Housing, Infrastructure and Communities Canada's Accessibility Plan for 2026-28

December 2025

Canada

Aussi disponible en français sous le titre : Plan d'accessibilité de 2026-2028 de Logement, Infrastructures et Collectivités Canada

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National info line: 613-948-1148
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How to submit your feedback

Housing, Infrastructure and Communities Canada's Accessibility Hub is responsible for overseeing feedback on the accessibility plan for 2026-28 on behalf of the Department. Feedback on this plan can be sent to:

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You can submit anonymous feedback by completing the Accessibility Feedback Form. Make sure you do not state your name or provide any other identifying information (for example, your email address or phone number). You can also contact us by mail at the above-mentioned address. Make sure your return address does not appear on the envelope.

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Message from the Deputy Minister

This second Accessibility Plan reaffirms our commitment to building a safe and barrier-free workplace where every employee feels valued and respected. It emphasizes the importance of having measures that foster inclusion and support employees across the country, including those with accessibility needs.

Over the past three years, HICC has made meaningful strides in identifying, removing and preventing barriers for persons with disabilities in our workplace and beyond. We have come a long way since publishing the first Accessibility Plan, but our work is far from over. We recognize that achieving a fully accessible Canada by 2040 requires continued commitment, collaboration and proactive actions to eliminate barriers.

Creating an accessible workplace also means addressing attitudes that perpetuate stigma and exclusion. The addition of a pillar on culture will help to create an environment where employees with disabilities feel valued, supported, and free from discrimination.

The Plan reflects the voices of our employees and outlines actions across key priority areas. It showcases the insights of employees, including those with living and lived experiences, and partners who shared their perspectives during the consultations held across the Department.

Through dialogue and engagement, we have gained insights into the challenges that remain and the opportunities ahead. These conversations have shaped actions that build on our previous efforts, while setting the stage for the next steps toward a barrier-free Canada by 2040.

Let us continue to lead by example and work toward a Canada where everyone can participate fully and equally.

Paul Halucha
Deputy Minister
Housing, Infrastructure and Communities Canada

Executive summary

HICC's Accessibility Plan for 2026-28 reaffirms our commitment to building a barrier-free organization that reflects the values of inclusion, equity, and dignity for all. Guided by the *Accessible Canada Act*, this plan outlines our strategic priorities and concrete actions to identify, remove, and prevent barriers across our policies, products, procedures, programs, services, and workplace.

This approach is founded on the social model of disability, which asserts that disability is not solely the result of an individual's condition, but often from systemic and environmental barriers. It underscores the responsibility of the organization to proactively identify and remove these barriers and foster an environment where everyone can participate fully and equally. It also aligns with the principles of the Government of Canada Better Accommodation Project, which promotes best-in-class accommodation services that reflect the social model of disability.

Over the next three years, we will deepen our efforts in the following eight priority areas:

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

While the first seven priority areas are mandated by the *Accessible Canada Act*, the inclusion of "Culture" reflects what we have heard during consultations. This addition will allow us to address cultural and attitudinal barriers more directly, which will ultimately help ensure that inclusive values are embedded in our day-to-day practices and decision-making.

The following are the key strategic priorities that will require a collective effort:

1. **Foster a culture of safe disclosure** by embracing the social model of disability and promoting inclusive leadership.

2. **Support employees throughout the accommodation process with respect and dignity** by centralizing requests and providing tailored guidance to both employees and managers.

3. **Better equip employees with tools and resources to apply an accessibility lens in all aspects of their work** — embedding an "accessible by design" approach that will not only benefit employees, but also better serve persons living in Canada.

The plan introduces clear and measurable performance indicators to better track progress and demonstrate accountability, ensuring that accessibility efforts lead to meaningful, lasting improvements.

Throughout the elaboration of the plan, collaboration has been a focal point. The Accessibility Hub worked closely with key partners, such as the Champions for Diversity and Inclusion and the Persons with Disabilities and Allies Network, to ensure that the voices of persons with disabilities are reflected in the plan.

Programs across the department are becoming more accessible and equitable — from plain language materials and flexible submission formats to inclusive funding criteria and accessibility checks. These efforts help ensure services meet the needs of people living in Canada — especially those in underserved communities. It's about more than compliance — it's about better outcomes for everyone.

Building on the foundation laid in the 2023-25 cycle, the plan incorporates lessons learned, feedback from consultations, and evolving best practices. We remain committed to meaningful engagement with employees with disabilities, whose living and lived experiences and insights are essential to shaping a truly inclusive environment for everyone in Canada.

Together, we are working toward a Canada where accessibility is embedded by design — and where everyone can participate fully and equally.

Consultations

Under the [*Accessible Canada Act*](#) (ACA) and its regulations, federally regulated organizations and departments must consult persons with disabilities when developing accessibility plans. These plans must also describe the consultation process.

While HICC regularly consults employees with disabilities, department-wide consultations were held from February to March 2025.

The goals of these consultations were to:

- Meet the legal requirement to consult persons with disabilities.
- Identify at least one barrier to accessibility and one solution under each of the seven priority areas of the *Act*.
- Work with key partners to define clear outcomes and ways to measure progress.

The Department consulted with three target groups to gain insights from various perspectives:

1. All employees — to understand individual experiences with barriers and solutions.
2. All branches — to identify organizational-level barriers and solutions.
3. Unions representing HICC employees — to provide a viewpoint on systemic barriers and possible solutions.

Feedback from all groups helped shape this accessibility plan.

The next section explains how the consultations were carried out.

Consultations with all employees

A department-wide survey on accessibility was conducted from February 10 to March 14, 2025 (see Annex B).

The survey collected both quantitative and qualitative data (up to 59 multiple-choice questions and 25 open-ended questions depending on responses). Over 700 written comments were received.

Bilingual information sessions for employees were held to explain the purpose, scope, and structure of the survey. These sessions were an opportunity to address any questions or concerns and explain how the survey results would help shape the Plan.

We engaged with HICC's Persons with Disabilities and Allies Network to ensure persons with disabilities were actively involved in every stage of developing the Plan. Their insights during the consultations process and the drafting of the Plan were instrumental in shaping an accessible and inclusive approach, helping us better represent key priorities and perspectives. This collaboration reflects our commitment to creating an inclusive environment where all employees feel heard and represented.

The survey was hosted on Microsoft Forms. Employees were given various other formats to participate, including:

- in person
- by email
- one-on-one discussions
- other alternate formats upon request.

To encourage open feedback, many questions included an "Other" option so respondents could share their own ideas and concerns. They also had the ability to complete the survey in the official language of their choice, and feedback was collected anonymously through Microsoft Forms to ensure privacy.

The survey was widely promoted across the Department through:

- staff messages from the Deputy Minister and the Equity, Diversity and Inclusion Champions
- employee newsletter articles
- intranet
- digital content.

Thanks to these efforts, a total of 269 employees completed the survey (representing 14.5% of HICC employees), including 90 employees with disabilities and 78 managers.

The next section features the survey findings.

Definitions

To ensure clarity and conciseness, the following terms are used to designate specific groups of respondents:

- **Employees**: Overall respondents

- **Employees with disabilities**: Respondents who self-identified as persons with disabilities in the survey

- **Employees without disabilities**: Respondents who indicated they did not have a disability in the survey

- **Managers**: Respondents who indicated they supervise or manage employees

- **Working-level employees**: Respondents who indicated they do not supervise or manage employees

Accessibility barriers in general

- Over the past 12 months, 28% of HICC employees faced accessibility barriers.

- The three most prevalent types of disabilities among employees with disabilities are invisible: mental health-related disabilities (53%), neurodivergence (46%),

and sensory or environmental disabilities (36%). Many employees reported living with more than one disability.

- Employees with disabilities are three times more likely to face accessibility barriers compared to employees without disabilities (51% vs. 16%).

- Twenty-three percent (23%) of employees indicated that accessibility at HICC had increased, 22% said it was unchanged, and 9% said it had decreased.

Employment

Accommodations — Requests

- Over the past 12 months, 30% of HICC employees have requested an accommodation related to accessibility. One in two employees with disabilities have accommodations needs.

- One in four employees without disabilities have requested an accommodation related to accessibility over the past 12 months.

- Sixty-four percent (64%) of managers who have employees with disabilities asked for an accommodation related to accessibility on behalf of their employees with disabilities.

- Managers who do not have a disability are more likely to ask for accommodations on behalf of their employees with disabilities compared to managers who have a disability themselves.

- Employees' accommodation requests are mostly related to the office setting (43%).

Accommodations — Satisfaction

- Sixty-two percent (62%) of employees have been successfully accommodated. However, employees without disabilities are more likely to be successfully accommodated than those with disabilities (70% vs. 55%).

- Employees with disabilities generally report a lower satisfaction level with the accommodation process compared to those without disabilities. The survey reveals that employees with disabilities are less likely to be "very satisfied" with the accommodation process compared to those without disabilities (18% vs. 37%). They are also more likely than their counterparts to be very dissatisfied with the process (18% vs. 7%).

- Employees with disabilities describe the accommodation process as strict, shameful and invasive (for example, medical documentation needed to prove functional limitations). They also indicate that the process is long and unclear. They do not know who to contact or what type of accommodations can be offered.

- Managers tend to have higher levels of "very satisfied" responses but also show a notable proportion of "very dissatisfied" responses, suggesting a polarized experience compared to working-level employees.

Career progression

- Eighteen percent (18%) of employees with disabilities indicated that they experienced barriers to promotion or career progression within HICC over the past 12 months.

