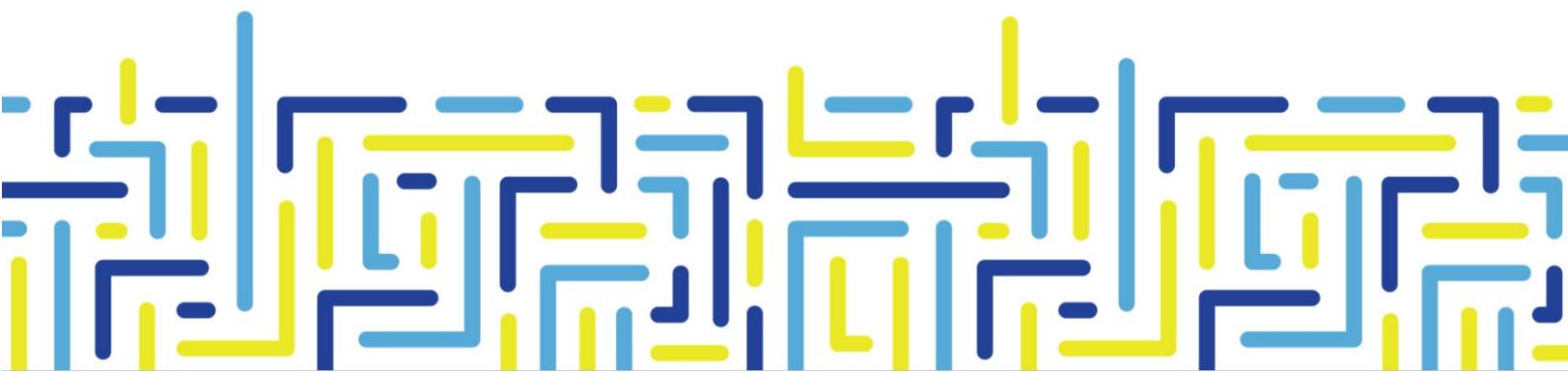




Accessibility Standards Canada

Accessibility Plan

December 17, 2025



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Accessibility Standards Canada aims to meet the highest standard of accessibility. Our goal is to give every Canadian, regardless of technology or ability, equal access to our reports.

This report is also available [online](#). To request this document in another format, please [contact us online](#), or call 1 833-854-7628. Large print, braille, audio cassette, audio CD, e-text diskette, e-text CD and Digital Accessible Information System (DAISY) are available on demand.

Table of Contents

Message from the Chief Executive Officer	1
General.....	3
Consultations and feedback.....	5
Priority areas under the Accessible Canada Act	7
Employment.....	7
Built environment	10
Information and communication technologies	11
Communication, other than ICT	13
Procurement of goods, services and facilities	16
Design and delivery of programs and services.....	17
Transport	18
Conclusion	18
Appendix A	20

Message from the Chief Executive Officer

We're pleased to present the second edition of Accessibility Standards Canada's Accessibility Plan, for which we will produce progress reports in 2026 and 2027.

At Accessibility Standards Canada, we place accessibility at the heart of everything we do. It's the fundamental pillar of our organization as we strive to remove physical, architectural, technological or attitudinal barriers that impact the lived experience of our disability community across Canada.

Our Gatineau office is an example of "accessibility by design." It was built to be accessible to people with a wide range of disabilities. It embodies the *Accessible Canada Act's* principle that all people, regardless of disability, must have barrier-free access to full and equal participation in society. It's one of the many ways in which we live our [vision, mission, and values](#).

Our mandate is to contribute to a barrier-free Canada by 2040. We achieve this by:

- developing and reviewing accessibility standards for organizations under federal jurisdiction;
- recommending accessibility standards to the Minister;
- providing information, products and services related to accessibility standards that are developed and revised;
- promoting, supporting and conducting accessibility research to identify and remove barriers and prevent new barriers; and
- promoting awareness of best practices to identify and remove barriers and prevent new barriers.

