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# **TBS Accessibility Plan 2026–2029 - Our Future Is Accessible**

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# TBS Accessibility Plan 2026–2029 - Our Future Is Accessible

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## On this page

- [Message from the Secretary](#)
- [General](#)
- [Addressing priority areas in section 5 of the \*Accessible Canada Act\*](#)

## Message from the Secretary

I am pleased to present the Treasury Board of Canada Secretariat’s second multi-year Accessibility Plan (2026–2029) under the *Accessible Canada Act*. This plan builds on the foundation set by our first plan (2022–2025), and the progress we have made together over the past three years.

Accessibility is central to who we are as a public service. It is about creating workplaces and services where everyone can participate fully, contribute meaningfully, and feel valued. This is about more than compliance with legislation—we are strengthening inclusion, enabling people to do their best work, and putting in place essential elements of what is needed to respond to the increasingly complex and rapidly changing world in which we live and work.

TBS has a responsibility to lead by example and to support government-wide progress toward a barrier-free public service by meeting, or exceeding wherever possible, our *Accessible Canada Act* obligations. Our vision is clear: TBS as a workplace where employees with disabilities can thrive, and as a central agency that helps the entire federal public service remove barriers by design.

I want to thank employees with disabilities, TBS-FIN Accessibility Network (TBSFAN) members, our internal partners, and colleagues across central agencies for their leadership, advocacy, and expertise. I am also pleased to be supported by our Accessibility Champion, Annie Boyer, and DM Sponsor, Francis Trudel; together, we are committed to advancing accessibility across TBS and the federal public service. Ongoing collaboration with employees with disabilities will continue to ensure that their lived experience remains at the heart of everything we do.

Since our first plan, we have made good progress. We have dedicated resources to provide better accommodations, developed more accessible digital tools and increased awareness and training. But significant barriers remain in attitudes, systems, and the workplace. This plan represents our continued and deepened commitment to addressing these barriers head-on. To ensure accountability, we will be strengthening governance, leadership, and data-driven performance measurement.

Lasting change depends on culture. Accessibility is not only about tools and policies—it is about how managers, executives, and colleagues show up every day, and the choices we make to embed accessibility into everything we do. This plan reflects our shared commitment to continuous improvement, collaboration, and accountability as we move toward a more inclusive and accessible federal public service.

We all have a role to play. As Secretary, I commit to promoting accessibility best practices to remove systemic barriers and ensure that decisions and investments reflect accessibility from the start, not as an afterthought. But this plan only succeeds if everyone embraces the commitments it contains.

Please read this plan, provide feedback, and help make TBS and the public service barrier-free by 2040.

# General

## ▼ In this section

- [Giving feedback](#)
- [Anonymous feedback](#)
- [What we do with your feedback](#)
- [Requesting alternate formats](#)
- [Background](#)
- [Executive summary](#)
- [Consultations](#)
  - [What we learned](#)

This is the Treasury Board of Canada Secretariat's (TBS) second departmental accessibility plan. The plan aims to address barriers to accessibility and inclusion in our work environment. Over the next three years, we will build on the progress made since the launch of our first plan in 2022, while also monitoring and evaluating our progress and adjusting our approach as needed.

## Giving feedback

The Director General, Human Resources Division (HRD), is responsible for receiving feedback on the TBS Accessibility Plan.

We welcome your comments, concerns and suggestions about our approach and initiatives related to accessibility.

Employees who work at other Government of Canada (GC) departments and agencies as well as members of the public are invited to send feedback through any of the following:

### Mail

Director General of Human Resources  
Treasury Board of Canada Secretariat  
Office 6-06106  
90 Elgin St  
Ottawa ON K1A 0R5

## **Email**

[AccessibilityPlan-PlanAccessibilite@tbs-sct.gc.ca](mailto:AccessibilityPlan-PlanAccessibilite@tbs-sct.gc.ca)

## **Telephone**

1-877-636-0656

## **Teletypewriter (TTY)**

613-369-9371

## **Anonymous feedback**

You can provide feedback anonymously by completing our short and easy-to-use [online form](#). You are welcome to:

- comment on this accessibility plan
- identify barriers you have faced at one of TBS's work locations or with one of its programs, initiatives, tools or services
- ask questions

## **What we do with your feedback**

All feedback is acknowledged in the same way it was received, unless it was submitted anonymously.