- They reported a lack of internal promotion opportunities and poor training options.

- They also indicate that their disability often makes it more difficult to learn a second language, which prevents them from securing bilingual positions and makes virtual language training more challenging.

Change in management

- Ten percent (10%) of employees with disabilities, mainly managers, have experienced barriers to accessibility following a change in management (for example, new manager or director).

GC Workplace Accessibility Passport

- Employees with disabilities and managers are more familiar with the GC Workplace Accessibility Passport than other employees.

- About 60% of employees are not familiar with the Passport.

- Six percent (6%) of employees with disabilities indicated they have completed the Passport over the course of their career.

- Employees with disabilities who have not completed the Passport over the course of their career said their manager is not aware of their disability (19%). However, 4% believed their manager would not be supportive of it.

Onboarding

- The majority of employees with disabilities (69%) did not experience barriers to accessibility during their onboarding at HICC. However, managers with disabilities are more likely than working-level employees with disabilities to experience accessibility barriers during onboarding (17% vs. 7%). They report that the validity of their existing accommodations is sometimes being questioned.

Self-identification in MyGCHR

- Overall, 37% of employees with disabilities reported that they self-identified as a person with disabilities in MyGCHR.

- Among employees with disabilities, managers are twice as likely to self-identify as a person with disabilities in MyGCHR compared to working-level employees (61% vs. 31%).

Staffing and assessment

- Thirty percent (30%) of employees with disabilities have participated in a staffing process at HICC over the past 12 months, and 15% of them (especially managers) experienced barriers.

- The most common barrier reported by employees with disabilities is the strict time constraints during written evaluations. Some employees indicated that their medication causes brain fog, memory loss, and slower cognition function.

- Managers with disabilities are more likely to have employees with disabilities on their teams compared to managers without disabilities. In fact, 56% of managers with disabilities have had an employee with a disability on their team over the past 12 months, compared to 30% of managers without disabilities.

Built Environment

Entrances and exits

- Eighteen percent (18%) of employees with disabilities are dissatisfied or very dissatisfied with entrances and exits in their current HICC office. Some report experiencing barriers related to the card reader in the elevator and the revolving door at 180 Kent Steet in Ottawa.

Evacuation procedures

- Six percent (6%) of employees with disabilities are dissatisfied or very dissatisfied with the building evacuation procedures. Some employees note the lack of accessible signage for evacuation drawings.

Floor plans

- Eighteen percent (18%) of employees with disabilities are dissatisfied or very dissatisfied with floor plans in their HICC office.

In-person meetings and events

- Fourteen percent (14%) of employees with disabilities are dissatisfied or very dissatisfied with the accessibility of in-person meetings and events at HICC.

- The main barriers to in-person meetings and events are related to boardrooms (for example, size, availability, setup).

- Scents in the workplace also have negative impacts on the health, participation and productivity of some employees.

- Among employees with disabilities, working-level employees show a higher level of satisfaction compared to managers.

Lighting

- Thirty percent (30%) of employees with disabilities are dissatisfied or very dissatisfied with the lighting in their current HICC office.

- Employees with disabilities report experiencing barriers related to dimmers and fluorescent lighting, which can cause headaches or migraines and make it hard to focus or work to the employee's fullest potential.

Noise

- Thirty-nine percent (39%) of employees with disabilities are dissatisfied or very dissatisfied with the noise level in their current HICC office.

- The most reported barrier is related to background noise in the workspace. For some, noise may cause overstimulation, trigger reactions, and worsen anxiety and depression symptoms.

Self-serve technology

- Twenty percent (20%) of employees with disabilities are dissatisfied or very dissatisfied with the accessibility of self-serve technology (for example, boardrooms, video conferencing equipment, printers) in their current HICC office.

- The most reported barriers are related to technical issues and complex technology in boardrooms, particularly screens and monitors, which could be harder to see and trigger migraines.

Signage and direction

- Seven percent (7%) of employees with disabilities are dissatisfied with the accessibility of signage and directions (for example, exit and stairway signage) in their current office.

Washrooms

- Seventeen percent (17%) of employees with disabilities are dissatisfied or very dissatisfied with the accessibility of washrooms in their current HICC office.

- Employees report that some washroom doors at 180 Kent Street in Ottawa are not accessible, making them difficult to open for employees with limited mobility and flexibility.

Information and Communication Technologies (ICT)

Assistive technology

- Twenty-one percent (21%) of employees with disabilities reported using assistive technology (for example, screen readers, speech recognition software, magnifiers, other specialized software, captioning, transcription).

Boardrooms

- Fifteen percent (15%) of employees face barriers in using boardrooms. Employees with disabilities are more likely than employees without disabilities to face this type of barrier (21% vs. 12%).

- Employees report that some microphones do not pick up sound well and cameras are too far from participants, especially in boardroom 12–100 at 180 Kent Street in Ottawa.

- Employees with visual and hearing impairments who rely on facial reactions or lip reading are missing out on information when participants do not connect to the meeting using their own tablet.

- Employees working in regional offices (Montreal, Vancouver, Halifax) are two to three times more likely to face barriers using boardrooms than employees working in the National Capital Region. Employees highlighted the various technologies used in the boardrooms and the lack of a booking system (for example, in Public Services and Procurement Canada buildings).

Digital platforms and tools

- Twelve percent (12%) of employees with disabilities are dissatisfied or very dissatisfied with the accessibility of digital platforms and tools at HICC (for example, intranet, Tango app, MS Teams, forms, dashboards).

- Employees with disabilities report that some digital platforms and tools are not accessible, effective, or user-friendly. For example, some employees do not know how to login or cancel a booking in Tango. This becomes especially problematic when an employee with a disability is sharing an assigned space with another employee.

Virtual meetings

- Overall, 1 in 10 employees face barriers in participating in virtual meetings.

- Managers face more barriers in virtual meetings compared to working-level employees (15% vs. 9%).

- Employees with disabilities are significantly more likely to face barriers in virtual meetings compared to employees without disabilities.

- In fact, 19% of employees with disabilities (especially managers) are dissatisfied or very dissatisfied with the accessibility of virtual meetings and events at HICC.

- The most reported barriers are related to technology in boardrooms, particularly microphones and sound quality, cameras, and screens, as mentioned under "Boardrooms."

Communications, other than ICT

Awareness of accessibility initiatives

- Thirteen percent (13%) of employees with disabilities are aware of HICC's Accessibility Testers group and 25% are aware of HICC's Persons with Disabilities and Allies Network.

- Twenty percent (20%) of employees with disabilities are familiar with Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) services and resources. About 45% of them have attended an information session over the past 12 months.

- Among employees with disabilities, managers are more than twice as likely to be aware of these services and resources compared to working-level employees (39% vs. 15%).

Preferred method for receiving information

- Thirty-five percent (35%) of employees would like to receive more information regarding accessibility, while 53% indicated HICC is sharing enough information already. The remaining 12% are not interested.

- Among those who would like to receive more information regarding accessibility, most prefer learning resources, specialized learning events, and mandatory training.

- Employees with disabilities are the most interested in receiving more information regarding accessibility (48% vs. 27% of employees without disabilities). They prefer to receive the information via learning resources, specialized learning events, and employee newsletter articles.

- Managers show more interest in receiving more information regarding accessibility than working-level employees (40% vs. 32%). Their preferred method for receiving information is learning resources.

- Corporate messages to receive information regarding accessibility are more popular among managers than working-level employees.

- All employees agree that their least favourite option for receiving information regarding accessibility, among suggested choices, is one-on-one coaching.

Written or visual content

- Twenty-seven percent (27%) of employees experience barriers in accessing one or more types of written or visual content. Small text size, poor colour contrast and videos without captions or transcripts are the types of content that create the most barriers.

- Employees with disabilities are more than twice as likely to experience barriers in accessing one or more types of written or visual content compared to those without disabilities (43% vs. 19%). The top three written or visual content they experience are small text size, videos without captions or transcripts and poor colour contrast.

- Images or charts without alt text are problematic for about 2% of overall employees.

- About 55% of employees would benefit from more visual aids (for example, infographics, diagrams) in communications.

- Whether or not employees have a disability does not appear to have an impact on their appreciation of visual aids in communications.

Transportation

- A similar proportion of employees with disabilities primarily commute to and from the office using either a car or public transit.

- Nineteen percent (19%) of those who drive to and from work indicated the limited accessible parking spaces as a barrier.

- A large majority of employees with disabilities working in a Montreal regional office primarily used public transit to commute to and from work (86%), while others walked (14%).

Culture

Attitudinal barriers

- Overall, 29% of employees with disabilities said they have experienced an attitudinal barrier concerning their disability at HICC.

- Among employees with disabilities, managers are experiencing more attitudinal barriers than working-level employees (56% vs. 22%).

- Attitudinal barriers can manifest through rude comments or lack of understanding. Some employees with disabilities report that their abilities are questioned, they get critiqued or reprimanded for things that are due to their disabilities, and they feel pressured to complete tasks. This leaves them feeling that their wellbeing is not a priority for senior management.

Disclosing a disability to management

- While 44% of employees with disabilities have discussed their disability or barriers they encounter at work with their current manager, 56% have not.

- Thirty-one percent (31%) of employees with disabilities do not feel comfortable opening up to their current manager about their disability or barriers they encounter. They feel that if they did, they would be treated differently and not have the same career progression opportunities. They also believe that management is not equipped to deal with employees with disabilities. Hence, employees with disabilities who could benefit from accommodations lack the tools they need to be more productive in their work.