Since 2024, by working with our key partners, our organization has released the following accessibility standards:

- [CAN-ASC - EN 301 549:2024 Accessibility requirements for ICT products and services \(EN 301 549:2021, IDT\)](#)
- [CAN-ASC-1.1:2024 \(REV-2025\) – Employment](#)
- [CAN-ASC-2.8:2025 – Accessible-Ready Housing](#)
- [CAN-ASC-3.1:2025 – Plain Language](#)
- [CAN-ASC-6.2:2025 – Accessible and Equitable Artificial Intelligence Systems](#)

- [CSA/ASC B652 Accessible dwellings](#)
- [CSA/ASC B651 Accessible Design for the Built Environment](#)
- [CSA/ASC B651.2 Accessible design for self-service interactive devices including automated banking machines](#)

Our organization has also published the following technical guides:

- [Procurement of accessible goods](#)
- [Procurement of accessible services](#)
- [Design and Delivery of Accessible Programs and Services, Including Customer Services](#)
- [Accessible Travel Journey](#)
- [Accessible and Equitable Artificial Intelligence Systems](#)

These new standards are a valuable resource. They guided the review of our accessibility plan by helping to identify barriers and actions to prevent and eliminate them.

While we're a small organization with just over 65 employees, the representation of people with lived experience in our organization serves as a sign of their empowerment to thrive and leave their mark on our society. We're dedicated to achieving excellence in accessibility by guaranteeing that individuals with disabilities can access and fully experience all activities.

People with disabilities lead Accessibility Standards Canada at all levels:

- Our Board of Directors is majority-led by people with disabilities.
- People with disabilities make up about a quarter of our employees.
- More than half of our technical committee members are people with disabilities.
- People from diverse disability communities provide feedback on our draft standards.

Accessibility isn't a goal that we can pin on a map; it's constantly shifting in our rapidly evolving society. It's a journey for each of us as we advance accessibility to create a society of equal opportunity for all. This reminds the importance of constantly reviewing our accessibility plan for new barriers.

The second edition of our Accessibility Plan builds on the success of our previous plan. It's based on consultations held with people who interact with our organization: employees, Board members, technical committees' members and interested parties. In line with our "Nothing without us" principle, we continued to involve people with disabilities in the consolidation of our plan. This ensures that it reflects and addresses their accessibility needs and improves the quality of their daily lives.

This new Accessibility Plan outlines our commitment to accessibility and inclusion for individuals with disabilities. This ensures equitable access to all organizational activities, resources, and environments.

We believe in full inclusion and are committed to identifying, removing, and preventing barriers that hinder individuals with disabilities. We're confident that the actions we have laid out in this plan will adequately prevent known barriers from reoccurring and allow us to come back and address the new barriers that have been identified.

General

Alternate formats

Large print, print, braille, MP3 (audio), e-text, and Digital Accessible Information System (DAISY) formats are available on demand.

To request alternate formats of this plan:

- call us at 1-833-854-7628; or
- email us at Info.Accessibility.Standards-Normes.Accessibilite.Info@canada.gc.ca.

Requirements

The goal of the *Accessible Canada Act* (the Act) is to ensure a barrier-free Canada by January 1, 2040. Essentially, the Act is to enforce the identification and removal of barriers and the prevention of new barriers in 7 areas:

- employment
- built environment

- information and communication technologies
- communication, other than information and communication technologies
- procurement of goods, services and facilities
- design and delivery of programs and services
- transportation

Our first Accessibility Plan was published in 2022. Every 3 years, our organization must prepare and publish an updated version of its Accessibility Plan. Our plan must show how we will identify, remove and prevent barriers to accessibility for our employees and interested parties who interact with our organization.

We must also publish progress reports in the years between our plans. These must describe the actions we have taken to remove barriers using the feedback we receive from employees and others who interact with our organization.

Feedback process description

We value the lived experience of people with disabilities, and we aim to meet the highest level of accessibility.

You can submit feedback on:

- this plan or any subsequent progress report; and
- any barriers you encounter when dealing with Accessibility Standards Canada, including:
 - the accessibility of our services,
 - in our offices,
 - on our website,
 - our support to technical committee members and the Board of Directors, and
 - any other issue.

How we will use your feedback

Your feedback will be used to advance the objectives in our plan and improve our overall accessibility. We will take all feedback seriously and include it in our progress reports.

How to submit feedback

The Chief of Staff and Director of Communications and Outreach is responsible for receiving feedback from the public on the Accessibility Plan or any issue related to accessibility.