We review and analyze all feedback to identify trends, systemic issues and opportunities for improvement. Feedback helps guide our actions and priorities and informs updates to future accessibility plans. Summaries of feedback themes will be shared in our annual progress reports, allowing you to see how your input contributes to our ongoing work.

All feedback is handled confidentially. Personal information is not shared without consent, and feedback is reviewed in aggregate to help TBS improve accessibility

across its programs and services.

## Requesting alternate formats

You may request a copy of this accessibility plan in one of the following formats:

- print
- large print (larger and clearer font)
- braille
- audio (a recording of someone reading the text aloud)
- an electronic format compatible with adaptive technologies

Requests can be made using any of the contact methods listed above.

## Background

The [\*Accessible Canada Act\*](#) came into force on July 11, 2019. Its purpose is to make Canada barrier-free by January 1, 2040, by removing existing barriers and preventing new barriers. The Act applies to all federally regulated organizations, which includes GC departments, agencies and Crown corporations.

The [\*Accessible Canada Act\*](#) defines a barrier 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.

The [\*Accessible Canada Act\*](#) also defines disability as:

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.

The [\*Accessible Canada Act\*](#) requires federally regulated organizations to:

- publish accessibility plans every three years, in collaboration with employees with disabilities
- report annually on progress made in implementing their accessibility plans by publishing progress reports in the years between published accessibility plans
- establish a feedback process to receive and address comments, concerns and suggestions from employees and Canadians

The *Accessible Canada Act* is one element of a framework that TBS will follow to create an inclusive, accessible and barrier-free work environment. Other elements of the framework are new accessibility standards and regulations being developed by people with disabilities in collaboration with Accessibility Standards Canada and Employment and Social Development Canada.

## Executive summary

Accessibility and inclusion are fundamental to the Treasury Board of Canada Secretariat. As a central agency, TBS plays an important role in shaping policies, programs and services that affect the entire GC. This responsibility comes with a clear expectation: TBS must lead by example by proactively removing and preventing barriers in its workplaces and services.

TBS is committed to building the kind of workplace that both employees and Canadians want and deserve – a workplace where everyone can participate fully, equitably and with dignity. Our vision is to be an employer of choice, one that attracts and retains top talent by fostering an environment where employees have the tools, support and opportunities they need to do their best work and grow their careers.

This three-year accessibility plan reflects the lessons learned from our [first plan \(2022–2025\)](#) and sets out ambitious yet practical steps to remove barriers and prevent new ones. It focuses on eight priority areas – seven legislated under the *Accessible Canada Act* and an eighth, Workplace Culture, which is essential for embedding accessibility into how TBS operates every day.

### Highlights of the 2026–2029 Plan

- Strengthening measurement, governance, and accountability:

TBS will co-create, with TBS subject-matter experts (SMEs) and employees with disabilities, a performance measurement framework for accessibility within the department. Senior managers will use this to collectively establish priorities for their respective sectors via an internal governance committee. Once established, this performance measurement framework may improve upon measures included in this document.

- Improving the accommodation process:  
The launch of the digital [GC Workplace Accessibility Passport](#) on the TBS Applications Portal (TAP), in collaboration with the more established Workplace Accommodation Centre (WAC), will make the accommodation process more efficient, consistent and user focused. These tools support better outcomes by streamlining requests, reducing the need for employees with disabilities to repeatedly explain their needs and promoting a more inclusive and supportive workplace experience. Together, they will foster greater trust and confidence in the process, improve morale and engagement, and support a workplace culture where all employees feel valued, respected and equipped to succeed.
- Supporting career advancement:  
To help employees with disabilities advance their careers, TBS will implement recommendations from its recent Internal Talent Management Review. It will also form a working group focused on career advancement for employees with disabilities. The Treasury Board Secretariat and Finance Canada Accessibility Network (TBSFAN) will be invited to collaborate with internal SMEs on new initiatives and/or enhancements to existing programs.
- Enhancing the built environment:  
Efforts will continue to make TBS workplaces more physically accessible, including updated signage and the microwave pilot project, ensuring that spaces are welcoming to all employees and visitors.
- Expanding the Mentorship Plus program:  
The program will grow to include three central agencies – TBS, the Privy Council Office and the Department of Finance – creating broader opportunities for professional development and career advancement for employees with disabilities. The expanded program will be named the Central Agencies Sponsorship Program.