- Among employees with disabilities, managers tend to feel more comfortable than working-level employees to discuss their disabilities or barriers they encounter with their current manager.

Consultations with all branches

To ensure a comprehensive and coordinated approach, all branches across the Department were asked to take part in the consultations by completing an intake form (see Annex C). Each branch received a questionnaire with targeted questions on how accessibility is embedded in their programs, policies and services.

Following the initial tasking, we conducted a series of follow-ups with branches for additional input and clarity where needed. We analyzed responses to identify and address gaps with each branch. This ongoing process helped maintain alignment and consistency in consultations.

The following summary highlights the key findings from the consultations with branches. It reflects their collective input, common accessibility practices, recurring barriers, and opportunities for improvement.

Dealing with various accessibility frameworks

Accessibility requirements are not confined to a single source. Rather, they are embedded across a wide spectrum of legislative, policy, and technical instruments.

These include foundational frameworks such as the *Accessible Canada Act*, as well as broader obligations found in the Directive on Duty to Accommodate, the *Public Service Employment Act*, *Access to Information Regulations*, the *Canada Labour Code*, and various collective agreements.

Additional layers of complexity arise from National Joint Council directives, Treasury Board Secretariat policies on compensation and benefits, digital standards like Web Content Accessibility Guidelines (WCAG), and technical requirements such as building codes.

Furthermore, accessibility obligations are increasingly embedded in contracts and funding agreements, requiring careful coordination to ensure compliance and consistency. This diverse and evolving landscape makes it challenging to implement a unified and streamlined approach to accessibility across the Department.

Creating accessible content

Generally speaking, branches have not yet conducted an accessibility assessment of their procedures, policies, products, services or programs to make sure they are barrier-free. They are at varying stages in integrating accessibility into their work.

However, most branches have taken foundational steps to help ensure that the content they develop meets accessibility best practices. For instance:

- Verifying colour contrast
- Using appropriate font styles (sans serif) and sizes (12 or larger for text and 18 or larger for PowerPoint slides)
- Using descriptive alt text for visuals
- Removing italics except for Acts
- Properly tagging headings
- Properly hyperlinking text
- Adding captions to videos
- Using plain language
- Sharing full transcripts after a meeting
- Testing documents with the "Read aloud" function
- Avoiding PDF format
- Using corporate templates
- Following WCAG guidelines
- Using PowerPoint Live during meetings
- Using Microsoft Accessibility Checker

Designing for accessibility

Some branches have adopted a more comprehensive approach by embedding accessibility into the design and delivery of their programs, policies, and services. Examples of these more advanced practices include:

- Applying a GBA Plus lens to policy and program development
- Including accessibility in project merit criteria and funding agreements
- Supporting clients and employees through inclusive service channels, workplace accommodations, and feedback mechanisms
- Promoting inclusive communication through internal procedures and social initiatives
- Advancing continuous improvement through training, consultation with employee networks, and data collection on target populations

These efforts reflect a growing departmental commitment to accessibility as a core principle of inclusive service delivery and workplace culture.

Gathering feedback on accessibility

The *Accessible Canada Act* promotes the creation of feedback mechanisms to continuously improve programs, services, and workplace culture. Some branches at HICC are gathering feedback from employees and external stakeholders through various formal and informal channels, such as:

- surveys
- feedback forms
- formal complaints
- client feedback forms
- funding recipient forms
- IT tickets.

Collecting information and data on accessibility

HICC is tracking and reporting on departmental accessibility achievements through accessibility plans and reports required under the *Accessible Canada Act* and other performance and program reporting mechanisms.

Some branches also collect and analyze a range of data related to accessibility, equity and diversity (for example, employment equity data, data from funding recipients).

Additional support from the Accessibility Hub

The Accessibility Hub plays a key role to support employees by promoting inclusive practices and removing barriers across the Department.

Branches indicated they would benefit from additional training regarding duty to accommodate, accessible content, communications, culture change and HICC's legal obligations. More specifically, they would like to learn more about:

- accommodations that can be provided to employees
- accessible content and formatting in Microsoft Suite
- accessible content for digital screens and sliders on the intranet's main page
- best practices in information communications and technologies (ICT) and communications other than ICT
- "accessibility by default" culture at work
- HICC's legal obligations to remove accessibility barriers for employees and beneficiaries of programs and services
- Conflicting priorities between accessibility requirements and available funding
- Requirements for internal vs. external products and services.

Employees also suggested the following to further embed accessibility in departmental practices:

- hosting interactive lunch and learn sessions
- providing periodic updates on new measures developed or implemented
- including the Accessibility Hub in departmental working groups
- working with Public Services and Procurement Canada (PSPC) to adapt pay templates/forms to remove barriers
- ensuring departmental templates (for example, Executive Correspondence Unit) follow accessibility best practices
- requesting that DMO/ADMO/DGO taskings reference accessibility best practices (for example, font size, alt text, readability)
- liaising with OGDs (for example, TBS, SSC) to advocate for accessibility improvements in Microsoft 365 tools.

Consultations with union representatives

To gather different perspectives on barriers to accessibility and solutions, we have conducted a 10-question survey (see Annex D) with the four unions representing HICC's employees: Canadian Association of Professional Employees (CAPE), Public Service Alliance of Canada (PSAC), Professional Institute of the Public Service of Canada (PIPSC), Association of Canadian Financial Officers (ACFO). Unions hear feedback that may not be shared internally due to fear of reprisal, for example.

CAPE highlighted concerns about the accommodation process being too heavily reliant on medical documentation, especially for telework requests. This focus on proving the disability leads to repeated medical visits and creates delays in addressing the needs of employees, who feel that in-office presence requirement takes priority over removing barriers. The union shared that HICC's position to not provide accommodations for functional limitations related to travelling to work is unreasonable and arbitrary.

It also reported some good practices at HICC. For example, the approval of short-term remote work accommodations being passed to managers and the positive experience from employees requesting ergonomic equipment and in-office accommodations.

CAPE indicates that informal processes that are biased toward granting the accommodation are more efficient and effective for the workplace, better support the employee, improve trust and moral, and avoid time-wasting grievances and litigation. It recommends more flexibility for temporary accommodations and a more proactive and responsive procurement process.

Areas described under Section 5 of the *Accessible Canada Act*

Employment

Goal 1: Improve recruitment, retention, and promotion of employees with disabilities

HICC continues to make meaningful progress in fostering an inclusive workplace. As of September 30, 2025, employees with disabilities represent 9.1%[1] of the Department's workforce[2] — up from 8.4% in September 2024, 7.1% in September 2023 and 6.5% in December 2022. This upward trend reflects our sustained commitment to accessibility and equity in employment.

The Department is proud of several key initiatives that have contributed to this progress:

- **Recruitment and representation**: The Department continues its targeted outreach, inclusive hiring practices, and collaboration with accessibility-focussed networks to attract and retain employees with disabilities.

- **Career mobility**: The Department recognizes the importance of learning opportunities and career mobility for persons with disabilities. Efforts are underway to address barriers such as limited opportunities for advancement and to ensure that employees with disabilities are supported in reaching their full potential.

- **Centralized accommodation support**: The Accessibility Hub now serves as the first point of contact for accommodation requests, offering guidance and resources to both employees and managers. Based on HICC's employee survey, employees report feeling more respected and comfortable when requesting accommodations or discussing their disabilities, and are satisfied with the new ergonomic assessment process, describing it as both helpful and supportive. More information about this recent change will be provided in future progress reports.

Despite these efforts, consultations revealed several barriers that still need to be addressed, notably regarding flexible work arrangements.

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[1] Based on HICC employment equity data, which includes indeterminate and term employees, including employees on secondment/interchange out.
[2] As of September 30, 2025, the Department has 1889 employees.

Impact: Some employees with disabilities may feel unsupported, stressed, intimidated, and humiliated; some leave the Department.

Action: Centralize the accommodation process and adopt a social model of disability.

Outcome: Foster an environment of trust, where employees with disabilities who require accommodations feel respected and supported throughout the accommodation process.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who requested an accommodation related to accessibility who are dissatisfied or very dissatisfied with the accommodation process.	36%[3]	5% decrease per year[4] 2026: 31% 2027: 26% 2028: 21%
% of employees with disabilities who report that accommodation issues are a source of stress to a large or very large extent.	28%	5% decrease per year 2026: 23% 2027: 18% 2028: 13%
% of employees with disabilities who strongly or somewhat agree that they would feel comfortable requesting workplace accommodation measures from their immediate supervisor.	71%	5% increase per year 2026: 76% 2027: 81% 2028: 86%

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[3] Twenty-three percent (23%) of respondents selected a neutral ("Neither satisfied nor dissatisfied") option, while 41% reported being satisfied or very satisfied.

[4] A 0% dissatisfaction target would be challenging to achieve since respondents could select a neutral ("Neither satisfied nor dissatisfied") option.[5] Fifteen percent (15%) of respondents reported experiencing barriers and 4% preferred not to respond.

Barrier 2: The process to obtain an accommodation is unclear.

Impact: Some employees do not know whom to contact or what accommodations are available.

Action: Provide a clear entry point to services, offer sound guidance, raise awareness, improve onboarding and regularly check in with employees needing accommodations.

Outcome: Employees and managers are well informed of the accommodation process.