We will acknowledge all accessibility feedback we receive within 48 hours, except for anonymous feedback. If you wish to remain anonymous, do not include your name when submitting your feedback.

To submit your feedback, you can:

- use the [online form](#);
- email us: info.accessibility.standards-normes.accessibilite.info@canada.gc.ca;
- call us: 1-833-854-7628;
- Use free Video Relay Services (VRS) – American Sign Language (ASL) or Langue des signes Québécoise (LSQ); or
- Send us mail at:

Accessibility Standards Canada
320 St-Joseph Boulevard
Suite 246
Gatineau, QC J8Y 3Y8

Consultations and feedback

People with disabilities must be consulted in the preparation of the plan. We also need to set up a feedback process to receive and address feedback on our plan, progress reports and any accessibility barriers encountered when dealing with our organization.

This new plan and its objectives, barriers, and actions were developed with consideration for:

- external and internal feedback received during the year;
- comments received from previous years that apply to this new plan; and
- the result of our 2025 general consultation with:
 - employees of Accessibility Standards Canada (ASC),
 - members of ASC’s Board of Directors,
 - members of our technical committees who are responsible for drafting accessibility standards, and
 - recipients of research funding from our Grants and Contributions Program.

General consultation

Between June 9 and 23, 2025, we held a consultation on our Accessibility Plan in line with the [Accessible Canada Act](#) and [Accessible Canada Regulations](#). Our objective was to inform the plan through consulting people with disabilities.

We consulted 286 individuals who interact with us regularly. Most participants reported having a high level of satisfaction with our organization’s accessibility practices. While most participants appreciate our current accessibility efforts, we also heard about opportunities and areas that we can focus on to enhance the accessibility of our organization.

See [Appendix A](#) for details on the general consultations.

External feedback

Canadians can use our [Accessibility feedback form](#) to share feedback on our accessibility plan and on accessibility barriers faced when trying to access our services and information, on any of our platforms.

There have been no feedback forms submitted from October 2024 to September 2025. A total of 10 submissions were submitted from November 2023 to September 2024. These submissions were reported in our [2024 Accessibility Progress Report](#).

Internal feedback

The internal feedback received this year was positive. At ASC, we're constantly seeking to improve our accommodation process. We put in place a process to analyze the internal feedback received during the year, including the feedback from employees who made accommodation requests. When feedback is received, we address it in a timely manner. Based on past feedback, we will continue to work with providers to minimize delays for physical equipment and for technological accommodations.

Priority areas under the *Accessible Canada Act*

Employment

We're committed to providing our employees and candidates who apply for employment with a barrier-free experience.

Providing employment opportunities that are accessible to persons with disabilities is essential to promoting an accessible and inclusive workplace. At Accessibility Standards Canada, we believe that the collaboration with our hiring managers and networks of persons with disabilities is crucial. This is why we work closely with managers to eliminate or mitigate biases and barriers faced by persons with disabilities. Through advice and training, we ensure that hiring criteria are based on the job requirements. Furthermore, promoting the Digital Government of Canada's Workplace Accessibility Passport and implementing the Better Accommodation Project will ensure that ASC continues to be an employer of choice for persons with disability.

—HR Team

Objective 1

To enhance recruitment, onboarding, retention, training, advancement, job satisfaction and support of employees with disabilities.

Barrier 1

Inflexible and often inaccessible hiring procedures.

Actions

1. Provide all recruitment materials in an accessible format, including the use of plain language for questions and job requirements.
 - Standard reference:
 - CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 12.2.2, 12.2.5, 12.3, 12.5
 - CAN-ASC-1.1:2024 (REV-2025) – Employment, clauses 12.2.1, 12.2.2, 12.2.5
 - CAN-ASC-3.1:2025 – Plain Language
2. Continue providing accommodations and establish clear guidelines on how to request accessibility supports.
 - Standard reference:
 - CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 12.2.1, 12.2.2, 12.2.4, 12.3, 12.4, 12.5
 - CAN-ASC-1.1:2024 (REV-2025) – Employment, clauses 12.2, 12.3
 - CAN-ASC-3.1:2025 – Plain Language

Barrier 2

Unnecessary job requirements when advertising job opportunities.