- Integrating new accessibility standards and technologies:  
TBS will adopt new information and communications technology (ICT) accessibility standards and explore leveraging tools like artificial intelligence to proactively identify and remove digital barriers from webpages.
- Engaging employees as change agents:  
The TBSFAN continues to be a powerful advocate for accessibility, serving as both a trusted internal advisory group and a driving force for positive change across the department.

This plan reflects extensive feedback from employees with disabilities, the TBSFAN, sector leads and internal SMEs. Many suggestions from the first draft have been incorporated into this version. Some proposals, particularly those related to governance, accountability and measurement, require further analysis and co-design. As this work progresses, TBS will update the Accessibility Plan to add or refine actions and to integrate a more detailed performance measurement strategy.

This plan is more than a compliance exercise – it reflects TBS’s belief that accessibility is foundational to good governance, strong public service delivery and employee well-being. By working collaboratively, measuring our progress and fostering a culture of inclusion, TBS will continue to build a workplace and public service that leads by example and delivers results for all Canadians.

## Consultations

Consultation is at the heart of the [\*Accessible Canada Act\*](#) and reflects the principle of *Nothing Without Us* – the understanding that accessibility work must be designed and informed by the people it affects most. This is why the Act requires federally regulated organizations to actively involve persons with disabilities in the development of their accessibility plans, making this engagement a legal obligation, not simply a best practice. By listening directly to employees with lived experience, TBS ensures that its actions are meaningful, practical and responsive to the barriers people face in their daily work.

For TBS, this collaboration is about more than meeting a requirement; it is a core value. Employees with disabilities bring invaluable expertise and unique perspectives that help shape better policies, programs and services. TBS is

fortunate to have the TBSFAN as a key collaborator in the development of the plan. The employee-led network is a good internal source of expertise, and its input has helped inform barriers that remain as well as ongoing/planned initiatives to remove them.

Our 2025 consultation process as part of the development of this plan began when the Accessibility Champion sent a call-out for sector input to all chiefs of staff on June 24, with a deadline of July 24. The chiefs of staff then shared the call-out with the appropriate SMEs and sector leads.

An information session was held with all sector leads and TBSFAN members on July 4 to inform them about their role and associated expectations, as well as provide them with an opportunity to ask questions and raise concerns.

Hybrid meetings were held with the HRD and several sector leads and teams in late July and August to discuss what was required with regard to their input and how it should reflect our efforts to improve the inclusion of targets and success measures. TBS sector leads, including the Office of Public Service Accessibility (OPSA), were consulted throughout the drafting process.

The first draft of this plan was sent to the TBSFAN, sector leads and SMEs on September 29 to give them an opportunity to review and provide meaningful feedback. The first draft generated substantial, detailed feedback, including a comprehensive disposition table of comments from the sectors, the TBSFAN and other partners. A considerable amount of the feedback received to date has been incorporated directly into this version of the plan and consultation continues. More complex recommendations that require further analysis or cross-sector collaboration will be unpacked with the TBSFAN and sector leads and will be reflected in future updates to this plan and in the accompanying performance measurement strategy.

## **What we learned**

### **Insights from the TBSFAN**

#### **Feedback on the 2024 Progress Report**

Each progress report and consultation cycle provides valuable insights that help shape and strengthen the next iteration of the TBS Accessibility Plan. The following summary reflects feedback received from the employee-led TBSFAN on the [2024 Accessibility Progress Report](#). Some of the feedback received served as lessons learned, which TBS sought to carry forward to inform the development of this plan.

The TBSFAN highlighted the need to strengthen accountability, improve the measurement and evaluation of progress across the plan's pillars, and provide a richer analysis of workforce data to better understand the experiences of employees with disabilities. Members also emphasized the importance of enhancing career development and advancement opportunities for employees with disabilities. They also requested more time to review future drafts of the Accessibility Plan to ensure meaningful consultation and co-creation.