Indicator	Baseline (2025)	Target (2028)
% of respondents who know where to go to get support with regards to accommodations related to accessibility.	Baseline available in 2026	Target available in 2026
% of respondents who report being dissatisfied or very dissatisfied with the guidance and tools provided to them with regards to accommodations related to accessibility.	Baseline available in 2026	Target available in 2026

Barrier 3: Delays in the approval of accommodation requests, assessments, and delivery of equipment.

Impact: Some employees do not have the tools and equipment they need.

Action: Clarify and streamline processes.

Outcome: Employees with disabilities receive timely support, tools, and equipment.

Indicator	Baseline (2025)	Target (2028)
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who strongly or somewhat agree that they have the tools, technology and equipment they need to do their job.	Gap: 8% Persons without disabilities (PWOD): 90% Persons with disabilities (PWD): 82%	Gap: 0%
% of basic duty to accommodate requests related to disability fulfilled within service standards, tracked annually.	Baseline available in 2026	100%

% of multi-faceted duty to accommodate requests related to disability fulfilled within service standards, tracked annually.	Baseline available in 2026	100%
% of requests for new ergonomic equipment actioned within 5 business days of reception, tracked annually.	Baseline available in 2026	100%
% of requests for new hardware related to accessibility actioned within 10 business days of reception, tracked annually.	100%	100%
% of requests for new software related to accessibility actioned within 10 business days of reception, tracked annually.	100%	100%

Barrier 4: Lack of awareness of possible accommodation solutions during assessments.

Impact: Employees are not always accommodated, which increases stress and reduces their chances of hiring or promotion.

Action: Ensure accommodation options are communicated clearly to candidates during staffing processes.

Outcome: Fair and inclusive assessment process based on the social model of disability.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who report experiencing no barriers during a staffing process at HICC.	81%[5]	5% increase per year[6] 2026: 86% 2027: 91% 2028: 96%

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[5] Fifteen percent (15%) of respondents reported experiencing barriers and 4% preferred not to respond.
[6] A 100% target would be challenging to achieve since respondents could select a neutral ("Prefer not to respond") option.

% of delegated managers and executives who have completed the mandatory CSPS course "COR120: Inclusive hiring practices for a diverse workforce."	33%[7]	100%

Barrier 5: Limited internal career mobility opportunities for employees with disabilities.

Impact: Disengagement and talent loss as some employees with disabilities may leave the Department for better opportunities.

Action: Encourage participation in career development programs.

Outcome: Employees with disabilities can grow and advance within the Department.

Indicator	Baseline (2025)	Target (2028)
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who are promoted internally, tracked annually.	Gap: -1.4%[8] (target already met) PWOD: 8.2% PWD: 9.6%	Gap: 0%
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who have acting opportunities, tracked annually.	Gap: -1.4%[9] (target already met) PWOD: 29.6% PWD: 31%	Gap: 0%
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who strongly or somewhat agree that HICC does a good job of supporting employee career development.	Gap: 10% PWOD: 61% PWD: 51%	Gap: 0%

[7] The accuracy of the data is based on employees who have an account with Canada School of Public Service.

[8] Includes all employment classes, excludes Minister's Office Exempt Staff (MINO) and Pending Transfer-Out (PTOUs). The gap is the difference between the percentage of employees without or with disabilities in proportion of their respective average population between September 1, 2024 and September 30, 2025.

[9] Includes all employment classes, excludes Minister's Office Exempt Staff (MINO) and Pending Transfer-Out (PTOUs). The gap is the difference between the percentage of employees without or with disabilities in proportion of their respective average population between September 1, 2024 and September 30, 2025.

Reduction of the gap between the percentage of employees with disabilities and those without disabilities who report that accessibility issues have adversely affected their career progression in the federal public service over the past 12 months to a large or very large extent.	Gap: 15% PWD: 16% PWOD: 1%	Gap: 0%
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who strongly or somewhat agree that they have opportunities for promotion within HICC, based on their education, skills, and experience.	Gap: 11% PWOD: 58% PWD: 47%	Gap: 0%

Barrier 6: Some disabilities may make it harder to learn a second language.

Impact: Some employees with disabilities may feel excluded from bilingual positions and advancement opportunities.

Action: Continue to work with employees and training providers on a case-by-case basis.

Outcome: Equitable access to language training for employees with disabilities.

Indicator	Baseline (2025)	Target (2028)
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who report that lack of access to language training in their second official language has adversely affected their career progression in the federal public service over the past 12 months to a large or very large extent.	Gap: 0% PWD: 9% PWOD: 9%	Gap: 0%

Reduction of the gap between the percentage of employees with disabilities and those without disabilities who hold a valid bilingual profile.	Gap: 2.2%[10] PWOD: 43.8% PWD: 41.6%	Gap: 0%

Barrier 7: Managers lack guidance on evaluating employees with disabilities.

Impact: Unrealistic expectations and feelings of inadequacy among some employees with disabilities.

Action: Provide managers with guidance, resources, and training to support employees with disabilities and ensure they have the tools and accommodations needed to perform effectively.

Outcome: Managers feel confident and competent in evaluating the performance of employees with disabilities, and employees feel supported in achieving their full potential.

Indicator	Baseline (2025)	Target (2028)
% of managers who report feeling confident evaluating the performance of employees with disabilities.	Baseline available in 2026	Target available in 2026

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[10] Based on HICC population as of October 4, 2025. Includes all employment classes; excludes Minister's Office Exempt Staff (MINO) and Pending Transfer-Out (PTOUs). The gap is calculated using Second Language Evaluation (SLE) results that have not yet expired and considers anything BBB and higher in proportion of their respective population.

Built environment

Goal 2: Improve the accessibility of the built environment

HICC is committed to creating inclusive and adaptable workspaces that meet and exceed accessibility standards. Employees have highlighted several features that contribute to a more comfortable and supportive environment, including ergonomic workstations, assigned seating, phone booths, lockers, and the ability to dim or turn off lights in certain areas of the office.

The Department's approach to workplace design goes beyond compliance:

- **Ergonomic excellence**: HICC prioritizes ergonomics and exceeds minimum standards. Ergonomic stations have been set up on each floor, featuring footrests, keyboard trays, ergonomic keyboards and mice. Moreover, all standard workstations include sit-stand desks, ergonomic task chairs, and dual monitors with adjustable arms.

- **Quiet zones and adjustable lighting pilot project**: Quiet zones have been introduced on certain floors to support focus and reduce noise-related distractions. These zones are complemented by lighting controls in focus rooms and boardrooms, allowing employees to adjust brightness levels to suit their needs.

- **Assigned workspaces for accessibility**: Following the success of a pilot initiative, the Hub continues to support employees with multi-faceted accommodation needs by offering assigned workstations tailored to their needs.

These efforts reflect HICC's proactive approach to removing barriers and fostering a built environment where all employees can thrive. However, employees are still experiencing barriers with the built environment.

Barrier 8: Lighting, noise, scents, and temperature levels are not consistently controlled to adapt to diverse sensory needs.

Impact: These conditions may cause discomfort, overstimulation, and reduced ability to focus or work effectively for some employees with disabilities.

Action: Provide adjustable lighting, quiet zones, scent-free enforcement, and better climate control to create a more comfortable workplace.

Outcome: Employees with disabilities experience a comfortable and sensory-friendly workplace that minimizes overstimulation and increases wellbeing.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the lighting in their HICC office.	30%[11]	5% decrease per year[12] 2026: 25% 2027: 20% 2028: 15%
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the noise level in their HICC office.	39%[13]	5% decrease per year[14] 2026: 34% 2027: 29% 2028: 24%

Barrier 9: Doors, elevators, signage, and washrooms in the workplace are not fully accessible or easy to use.

Impact: Some employees with mobility challenges may face physical hardship, delays, and safety risks.

Action: Upgrade infrastructure with automated systems, accessible signage, and inclusive washroom features.

Outcome: Employees with disabilities can navigate and access workplace facilities independently and safely.

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[11] Thirty-one percent (31%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 39% reported being satisfied or very satisfied.

[12] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

[13] Thirty-three percent (33%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 28% reported being satisfied or very satisfied.

[14] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the accessibility of entrances and exits in their HICC office.	18%[15]	3% decrease per year[16] 2026: 15% 2027: 12% 2028: 9%
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the accessibility of floor plans in their HICC office.	18%[17]	3% decrease per year[18] 2026: 15% 2027: 12% 2028: 9%
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the accessibility of washrooms in their HICC office.	17%[19]	3% decrease per year[20] 2026: 14% 2027: 11% 2028: 8%
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the accessibility of signage and directions in their HICC office.	7%[21]	2% decrease per year[22] 2026: 5% 2027: 3% 2028: 1%

[15] Thirty-three percent (33%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 49% reported being satisfied or very satisfied.

[16] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

[17] Thirty-nine percent (39%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 43% reported being satisfied or very satisfied.

[18] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

[19] Thirty-two percent (32%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 51% reported being satisfied or very satisfied.

[20] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

[21] Forty-five percent (45%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 48% reported being satisfied or very satisfied.

[22] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

Information and communication technologies (ICT)

Goal 3: Make information technology and communications accessible for everyone

HICC is committed to ensuring that digital tools and communication platforms are inclusive and usable by all employees.

- **Digital collaboration tools:** Branches have adopted a variety of best practices to improve accessibility in virtual meetings and training sessions. For example, employees are increasingly using accessibility features in Microsoft Teams, such as live captions, chat transcripts, and screen reader compatibility. PowerPoint Live is also being promoted to support inclusive presentations.
- **Testing with the Accessibility Testers Group**: As part of its digital modernization efforts, HICC piloted softphones with the Accessibility Testers Group to ensure the new communication tool is accessible, user-friendly, and inclusive for all employees. HICC also tested Microsoft CoPilot with employees with disabilities to evaluate its accessibility, usability, and potential to support inclusive and efficient work through generative artificial intelligence (AI). Findings from these pilot projects will be available in future progress reports.