Actions

1. Through advice and training, ensure that hiring criteria are based on the job requirements and that the focus is put on the core responsibilities and not on a particular way of doing the work.
 - Standard reference:

- CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 12.2.4, 12.3.2.12.3
- CAN-ASC-1.1:2024 (REV-2025) – Employment, clauses 12.2.4, 12.2.5
- CAN-ASC-3.1:2025 – Plain Language

Barrier 3

Biases in assessment tools and assessors' perception and behaviours.

Actions

1. Provide assessors with disability awareness training, including the language to use when referring to people with disabilities.
 - Standard reference:
 - CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 12.2.4, 12.3.1
 - CAN-ASC-1.1:2024 (REV-2025) – Employment, clause 11.5
2. Ensure assessment of biases and barriers is completed before assessing candidates.
 - Standard reference:
 - CAN-ASC-1.1:2024 (REV-2025) – Employment, clauses 11.4, 11.5

Barrier 4

Complexity and length of accommodation process.

Actions

1. Launch the Digital GC Workplace Accessibility Passport and promote with managers and employees with disabilities.
 - Standard reference: CAN-ASC-1.1:2024 (REV-2025) – Employment, clause 13.2 a)
2. Include Digital Accessibility Passport on the job posters and letters of offer, and during the onboarding process.
 - Standard reference: CAN-ASC-1.1:2024 (REV-2025) – Employment, clause 13.2 a)
3. Promote a clear approach to the delivery of accommodation services.

- Standard reference: CAN-ASC-1.1:2024 (REV-2025)– Employment, clause 13.2 b)
4. Ensure all employees have all the necessary accommodations throughout the onboarding process and duration of their employment.

Built environment

Our office is a model for accessibility in the workplace. Our office offers many accessibility features, such as wider corridors, automatic door openings, and sound and lighting controls that accommodate individual preferences.

I am enjoying working with Accessible Standards Canada very much. I am very impressed with the adaptations the department has made. While it is indeed challenging to find ways to make meetings accessible to those with varying disabilities, a lot of effort has gone into making meetings accessible to every participant, regardless of their disability.

—Betty Nobel, Chairperson of the Technical Committee for Wayfinding and Signage

Objective 2

Employees and guests can access our premises autonomously.

Barrier 1

Certain emergency areas in the office aren't yet fully accessible.

Actions

1. Modernize the areas of refuge in case of emergency so they are accessible for people with disabilities and follow with existing codes and standards.
 - Standard reference:
 - CAN-ASC-2.3 – Model Standard for the Built Environment, clause 8.2.3 (Draft standard)

- CSA/ASC B651 – Accessible Design for the Built Environment, clause 5.7.4
 - CAN-ASC-2.2 Emergency Egress (Exit) (Draft standard)
2. Continue to investigate and implement solutions when information indicates that office features create barriers to employees or guests.
- Standard reference:
 - CAN-ASC-2.3 – Model Standard for the Built Environment (Draft standard)
 - CSA/ASC B651 – Accessible Design for the Built Environment

Barrier 2

Lack of non-visual washroom indicators.

Actions

Continue working with our providers to identify solutions that can be implemented in our office.

Information and communication technologies

Information and communication technologies (ICT) covers all the hardware and software we use, for example:

- our website (currently meet the Web Content Accessibility Guidelines [WCAG] 2.0 AA);
- our communication software like Outlook;
- documents we use like PDF and MS Word files, and presentations like PowerPoint;
- mobile phones and tablets for employees;
- virtual meeting platforms like Zoom and Microsoft Teams.

At Accessibility Standard Canada, we put accessibility at the forefront, and we care about the feedback we receive and have actively used it over the years to improve the program's information. Not only are all our content and forms in plain language, we also ensure that our web content is clear and

easy to navigate. We consolidated our forms to reduce the number of documents needed to apply, and we made sure our forms were available in a multitude of accessible formats. We also made it easier for people to apply for funding by transforming our program into a 2-step process, lightening the administrative burden on applicants.

—Grants and Contributions Team

Objective 3 A

Employees, Board members and technical committee members can approach ICT to improve engagement with their work.

Barrier 1

IT team may not have all the knowledge of the latest accessibility technology.

