as individuals on conditional release,



record suspension applicants, victims, and Indigenous peoples) since they may observe accessibility challenges their clients face.

- **Accessible options:** A toll-free 1-800 number was available as an alternative way to complete the survey.

Key barriers that were identified included:

- hearings not always accessible; and
- difficulty accessing certain forms on the external website.

Targeted Engagement with Key Groups

In addition to conducting surveys, the PBC sought input at different times of the year from the following two groups, made up of persons with disabilities or their allies to ensure this plan is easy to understand and reflects our commitment to accessibility.

PBC Network for Persons with a Disability (Network)

The Network is an internal resource group for employees and Board members. Chaired by a member of the group and supported by an executive-level Champion, the Network currently has approximately 12 members.

- **Ongoing Engagement:**

The Network collaborates as needed throughout the year, providing focused input on the proposed implementation of specific actions in the plan. During the most recent reporting period, the Network provided written input on the following two actions:

- A review of merit criteria in staffing processes to identify barriers to promotion for employees with disabilities.
- The development of internal guidelines on the use of plain language for all written communications.



- **October 2025 Consultation:**

In October, the Network was presented with a draft of the Accessibility Plan along with guiding questions to support their review and discussion. Members reviewed it before submitting anonymous feedback to the Accessibility Steering Committee.

Overall, the draft Plan was well received. Members appreciated the clear structure and our genuine commitment to improving accessibility. They also welcomed the addition of “Organizational Culture” as a new priority area, recognizing it as an important step forward.

We received questions and suggestions relating to the measurement of actions. This input will be shared with the areas responsible for implementation so they can be considered in the implementation phase.

National Associations Active in Criminal Justice (NAACJ)

NAACJ is a group of national, community-based organizations working in social and criminal justice. Founded in 1975, its mission is to help members promote a justice system that is fair, equal, and effective.

The PBC values the knowledge, lived experience, and front-line perspectives that NAACJ members bring to discussions on criminal justice.

October 2025 Consultation:

One of NAACJ’s members, United for Literacy reviewed the draft plan and provided feedback on plain language and the factors of consideration for measurement of the actions. The suggestions related to the measurement of actions will be shared with the areas responsible for implementation so they can be considered in the implementation phase.



Using Consultation Input to Guide Future Progress

In our 2024 Progress Report, we introduced a new internal directive that requires staff responsible for surveys to include questions on accessibility. Moving forward, the data we collect through these surveys will help shape future progress reports and accessibility plans, supporting our efforts remain responsive to people's evolving needs.

Recent survey input revealed the following:

- **Workplace Accommodations**

Concerns were shared about unmet accommodation needs related to disability management. Feedback also showed that mental health challenges are still misunderstood or stigmatized in the workplace and the perception that requests for mental health accommodations are not always taken seriously.

This input was shared anonymously with the Accessibility Steering Committee to support future awareness and improvement efforts.

6. Feedback

Since we published our 2024 Accessibility Progress Report, the PBC has received one feedback item through the accessibility feedback mechanism, which was within the scope of the PBC's work to address, remove and prevent accessibility barriers:

1. **Feedback received (by the Online Feedback Form):** An individual who was supporting a client with their pardon (i.e. record suspension) application stated that the process was extremely challenging, inaccessible, and frustrating.

Actions taken: Given that the feedback was submitted anonymously, the PBC was unable to gather additional information to identify the barrier or clarify where in the process potential barriers were encountered. However, the PBC has updated some of the record suspension/pardon tools available to applicants to



make the application process easier and more user-friendly for both applicants and their representatives, with the goal of improving the overall experience.

7. Management and Oversight

Our Accessibility Steering Committee is responsible for guiding the implementation of our Accessibility Plan, monitoring progress, coordinating consultations, and helping develop annual progress reports and future plans.

The Steering Committee is led by our Accessibility Champions, an executive and manager who provides strategic direction and promotes accessibility across the organization. Members of the Committee include representatives from various divisions/regions and a member of the PBC's Network for Persons with Disabilities. Each member plays an important role in advancing accessibility within their area and reporting on progress to the Committee.

To ensure transparency and accountability, the Steering Committee prepares and publishes annual progress reports in accordance with the ACA. These reports are due by December 31 each year and cover the period from November 1 of the previous year to October 31 of the current reporting year. This timeline allows for meaningful consultation and the necessary approvals prior to publication.

Our executive Accessibility Champion also provides regular updates to the Executive Committee, ensuring that accessibility remains a strategic priority at the leadership level.



8. Looking Ahead

As we move forward, we remain committed to continuous improvement, transparency, and collaboration. We know that accessibility is an ongoing journey, one that requires us to listen, learn, and take action.

We recognize that meaningful progress comes from understanding the lived experiences of persons with disabilities and making intentional changes to remove barriers. Our 2026-28 Accessibility Plan reflects our renewed focus on advancing accessibility in a timely and effective manner. It builds on the lessons learned from our first plan and sets a path toward becoming a more inclusive organization.

We will continue to engage with stakeholders, track our progress, and adapt our actions to ensure equitable access for everyone.

This work supports our broader commitment to a barrier-free Canada by 2040, in line with the intent of ACA. We look forward to working together, with employees, Board members, and the public, to make accessibility a core part of everything we do.