These efforts reflect HICC's proactive approach to removing digital barriers and fostering a technologically inclusive workplace. However, employees are still experiencing some barriers with the information and communication technologies:

Barrier 10: Inaccessible and inconsistent boardroom technology.

Impact: Some employees with disabilities may face barriers to full participation in meetings due to poor audio-visual quality and inconsistent equipment in the workplace.

Action: Standardize and upgrade boardroom technology (microphones, cameras, screens) in the workplace.

Outcome: Employees with disabilities experience accessible, consistent, and inclusive boardroom environments that support full participation.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the accessibility of self-serve technology in their HICC office.	20%[23]	3%[24] decrease per year 2026: 17% 2027: 14% 2028: 11%
Reduction of the gap between the percentage of respondents with disabilities and those without disabilities who report barriers using boardrooms in their HICC office.	Gap: 9% PWD: 21% PWOD: 12%	Gap: 0%
% of respondents with disabilities who report their audio-visual experience in HICC boardrooms has improved over the past 12 months.	Baseline available in 2026	Target available in 2026

Barrier 11: Inaccessible digital systems and tools.

Impact: Some employees with disabilities may encounter usability and accessibility issues with internal systems (e.g., workspace booking tools, MS Teams, PowerBI), limiting their autonomy and productivity.

Action: Improve accessibility of digital platforms and compatibility with assistive technologies.

Outcome: Employees with disabilities can independently and effectively use HICC's digital platforms and tools.

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[23] Thirty-eight percent (38%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 42% reported being satisfied or very satisfied.

[24] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who report being dissatisfied or very dissatisfied with the accessibility of digital platforms and tools at HICC.	12%[25]	2%[26] decrease per year 2026: 10% 2027: 8% 2028: 6%
% of public-facing websites and digital platforms compliant with WCAG 2.1 Level AA or higher.	100%	100%
% of IT tickets related to accessibility, tracked annually.	0.2%	Less than 5%

Barrier 12: Limited awareness, training, and expert support for accessible technology.

Impact: Some employees with disabilities may lack the knowledge, training, and expert support needed to use accessibility features and adaptive technologies effectively.

Action: Promote training for adaptive technology and best practices.

Outcome: Employees with disabilities are empowered to use accessible technologies confidently and receive timely support when needed.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who report being familiar with AAACT services and resources.	20%[27]	10% increase per year[28] 2026: 30% 2027: 40% 2028: 50%

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[25] Forty percent (40%) of respondents selected neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options, while 48% reported being satisfied or very satisfied.

[26] A 0% dissatisfaction target would be challenging to achieve since respondents could select neutral ("Neither satisfied nor dissatisfied") or "Not applicable" options.

[27] Fourteen percent (14%) of respondents said they were unsure and 66% said they were not familiar with the services and resources.

[28] A 100% target would be challenging to achieve since respondents could select a neutral ("Unsure") option.

% of respondents with disabilities who are aware of HICC's Accessibility Testers Group.	13%	10% increase per year 2026: 23% 2027: 33% 2028: 43%
# of employees who are part of HICC's Accessibility Testers Group.	25	32

Communication, other than ICT

Goal 4: Make communications accessible for everyone

HICC is fostering a culture of accessibility through inclusive communication practices that go beyond digital platforms. Efforts to raise awareness and promote best practices are having a meaningful impact across the Department. Employees especially value learning sessions featuring guest speakers, which offer powerful insights into accessibility through living and lived experiences.

A visible commitment from senior leaders continues to reinforce and strengthen these efforts, helping to embed accessibility into the Department's culture and daily operations. These initiatives reflect HICC's dedication to ensuring that all employees can engage fully and equitably in workplace communication.

Despite these efforts, consultations revealed several barriers that still need to be addressed.

Barrier 13: Some content is not fully accessible.

Impact: Some employees with disabilities may face barriers accessing and understanding some content due to inaccessible formats, lack of visual clarity and complex language.

Action: Encourage employees to create and share accessible content (for example, plain language, descriptive visuals, alternate formats).

Outcome: Employees have access to accessible content.

Indicator	Baseline (2025)	Target (2028)
% of fully accessible employee newsletter articles.	80%	100%
% of accessible All-staff messages (led by Communications)	80%	100%
Average # of business days to respond to requests regarding alternate formats, tracked annually.	Baseline available in 2026	15 days for print, large print, and electronic formats 45 days for Braille or audio formats
# of HICC employees who attended a presentation from the Hub on creating accessible content, tracked annually.	Baseline available in 2026	Target available in 2026
# of visits on the Hub's accessibility tools and best practices intranet page, tracked annually.	1219	1828 (50% increase from baseline)

Procurement of goods, services and facilities

Goal 5: Ensure that end users do not experience barriers when interacting with a good or service procured by HICC

HICC is committed to embedding accessibility into every stage of its procurement process to ensure that goods, services, and facilities are barrier-free for all end-users. The Department has adopted a proactive approach by integrating accessibility requirements into solicitation documents, contract language, and procurement specifications.

By prioritizing inclusive procurement, HICC is helping to build a workplace and service environment that reflects the principles of dignity, equity, and universal access.

Despite these efforts, there are still challenges to overcome.

Barrier 14: Numerous accessibility guidance materials to consider throughout the procurement cycle.

Impact: Procurement experts may have difficulty remaining up-to-date with accessibility best practices.

Action: Ensure procurement experts have knowledge of current procurement practices related to accessibility.

Outcome: Procured goods and services are accessible to all.

Indicator	Baseline (2025)	Target (2028)
% of HICC procurement experts who have attended Public Services and Procurement Canada (PSPC) and Shared Services Canada (SSC) joint presentation: "How to consider and integrate accessibility in procurement".	100%	100%
% of HICC procurement experts who have attended HICC's training on creating accessible content.	0%	100%

Design and delivery of programs and services

Goal 6: Equip public servants to design and deliver accessible programs and services

Across HICC, accessibility is being embedded into the design and delivery of programs and services to ensure that everyone can access, use, and benefit from them without barriers. This includes offering application materials in accessible formats — such as plain language guides and closed-captioned webinars — and providing flexible submission options that accommodate diverse needs.

Programs are also integrating accessibility and equity considerations into funding criteria, requiring applicants to demonstrate how their initiatives support underserved communities and meet or exceed accessibility standards. Internally, accessibility checks are part of some content development workflows, and inclusive communication practices are being adopted as standard procedure.

These efforts are supported by improved data collection and feedback mechanisms, which help identify and address barriers experienced by clients. Together, these practices reflect a growing culture of inclusion and accountability — one that recognizes accessibility not just as a compliance requirement, but as a driver of better, more equitable outcomes for all.

Despite these efforts, more awareness is needed to ensure consistency across the Department.

Barrier 15: Accessibility is not consistently considered during the design and delivery of programs and services.

Impact: Some employees with disabilities or members of the public may face challenges accessing or fully benefiting from HICC's programs and services.

Action: Develop and promote tools, resources and best practices to help employees apply an accessibility lens throughout the entire lifecycle of programs and services.

Outcome: Programs and services are designed and delivered in ways that are accessible, inclusive and responsive to the diverse needs of persons with disabilities.

Indicator	Baseline (2025)	Target (2028)
# of requests received by the Hub for policy development or advisory services, tracked annually.	83	2026: 87 2027: 91 2028: 96
# of employees who have attended an accessibility awareness session organized by HICC's Accessibility Hub, tracked annually.	Baseline available in 2026	Target available in 2026

% of participants in accessibility awareness sessions organized by HICC's Accessibility Hub who report an increase in their awareness level.	Baseline available in 2026	Target available in 2026

Transportation

Goal 7: Alleviate the impacts of transport-related barriers for employees with disabilities

HICC is committed to identifying and removing transportation-related barriers that affect employees with disabilities — whether commuting to and from the office or attending work-related events. The Department recognizes that accessible transportation is essential to full participation in the workplace and is taking steps to ensure that employees have equitable and flexible options.

While we heard from some employees with disabilities that accessible parking is limited or located too far from entrances in HICC's offices in Ottawa, it is important to note that the Department is not responsible for managing parking spaces. Public Services and Procurement Canada (PSPC) leases HICC's offices building through competitive leasing processes, including parking facilities. HICC has no control over the parking in or around its buildings. However, the Department is committed to advocate to address barriers and collaborate with PSPC to improve the availability and location of accessible parking for employees with disabilities, as needed. The Department can also work with impacted employees to find interim solutions.

Beyond internal operations, HICC is also contributing to broader accessibility goals through its policy and program work. This includes supporting data collection initiatives—such as the Core Public Infrastructure Survey—to better understand how persons with disabilities move within their communities and access public transit.

Federally funded transit and active transportation projects are required to meet the highest applicable accessibility standards, and community engagement is encouraged to ensure that living and lived experiences inform infrastructure planning.

These initiatives reflect HICC's commitment to inclusive mobility and to creating a workplace where transportation is not a barrier, but a bridge to full participation. Despite these efforts, consultations revealed that barriers still need to be addressed.

Barrier 16: Work-related events are held in inaccessible venues or at locations that may impose mobility restrictions to get to, such as walking long distances.