Action

1. Continue to provide information and resources to IT employees to stay abreast of the latest ICT technology.

Objective 3 B

Canadians can access our multimedia content in appropriate alternate formats.

Barrier 1

Inaccessible PDF documents on the public website (including issues with screen readers and browsers).

Actions

1. Default to providing information and content in HTML, with accessible Word documents for high-value content.
 - Standard reference: CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 10.1.3 and 11.5.2

2. Integrate accessibility approaches into the web editorial policy for publishing.
 - Standard reference: CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 10.1.3 and 11.5.2
3. Continue to monitor feedback from interested parties on which formats would meet their needs and consider it when applicable.
 - Standard reference: CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 10.1.3 and 11.5.2

Barrier 2

Certain videos on our website aren't accessible.

Actions

1. Ensure all videos are also accessible with ASL/LSQ interpretation.
2. Ensure all video content includes captions and transcripts, whether produced in-house or by external providers.
 - Standard reference: CAN-ASC - EN 301 549:2024 – Accessibility requirements for ICT products and services, clause 7.1
3. Update the internal policy on accessible multimedia to clearly indicate the requirement to have captions, transcripts and ASL/LSQ.

Communication, other than ICT

We use many communication supports and accessible formats to provide our employees and interested parties with information.

I truly appreciate that everyone's voice is valued, and no one is left behind. Whether participants require an interpreter, instructions to better utilize the tools or just inclusive ways of interacting during meetings, the organization continuously tries to improve the process and the interactions.

—Stéphanie Gamache, member of the Technical Committee for Wayfinding and Signage, and Accessible Travel Journey

Objective 4 A

Employees and interested parties have the knowledge they need to do their work.

Barrier 1

Employees and interested parties sometimes encounter inaccessible information and can't complete their work.

Actions

1. Continue to keep the communications team informed about new communications tools that could help us provide accessible information to employees and the public.
 - Standard reference: CAN-ASC 3.1:2025 – Plain Language
2. Continue to provide employee training on plain language.
 - Standard reference:
 - CAN-ASC 3.1:2025 – Plain Language
 - CAN-ASC-1.1:2024 (REV-2025) – Employment
- 3. Continue to provide training on accessible documents, provide accessible communications resources and guidance to employees, and keep corporate templates up to date with best practices.
 - Standard reference:
 - CAN-ASC - EN 301 549:2024 – Accessibility requirements for ICT products and services, clauses 10.1.3, 11.5.2
 - CAN-ASC-3.1:2025 – Plain Language
- 4. Continue to provide accessible public events and/or consultations.
 - Standard reference:
 - CAN-ASC - EN 301 549:2024 – Accessibility requirements for ICT products and services, clause 7.1
 - CAN-ASC-3.1:2025 – Plain Language

Objective 4 B

Internal and external written communications are clear, understandable, accessible and inclusive.

Barrier 1

Complex language in web content.

Action

1. Regularly reinforce plain language guidelines and best practices for web content among employees.
 - Standard reference: CAN-ASC-3.1:2025 – Plain Language

Barrier 2

Inconsistent accessibility and readability levels in internal and organization-wide emails.

Action

1. Develop and distribute an internal accessible communication checklist, including plain language best practices.
 - Standards reference:
 - CAN-ASC - EN 301 549:2024 – Accessibility requirements for ICT products and services, clauses 9.1.2.1, 10.1.3
 - CAN-ASC 3.1:2025 – Plain Language

Barrier 3

Use of outdated or inappropriate language when speaking about people with disabilities.

Action

1. Continue to raise awareness of various terms related to people with disabilities and to harmonize their use in all communications and in both official languages by updating and sharing the ASC lexicon and terminology guide with employees.
 - Standard reference: CAN-ASC-1.1:2024 (REV-2025) – Employment

Procurement of goods, services and facilities

Our procurement activities relate to the purchase of services and products.

For many years, I chose to conceal my disability because of the stigma surrounding mental health issues. This had an impact on my career and overall well-being. However, joining Accessibility Standards Canada has been a transformative experience. Although it took some time to feel safe in expressing my needs, I'm so grateful I did! Now, I can bring my whole self to work and truly feel valued as an employee. I can't imagine being in an office that doesn't champion accessibility, inclusion, and diversity like Accessibility Standards Canada does. It's made a big difference!