Impact: Some employees with disabilities may feel excluded from work-related events or experience physical pain or safety concerns.

Action: Select accessible venues for events and offer transportation support as needed.

Outcome: Employees with disabilities can participate fully in work-related events.

Indicator	Baseline (2025)	Target (2028)
% of respondents with disabilities who feel excluded from work-related events because of the selected venue or its location.	Baseline available in 2026	Target available in 2026

Culture

Goal 8: Create an inclusive and respectful workplace where employees with disabilities are treated equitably, feel valued, and are free from discrimination and harassment

HICC is working to foster a workplace culture where accessibility is embedded in everyday interactions, leadership practices, and organizational values. Feedback from employees with disabilities highlights that many feel supported by their colleagues and managers, and appreciate the flexibility of hybrid work arrangements.

However, consultations also revealed that cultural barriers persist — particularly around stigma, microaggressions, and a lack of understanding of disability-related needs among some managers and executives.

These efforts are aligned with the principles of the *Accessible Canada Act*. By strengthening awareness, accountability, and inclusive leadership, HICC is building a culture where all employees — regardless of ability — can thrive and contribute meaningfully.

Barrier 17: Employees with disabilities experience stigmatization, discrimination and microaggressions.

Impact: Some employees with disabilities may avoid disclosure, leading to unmet accommodation needs and reduced performance and wellbeing.

Action: Move to the social model of disability to foster a safe disclosure culture.

Outcome: Increased trust, respect and understanding across the Department, leading to better support and retention of employees with disabilities.

Indicator	Baseline (2025)	Target (2028)
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who remain employed at HICC over a period of at least 12 months.	Gap: -4.2%[29] (target already met) PWOD: 81.9% PWD: 86.1%	Gap: 0%
% of employees who successfully completed the mandatory CSPS course "WMT101: Preventing Harassment and Violence in the Workplace for Employees."	69%[30]	100%

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[29] Based on HICC's population as of October 4, 2025. Includes all employment classes; excludes Minister's Office Exempt Staff (MINO) and Pending Transfer-Out (PTOUs). The percentage is based on the number of employees with disabilities who stay at HICC for 12 months in proportion of their population.

[30] The accuracy of the data is based on employees who have an account with Canada School of Public Service.

% of respondents with disabilities who do not feel comfortable discussing their disability or any barriers they encounter or have encountered at work with their current supervisor or manager.	31%	5% decrease per year 2026: 26% 2027: 21% 2028: 16%
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who strongly or somewhat agree they would prefer to remain at HICC even if a comparable job was available elsewhere in the federal public service.	Gap: 6% PWOD: 64% PWD: 58%	Gap: 0%
Reduction of the gap between the percentage of employees with disabilities and those without disabilities who strongly or somewhat agree that their workplace is psychologically healthy.	Gap: 15% PWOD: 67% PWD: 52%	Gap: 0%

Conclusion

HICC's Accessibility Plan for 2026-28 builds on the progress we've made to date and reflects our renewed commitment to a barrier-free Canada by 2040. Shaped by the voices of employees, branches, and union representatives, this plan is rooted in living and lived experience and shared responsibility.

We know that accessibility is not a destination — it's a journey. One that calls us to listen, learn, and evolve. The barriers identified remind us that meaningful change takes ongoing effort, courage, and collaboration.

This Plan is more than a roadmap — it's a promise. A promise to embed accessibility into everything we do, to foster a workplace where everyone can thrive, and to ultimately benefit everyone.

Glossary

Accessibility: The degree to which a product, service, program, or environment is available to be used or accessed easily by all. (Source: [Accessibility Strategy for the Public Service of Canada](#))

Accommodation: Any change in the working environment that allows a person with functional limitations in their abilities to do their job. Changes can include:

- adjustments to the physical workspace
- adaptations to the equipment or tools
- flexible work hours or job-sharing
- relocation of the workspace within the greater workplace
- the ability to work from home
- reallocation or exchange of some non-essential tasks for others
- time off for medical appointments.

Accommodations (adjustments) can be temporary, periodic or long-term, depending on the employee's situation or changes in the workplace. (Source: [Accessibility Strategy for the Public Service of Canada](#))

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. (Source: *[Accessible Canada Act](#)*)

Client: Any person, group, stakeholder or partner that is served, whether or not they are part of HICC. For example, colleagues from other parts of HICC; other federal departments; municipal, provincial or territorial government; private sector; parliamentarians; the public.

Content: Any material developed as part of the work — could be internal or external and available to the public or not. For example, briefing notes, presentations, dashboards, forms, templates, policies, procedures, guidelines, emails, plans, reports, employee newsletter articles, intranet or web content, instructions, contribution agreements, promotional material.

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. (Source: *[Accessible Canada Act](#)*)

Discrimination: The unjust or prejudicial treatment of a person or group of people that deprives them of or limits their access to opportunities and advantages that are

available to other members of society. ([Guide on Equity, Diversity and Inclusion Terminology](#))

Feedback: Suggestion, complaint or comment (whether positive or negative) from clients relating to HICC services or content.

Stigmatization: The act of associating a person with an attribute that is negatively perceived in society in a way that reduces the person to that attribute. ([Guide on Equity, Diversity and Inclusion Terminology](#))

Annexes

Annex A: Highlights from 2025

In 2025, we continued to advance commitments with purpose and collaboration. This year's highlights showcase meaningful progress in accessibility across the Department, driven by new initiatives, partnerships and employee engagement.

Housing Design Catalogue

Launched in 2025 as part of Canada's Housing Plan, the Housing Design Catalogue offers adaptable home designs — including rowhouses, fourplexes, and accessory units — to help communities build more affordable, inclusive housing. Canada Mortgage and Housing Corporation (CMHC) collaborated with Accessibility Standards Canada (ASC) on the approach to accessible-ready and enhanced accessibility in the catalogue to meet a range of needs.

The catalogue includes "accessible-ready" and "enhanced accessible" unit designs to make it easier for users to customize designs based on their needs at a lower cost.

- **Accessible-ready** designs can be converted to an accessible unit much more easily than homes designed without adaptability in mind. Where possible, at least one unit per design is accessible-ready and aligned with ASC-2.8: Accessible-Ready Housing.

- **Enhanced accessible** architectural layouts provide a detailed pathway for meeting key accessibility principles aligned with CSA/ASC B652:23 – Accessible Dwellings Standard.

Various principles of Universal Design are integrated into the designs, with additional customization possible through site design, finishes and furnishings.

Public Review of Accessibility Standards Canada draft standards

HICC contributed to the development of the following national accessibility standards by providing feedback during Accessibility Standards Canada's public reviews:

- **ASC-6.2 Accessible and Equitable Artificial Intelligence Systems:** This standard provides detailed guidance to all federally regulated organizations involved in the creation, procurement, deployment, and oversight of AI systems.
- **CAN-ASC-5.2.1: Part 1: Design and Delivery of Accessible Programs and Services: Accessible Service Delivery – Accessibility for federally regulated entities as defined by the Accessible Canada Act:** This standard promotes accessible service delivery that allows all customers to obtain, use, and benefit from services that are offered by service providers.

- **CAN/ASC-1.1:2024 (REV-2025)-Employment:** This standard provides direction to employers and other workplace parties in achieving the long-range objective by identifying, preventing, and removing barriers.

These contributions reflect the Department's commitment to advancing accessibility at the national level and ensuring that the diverse needs of persons with disabilities are represented in federal standards.

Launch of HICC Equity, Diversity and Inclusion Strategy and Action Plan 2025–2028

In 2025, the Department launched its renewed Equity, Diversity and Inclusion (EDI) Strategy and Action Plan, marking a significant milestone in its commitment to fostering a workplace that is inclusive, equitable, and representative of the communities it serves. Building on the foundation laid by the 2020–2022 EEDI Action Plan, the new strategy introduces a robust action plan anchored in four pillars: leadership culture, inclusive recruitment, sense of belonging, and career development. These pillars guide tangible actions that include measurable commitments such as integrating EDI objectives into executive performance agreements, conducting program assessments through an EDI lens, and developing a departmental dashboard to monitor progress.

Notably, the Strategy and Action Plan aims to: recognize employees' contributions and accountability for dedicating time to network participation — as members or co-chairs; eliminate systemic barriers; enhance the representation of employees from employment equity groups; and foster a workplace that values and celebrates the diverse backgrounds and perspectives of all employees, among other objectives. Additionally, the Plan emphasizes increased accountability and transparency with senior leadership expected to lead by example. This strengthened focus on accountability extends across all levels of management and throughout all branches.

New Equity, Diversity and Inclusion Committee

HICC launched a new employee-led Equity, Diversity, and Inclusion (EDI) Committee in March 2025. This Committee creates a dedicated space for collaboration, dialogue, and meaningful input to strengthen departmental EDI efforts.

With the support of EDI Champions and other functional partners, the Committee plays a key role in promoting a healthy and inclusive workplace where all employees feel safe, heard, and a strong sense of belonging.

Grounded in the principle of "Nothing About Us, Without Us," the Committee bridges employee-led and corporate efforts, encouraging solution-driven dialogue and strategic recommendations. It fosters inclusive leadership, community-building, and knowledge-sharing across networks and made-marginalized groups, reinforcing a culture of action to advance EDI priorities throughout the Department.