—Christopher, Policy Analyst

Objective 5

To embed accessibility into our procurement philosophy.

Barrier 1

Procurement of software that is sometimes incompatible with accessible technologies.

Actions

1. Include consultation with employees with disabilities in the software procurement process.
 - Standards reference: CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clause 11
 - Technical guide reference:
 - Technical Guide on Accessible Goods
 - Technical Guide on Accessible Services
2. Through the onboarding process, ensure all employees have all necessary ICT accommodations.

Design and delivery of programs and services

This includes the design and delivery of our standards development and grants and contributions programs. We developed policies to make sure accessibility is at the core of the delivery and design of our programs.

We received a high volume of public feedback in response to the Employment Standard, and many folks on the technical committee process information differently. Accessibility Standards Canada employees were responsive and agile as together we found the best ways to go through and address each comment. This was a great learning experience on how we can be creative in finding accessible solutions.

—Rachel Desjourdy, member of the technical committee for Employment

Objective 6

Canadians can access and experience our programs.

Barrier 1

Information isn't always provided in formats that meet the needs of all users.

Actions

1. Continue to meet accessibility requirements in the Standards Development Operating Procedures (SDOP) used by employees to support the technical committees.
 - This includes:
 - public-facing information and program forms written in plain language
 - meetings equipped with ASL interpretation and CART captioning as needed
 - working documents developed with plain language principles

- accommodation requirements identified with technical committee members and follow-ups throughout development of a standard
- Standard reference:
 - CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 12.2.2, 12.2.5, 12.3, 12.5
 - CAN-ASC-1.1:2024 (REV-2025) Employment, clauses 12.2.1, 12.2.2, 12.2.5
 - CAN-ASC 3.1:2025 – Plain Language
- 2. Continue to meet accessibility requirements in the Grants and Contributions Program.
 - This includes program forms offered in various formats to meet various accessibility needs
 - Standard reference: CAN-ASC-1.1:2024 (REV-2025) – Employment
- 3. Continue to provide guidance materials in plain language.
 - Standard reference: CAN-ASC 3.1:2025 - Plain Language
- 4. Continue to publish standards in accessible formats.
 - Standard reference:
 - CAN-ASC - EN 301 549:2024 - Accessibility requirements for ICT products and services, clauses 10.1.3 and 11.5.2
 - CAN-ASC 3.1:2025 - Plain Language

Transport

Our organization doesn't have any barriers to address for transport. Items such as parking and access to our offices fall under "Built environment."

Conclusion

Accessibility is at the heart of our mission, but we recognize that continuous improvement is essential. As we start implementing our second Accessibility Plan, we reflect on the valuable lessons learned related to accommodation and inclusive practices. These experiences reinforce our commitment to progress.

While we take pride in our accomplishments, we acknowledge that the journey toward a barrier-free organization is ongoing. We're deeply grateful

to our employees, Board members, technical committee members and grants and contributions participants who participated in our consultations. Your insights help shape our path forward.

We welcome continued feedback and collaboration as we strive to lead by example in building a truly accessible Canada.

Appendix A: General consultation

We held a consultation on our Accessibility Plan in line with the [Accessible Canada Act](#) (Act) and [Accessible Canada Regulations](#). Our objective was to inform the plan through consulting people with disabilities. The consultation took place from June 9 to 23, 2025.

We consulted specific individuals who often interact with us. These included:

- employees of Accessibility Standards Canada (ASC)
- members of ASC's Board of Directors
- members of our technical committees who are responsible for drafting accessibility standards
- recipients of research funding from our Grants and Contributions Program

Consultation methods

We sent a survey invitation to 286 people by email and we received 26 responses. Participants could complete the survey online or by:

- email
- telephone (including Video Relay Service)
- American Sign Language (ASL) and Langue des Signes Québécoise (LSQ) (sending a video by email)

We asked participants to respond to 28 questions about their interactions with us. Participants could choose to respond to the questions that applied to them most and skip questions that weren't applicable to them.

The consultation included 7 questions that asked participants to rank their level of satisfaction. We include participants who chose "Satisfactory," "Very Satisfactory," or "Outstanding" as being satisfied. Participants who responded "Poor" or "Unsatisfactory" are counted as being unsatisfied. There were 18 questions with the option to write comments.