New Diversity and Inclusion Category for departmental awards

In 2025, HICC introduced a new Diversity and Inclusion category under the Exemplary Contribution Awards as part of its yearly formal awards ceremony. This award recognizes an individual or team who demonstrates leadership in promoting equity, diversity, inclusion and accessibility through actions such as:

- integrating inclusive policies and practices
- developing innovative strategies to support equity-deserving groups
- fostering a culture of openness and collaboration
- building strong partnerships to drive systemic change and remove barriers in the workplace.

Evacuation procedures video

HICC developed an evacuation video to highlight procedures to follow in the event of an emergency evacuation in the Ottawa offices.

The video highlights important information for employees with accessibility needs and explains specific actions needed for those who require assistance during an evacuation.

The video also encourages those who need accommodations to request a tailored evacuation plan that meets their specific needs. This new resource calls attention to the importance of employees' safety and commitment to safe and accessible evacuation procedures.

Introduction of quiet zones

To support focussed work and wellbeing, HICC introduced quiet zones in its Ottawa office as a pilot project. These spaces are designed for employees who benefit from a calm, distraction-free environment.

Key features include:

- ergonomic chairs that meet standard ergonomic requirements (to be introduced in 2026)
- desk lamps to provide individualized lighting
- ergonomic footrests
- panels installed on top of each workstation to enhance visual privacy
- work zone divider panels suspended from the ceiling to delineate quiet areas
- a light-sensitive environment intended to minimize glare and soften ambient brightness

Quiet zone workstations can be booked through the Department's workspace reservation system.

Annex B: Questionnaire to all employees

General questions

Barriers to accessibility

According to the *Accessible Canada Act*, barriers exist under the following seven key areas:

- employment (staffing, onboarding, retention, career progression, etc.)
- built or physical environment
- information and communication technologies (ICT)
- communications, other than ICT
- procurement of goods, services and facilities
- design and delivery of programs and services
- transportation

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

1. Over the past 12 months, have you faced any barriers to accessibility at HICC?
   - Yes
   - No
2. **(If yes)** Please briefly describe the barrier(s) to accessibility that you faced. How do you think this or these barrier(s) can be prevented and removed? (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Accommodation

Accommodation is defined as any change in the working environment — whether temporary, periodic or long-term — that allows a person with functional limitations in their abilities to do their job. Changes can include:

- adjustments to the physical workspace (for example, ergonomic assessment, assigned workspace)
- adaptations to the equipment or tools (for example, ergonomic equipment; adaptive software)
- flexible work hours or job-sharing
- relocation of the workspace within the greater workplace

- the ability to work from home
- reallocation or exchange of some non-essential tasks for others
- time off for medical appointments

3. Over the past 12 months, have you requested any accommodation related to accessibility?
    - Yes
    - No
    - Unsure

4. **(If yes)** Which of the following statement applies to your accommodation request:

    - My accommodation request was related to the HICC office work setting
    - My accommodation request was related to my home office setting
    - My accommodation request was related to both office and home

5. **(Follow up)** What is the status of your request?

    - I was successfully accommodated
    - I was accommodated; however, it was not my preferred choice
    - I was accommodated, but my accessibility needs are still not met
    - My accommodation request is ongoing
    - My accommodation request was denied
    - Other (please specify)

6. **(Follow up)** How satisfied were you with the accommodation process?

    - Very satisfied
    - Satisfied
    - Neither satisfied nor dissatisfied
    - Dissatisfied
    - Very dissatisfied

7. Are you familiar with the [GC Workplace Accessibility Passport](#) for public servants with a disability?

    - Yes
    - No
    - Unsure

8. How can HICC improve the accommodation process? (open question)

    Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Information and Communication Technologies (ICT)

9. Do you face barriers in using boardrooms in your current HICC office?

- Yes
- No
- Prefer not to respond

10. **(If yes)** Please elaborate on the barriers you have faced.

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

11. Do you face barriers in participating in virtual meetings?

- Yes
- No
- Prefer not to respond

12. **(If yes)** Please elaborate on the barriers you have faced. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Communications

13. Do you face barriers in accessing the following written or visual content? (Select all that apply)

- Small text size
- Poor color contrast
- Images or charts without alt text
- Videos without captions or transcripts
- I do not have trouble accessing any type of content
- Other (please specify)

14. Would you benefit from more visual aids (for example, infographics, diagrams) in communications?

- Yes
- No
- Sometimes

Awareness and training

15. Would you like to receive more information regarding accessibility?

    - Yes
    - No, HICC is sharing enough information already
    - No, I am not interested

16. **(If yes)** In which key areas would you like to receive more information regarding accessibility? (open question)

    Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

17. **(Follow up)** How would you like to receive information regarding accessibility? Select all that apply.

    - Specialized learning events (for example, focussed on a specific topic)
    - Mandatory training
    - Learning resources (for example, tips, job aids)
    - Intranet content
    - Employee newsletter articles
    - Corporate messages
    - One-on-one coaching
    - Other (please specify)

18. What is working well at HICC in terms of accessibility? (open question)

    Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

19. Based on your lived experience and observations, is HICC more or less accessible today compared to a year ago?

    - Much more accessible
    - More accessible
    - Unchanged
    - Less accessible
    - Much less accessible
    - I don't know

20. How can the Accessibility Hub guide you or support you better in regard to accessibility? (open question)

    Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Socio-demographic questions

21. In which office do you currently work?

- National Capital Region
- Montreal
- Halifax
- Vancouver
- I work remotely full time
- None of the above
- Prefer not to respond
- Other (please specify)

22. How long have you been working at HICC?

- Less than a year
- More than a year but less than 3 years
- 3 years or more
- Prefer not to respond

23. Are you supervising or managing employees?

- Yes
- No

A person with a disability is a person with 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. (Source: *Accessible Canada Act*)

24. Based on the definition above, do you consider yourself to be a person with a disability?

- Yes
- No

25. Thank you for completing the survey! If you would like to be contacted to provide further comments and assist in the development of HICC's next Accessibility Plan, please email the Accessibility Hub.

- Will do!
- Not interested.

Managers (if yes to Q23)

1. Over the past 12 months, have you supervised or managed employees with a disability?

   - Yes
   - No
   - Unsure

2. **(If yes or unsure)** Have you asked for an accommodation related to accessibility on behalf of your employee(s) with a disability?

   - Yes
   - No

3. **(If yes to Q2)** Who was the initial point of contact within HICC to handle those accommodation requests?

   - Accessibility Hub
   - Labour Relations
   - IT Services
   - Accommodation Services
   - Other (please specify)

4. **(If yes to Q2 – Follow up)** How satisfied are you with the accommodation process?

   - Very satisfied
   - Satisfied
   - Neither satisfied nor dissatisfied
   - Dissatisfied
   - Very dissatisfied

5. **(If yes to Q2 – Follow up)** How can HICC improve the accommodation process? (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

6. Have you used the [GC Workplace Accessibility Passport](#) with your employee(s) with a disability?

   - Yes
   - No

7. **(If yes)** How satisfied are you with the GC Workplace Accessibility Passport?

   - Very satisfied
   - Satisfied
   - Neither satisfied nor dissatisfied
   - Dissatisfied
   - Very dissatisfied

8. **(If Neither satisfied nor dissatisfied, Dissatisfied or Very dissatisfied)** What could be improved with the GC Workplace Accessibility Passport? (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Employees with a disability (If yes to Q24)

1. What type(s) of disability(ies) do you have? Select all that apply.
   - **Seeing disability**: affects vision, including total blindness, partial sight and visual distortion.
   - **Hearing disability**: affects ability to hear, including being hard of hearing, deafness or acoustic distortion.
   - **Speech or communication disability**: affects ability to talk, including total speech loss, partial speech and speech distortion.
   - **Mobility disability**: affects the ability to move your body, including the required use of a wheelchair or a cane, or other issues impacting your mobility.
   - **Flexibility disability**: affects ability to move joints, to bend and to reach for things.
   - **Dexterity disability**: affects ability to perform fine motor tasks, especially with your hands.
   - **Mental health-related disability**: affects psychology or behaviour, such as anxiety, depression or social or compulsive disorder, or phobia or psychiatric illness.
   - **Sensory or environmental disability**: affects sensitivity to lights, sounds, smells or other elements in one's environment, including allergens.
   - **Chronic health condition**: affects ability to function on a regular or episodic basis due to an ongoing health condition such as diabetes, Crohn's disease, colitis, fibromyalgia, multiple sclerosis.
   - **Pain-related disability**: affects ability to function on a regular or episodic basis due to pain.
   - **Cognitive disability**: affects the ability to carry out tasks involving executive functioning, such as planning and organization.

- **Learning disability**: affects the way a person receives, understands and uses information, such as dyslexia, dysgraphia and other learning disabilities.
- **Memory disability**: affects a person's ability to remember information.
- **Developmental disability (also known as intellectual disability)**: affects ability to learn and to adapt behaviour to different situations.
- **Neurodivergence**: affects a person's attention, learning, communication or social interaction skills, such as autism spectrum disorder and attention deficit hyperactivity disorder (ADHD).
- Other
- Prefer not to specify

Employment

2. Have you self-declared as a person with a disability in MyGCHR?

- Yes
- No
- Unsure
- Prefer not to respond

3. Over the course of your career, have you completed the [GC Workplace Accessibility Passport](#)?

- Yes
- No
- Prefer not to respond

4. **(If yes)** Did you use the GC Workplace Accessibility Passport while working at HICC?