What we heard

Participants let us know how they interact with us. They ranked their level of satisfaction with our accessibility:

How do you interact with us	Level of satisfaction
Employee of Accessibility Standards Canada	91% of participants reported being satisfied (10 out of 11)
Member of the Board of Directors	100% of participants reported being satisfied (5 out of 5)
Member of a technical committee	50% of participants reported being satisfied (1 out of 2)
Recipient of the Grants and Contributions Program	75% of participants reported being satisfied (6 out of 8)

Participants also answered questions related to the priority areas from the Act, sharing more about barriers and priorities in each area.

- Participation levels varied across sections (from 27% to 73%), with a general pattern of higher engagement in areas closely tied to daily work (employment, built environment, ICT).
- Across all sections, most participants expressed satisfaction (80% to 100%) with Accessibility Standards Canada's current accessibility practices.
- The strongest satisfaction (100%) was noted in procurement, while program and service delivery had the lowest at 80%.

Below is a summary of key trends by priority area.

Employment

- Participation: 50% (13 of 26)
- Satisfaction: 92%
- Trends:
 - High satisfaction but clear calls for greater flexibility (remote work, ergonomic setups and customizable workstations).
 - Maintain training on disability and inclusion for all employees.

- Promote and prioritize transparency and timely processing in the accommodation process.
- Expand promotional opportunities and career development support for employees with disabilities.

Built environment

- Participation: 69% (18 of 26)
- Satisfaction: 89%
- Trends:
 - Praise for current physical accessibility features.
 - Notable concerns: lack of private workspaces, noise/acoustics, and non-visual washroom indicators.
 - Emphasis on maintaining current infrastructure while enhancing privacy and sensory accessibility.

Information and communication technologies (ICT)

- Participation: 62% (16 of 26)
- Satisfaction: 88%
- Trends:
 - Strong support for maintaining assistive technologies and IT support.
 - Continued investment in adaptive technologies and accessible formats was encouraged.
 - Suggested improvements: accessible templates/forms, and inclusive ICT training (especially with lived experience).
 - Calls for alignment with WCAG 2.2 Level AAA and consideration of emerging technologies like AI.

Communication

- Participation: 73% (19 of 26)
- Satisfaction: 84%
- Trends:
 - Recognized for public communications that use plain language and multiple formats.
 - Gaps identified in real-time accessible communication, especially for deaf, deaf-Blind, and hard-of-hearing individuals (lack of VRI, no sign language on demand).

- Calls to simplify emails, implement the Plain Language standard, and better support communication needs in funding programs.

Program and service delivery

- Participation: 38% (10 of 26)
- Satisfaction: 80%
- Trends:
 - Appreciation for accessible formats and accommodations.
 - Barriers in the funding program's onboarding, guidance, and support.

Procurement

- Participation: 27% (7 of 26)
- Satisfaction: 100%
- Trends:
 - Strong approval of including accessibility requirements and lived experience.

What stands out

- Workplace flexibility is a cross-cutting concern, especially regarding remote work and workspace customization.
- Communication gaps, particularly for deaf and hard-of-hearing communities, are notable and repeated across sections (ICT, communication, service delivery).
- The desire for proactive, lived-experience-informed training and tools is consistent (ICT trainers, accessibility practices, accommodation transparency).
- There is a strong appreciation for current efforts. Participants are urging continued innovation and follow-through on the accessibility vision.

Conclusion

Participants value the current accessibility efforts. They see clear opportunities to build on that foundation, especially around:

- enhanced flexibility;

- accessible communication practices;
- support for disability-led groups;
- support for disability-inclusive hiring and career development practices; and
- consistent, transparent service delivery.

We deeply value the thoughtful and candid feedback shared through this consultation. The insights gathered from participants have played a vital role in shaping our updated Accessibility Plan. We have carefully considered the priorities identified.

These contributions have directly informed our commitments and actions. By grounding our efforts in this feedback, we aim to:

- ensure that our plan reflects the lived experiences and evolving needs of employees and interested parties; and
- continue building an organization that not only meets but exceeds accessibility standards and models true inclusion across all areas of our work.