- Yes
- No
- Prefer not to respond

5. **(If yes to Q3 – Follow up)** How satisfied are you with the GC Workplace Accessibility Passport?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Prefer not to respond

6. (**Follow up – If Neither satisfied nor dissatisfied, Dissatisfied or Very dissatisfied**) What could be improved with the GC Workplace Accessibility Passport? (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

7. (**If No to Q3**) Please specify why you have not used the Passport yet.

   - I do not need it
   - I did not have the opportunity to discuss this with my manager yet
   - I do not believe my manager would be very supportive of it
   - My manager is not aware of my disability
   - Prefer not to specify
   - Other (please specify)

8. Have you experienced barriers to accessibility during your **onboarding** at HICC?

   - Yes
   - No
   - I do not remember

9. (**If yes**) Please elaborate on the barriers you have encountered. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

10. Have you experienced barriers to accessibility following a **change in management** (for example, new manager, new director)?

    - Yes
    - No
    - Prefer not to respond

11. (**If yes**) Please elaborate on the barriers you have encountered. (open question)

    Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

12. Over the past 12 months, have you participated in a **staffing process** at HICC?

    - Yes
    - No
    - Prefer not to respond

13. **(If yes)** Have you experienced barriers during the staffing process at HICC?

- Yes
- No
- Prefer not to respond

14. **(If yes)** Please elaborate on the barriers you have encountered. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

15. Over the past 12 months, have you experienced barriers to **promotion or career progression** within HICC?

- Yes
- No
- Prefer not to respond

16. **(If yes)** Please elaborate on the barriers you have encountered. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

17. Please provide any other comments about barriers to accessibility that you faced related to employment at HICC. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Built environment

Accessibility is defined as "the degree to which a product, service, program, or environment is available to be used or accessed easily by all". (Source: [Glossary: Accessibility Strategy for the Public Service of Canada](#))

18. How satisfied are you with the accessibility of entrances and exits in your current HICC office?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

19. How satisfied are you with the accessibility of floor plans in your current HICC office?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

20. How satisfied are you with the lighting in your current HICC office?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

21. How satisfied are you with the noise level in your current HICC office?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

22. How satisfied are you with the accessibility of washrooms in your current HICC office?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

23. How satisfied are you with the accessibility of self-serve technology in your current HICC office (for example, boardrooms, video conferencing equipment, printers)?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

24. HICC has building evacuation procedures in place, including what you need to do for people needing assistance. How satisfied are you with these procedures?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

25. How satisfied are you with the accessibility of signage and directions in your current office (for example, exit and stairway signage)?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Not applicable

26. Please provide any other comments about barriers to accessibility related to built environment at HICC. (open question)

Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Information and Communication Technologies (ICT)

27. Which of the following statements would best describe your use of assistive technology (screen readers, speech recognition software, magnifiers, specialized software, captioning, transcription)?

- I do not use any assistive technology
- I use assistive technology when working from home only
- I use assistive technology when working in an HICC office only
- I use assistive technology when working from home and in an HICC office
- Prefer not to respond

28. **(If b, c, d)** Which one(s) do you use? (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

29. How satisfied are you with the accessibility of digital platforms and tools at HICC (for example, intranet, Tango app, MS Teams, forms, dashboards)?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied
- Not applicable

30. (If Dissatisfied or Very dissatisfied) Please elaborate (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

31. Are you familiar with Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) services and resources?

- Yes
- No
- Unsure

32. **(If yes)** In the past 12 months, have you attended any AAACT's information sessions?

- Yes
- No
- Unsure

33. Please provide any other comments about barriers to accessibility related to information and communication technologies at HICC. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Communication

34. How satisfied are you with the accessibility of in-person meetings and events at HICC?

   • Very satisfied
   • Satisfied
   • Neither satisfied nor dissatisfied
   • Dissatisfied
   • Very dissatisfied
   • Prefer not to respond

35. **(If Dissatisfied or Very dissatisfied)** Please elaborate on the barrier(s) you are facing. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

36. How satisfied are you with the accessibility of virtual meetings and events at HICC?

   • Very satisfied
   • Satisfied
   • Neither satisfied nor dissatisfied
   • Dissatisfied
   • Very dissatisfied
   • Prefer not to respond

37. **(If Dissatisfied or Very dissatisfied)** Please elaborate on the barriers you are facing. (open question)

Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

38. Please provide any other comments about barriers to accessibility related to communications at HICC. (open question)

   Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Transportation

39. How do you primarily commute to and from the office?

- Car
- Public transit
- Walk
- Bike
- I do not commute to the office
- Other

40. **(If car)** Do you encounter any barriers with parking?

- Yes, limited accessible parking spaces
- Yes, distance to accessible parking is too far
- No, I do not encounter any parking issues

41. Please provide any other comments about barriers to accessibility related to transportation to or from an HICC office. (open question)

Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Attitudinal barriers

An attitudinal barrier is a negative or discriminatory attitude towards persons who have a disability. This type of barrier occurs when persons without a disability do not understand how disabilities affect an individual. This lack of awareness results in negative preconceptions, false assumptions, and limited expectations in an employees' ability to carry out essential parts of their jobs.

42. Do you feel that you can discuss your disability or any barriers you encounter or have encountered at work with your current supervisor or manager?

- Yes, I have already discussed this with my current supervisor or manager
- Yes, although I have not discussed this with my current supervisor or manager
- No, I do not feel comfortable
- Other (please specify)

43. Have you ever experienced an attitudinal barrier concerning your disability at HICC? If so, please describe briefly. (open question)

Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

44. What do you feel should be done at HICC to remove attitudinal barriers and drive culture change? (open question)

Note: Please do not include any personal information about yourself or anyone else, such as names, addresses, emails, or any other information by which someone else can be identified by your comments or views.

Annex C: Questionnaire to all branches

General

Question 1: Please identify your Branch.

Question 2: Please identify your Directorate.

Question 3: Please identify your team, if applicable.

Question 4: Please briefly describe the scope of the work of your directorate.

Question 5: Who are your main clients (see definition above)?

Awareness and best practices

Question 6: Are there any topics that you would like to learn more about or that would help you in your day-to-day job in regards to removing barriers to accessibility?

Question 7: Over the past few years, has your team or directorate:

a) assessed its procedures, policies, products, services or programs to make sure they are barrier-free

b) taken any measures to improve the accessibility of its procedures, policies, products, services or programs to make sure they are barrier-free

If so, please state what you did, and describe briefly if not already captured in the [2023 or 2024 departmental accessibility progress reports.](#)

Question 8: Are you planning to take measures to improve accessibility in terms of your procedures, policies, products, services or programs over the next three years? If so, please elaborate.

Question 9: Are there any accessibility best practices you have implemented that you would like to share with the Accessibility Hub? If so, please elaborate.

Feedback

Question 10: Do you have a formal mechanism to collect feedback? If so:

a) Who can submit feedback?

b) Through which channel (for example, phone, online form, email)?

c) Do you receive feedback related to accessibility or disability (for example, barriers)? If so, please share relevant and anonymized key points (positive or negative).

Information or data

Question 11: Do you generate information or data about accessibility, barriers, disability or persons with disabilities? If so:

a) What is the information or data about, more specifically?

b) Is the information or data readily available for reporting purposes?

Question 12: Do you collect information or data about accessibility, barriers, disability or persons with disabilities from another source?

a) What is the information or data about, more specifically?

b) Is the information or data readily available for reporting purposes?

Question 13: How do you use the information or data you generate or collect about accessibility, barriers, disability or persons with disabilities?

Content

Question 14: What type of content (see definition) do you develop?

Question 15: What steps do you take to ensure the content you develop is barrier-free? This could include:

Accessibility framework

Question 16: Please list all accessibility requirements (for example, law, regulation, standard, policy, directive) you are required to refer to or have to comply with as part of your work.

Question 17: Are you imposing any accessibility requirements to your clients (for example, accessibility criteria for project funding)? If so, please elaborate.

 Question 18: How can the Accessibility Hub guide you in your work or support you better?

Question 19: Is there anything else you would like to share with the Accessibility Hub?

Question 20: The Accessibility Hub may wish to follow up with you. Please identify contact(s) within your team or directorate and their role.

Annex D: Questionnaire to union representatives

1. What are some of the most significant accessibility barriers HICC employees in your union have encountered in the workplace, and how do these barriers impact their daily work and wellbeing in the workplace?

2. Can you share specific examples, if any, where existing workplace policies or practices have unintentionally created barriers for employees with disabilities? How could these be addressed?

3. How effectively do you believe the department is meeting its duty to accommodate employees with disabilities? Are there specific areas where employees feel their accommodation needs are not being fully addressed or understood?

4. Can you provide examples, if any, where HICC employees have had to navigate challenges or encountered delays when requesting accommodations? What could be done to streamline the process and make it more effective?

5. Based on your knowledge, are there any situations where HICC employees feel they have not been provided with reasonable accommodations, or where the accommodations offered were insufficient? How can the department improve in this regard?

6. Are there any systemic or organizational barriers (for example, attitudes, resources, policies) that hinder the timely or effective provision of accommodations to HICC employees? What changes would you recommend to address these barriers?

7. In your experience, how can HICC foster a more inclusive culture that encourages its employees with disabilities to feel more comfortable disclosing their needs and requesting accommodations without fear of stigma, reprisal or discrimination?

8. What positive feedback or comments have HICC employees with disabilities shared about their experience in the workplace?

9. Can you provide examples of any successes or best practices that you believe HICC has implemented in terms of accessibility and accommodation for employees with disabilities? How can these successes be built upon or expanded?

10. Are there any other comments that you'd like to share with us for consideration in developing HICC's accessibility plan for 2026-28?