### **Feedback on the draft version of this plan**

TBS is fortunate to have an engaged and dedicated group of employees with disabilities who contribute to accessibility initiatives at TBS through the employee-led TBSFAN. Every year they provide expert guidance and feedback during the development of the accessibility plan, and this year is no different. The following is a summary of the feedback we received, followed by a brief description of how TBS will look to address the issues.

#### Key themes

The feedback strongly conveys that accessibility must evolve from a compliance exercise into a core operational and cultural principle. The most repeated themes include:

1. Accountability and measurement gaps

- Need for SMART, measurable outcomes across all pillars and initiatives.
- Need for baselines, annual targets and transparent progress reporting.

Response: TBS, in direct response to a request from the TBSFAN, has included a measurement section under each pillar of the plan. TBS also commits to the development of a detailed performance measurement framework and regular progress reporting through quarterly dashboards.

2. Consultation and co-design deficiencies

- The feedback highlights a desire for increased engagement with persons with disabilities in identifying barriers or shaping initiatives.

Response: In 2026, TBS will increase engagement of persons with disabilities annually for each pillar of the plan. This work will help to inform priority setting and initiative development before a draft plan or progress report is prepared.

### 3. Privacy, data governance and digital accessibility

- Questions raised about unclear privacy safeguards, particularly around the GC Workplace Accessibility Passport and data analytics tools.

Response: TBS is committed to protecting employee privacy when collecting personal information. Additional information regarding privacy specific to the digital Passport was added to the plan under the Launch of the digital application for the GC Workplace Accessibility Passport on TAP heading, which details how information is shared and who has access to it.

### 4. Accommodation services and the WAC

- Desire for more clarity, empathy and consistency from the WAC.
- Calls for a centralized accommodation fund, empathetic-leadership training and timeliness standards (e.g., ≤15 business days).

Response: TBS is committed to supporting employees through workplace accommodations in a safe, efficient and effective manner. TBS will continue to monitor the performance of the WAC in order to make adjustments to funding, training and timeliness as needed. Additional information is included the [Employment](#) and [Workplace Culture](#) sections of this plan.

### 5. Employment equity and career progression

- Persistent underrepresentation of employees with disabilities in leadership and slower rates of promotion for employees with disabilities.

Response: TBS is committed to improving representation, retention and promotion of employees with disabilities. Initiatives include the Central Agencies Sponsorship Program and a new collaborative working group to support career development. Details can be found in the [Employment](#) section of this plan.

### 6. Workplace culture and training

- TBS should be embedding accessibility in leadership accountability and learning strategies.

- Lack of accessibility and anti-ableism training within management and HR curricula; expand content in the [Workplace Culture](#) section.

Response: TBS commits to assessing training and learning gaps and identifying solutions.

## Feedback received through the online form

Through TBS's public feedback mechanism, respondents shared a range of concerns highlighting persistent accessibility barriers and systemic issues.

Key themes included:

- **Built environment and workplace accessibility:**  
Feedback pointed to barriers in physical workspaces across the federal public service, including limited accessible parking and challenges with Workplace 2.0 office designs.  
  
Response: TBS is committed to leading by example by identifying, removing and preventing barriers in the workplace. For more information on specific initiatives, please refer to the [Built Environment](#) and [Transportation](#) pillars.
- **Digital accessibility and tools:**  
Respondents cited inaccessible systems and platforms such as the Canada Life benefits portal and the MyWorkArrangements application.  
  
Response: TBS is committed to developing accessible digital tools that are usable by everyone and to completing user testing. For more information on specific ongoing or planned initiatives, refer to the following pillars: [Design and Delivery of Programs and Services](#), [Information and Communication Technologies](#), and [Communication](#).
- **Accommodation practices and flexibility:**  
Some expressed concerns about inconsistent accommodation processes across departments, limited flexibility for employees with disabilities (particularly in the context of return-to-office requirements), and insufficient support for employees who acquire disabilities later in their careers.  
  
Response: TBS intends to lead by example by providing timely accommodations in an empathetic manner through its WAC and the recent

launch of the digital version of the GC Workplace Accessibility Passport. For more information on these initiatives, refer to the [Employment](#) pillar.

- Neurodiversity and inclusion:

Respondents highlighted the need for greater awareness and tailored accommodations for neurodivergent employees.

Response: TBS is committed to providing timely accommodations to all employees, including neurodivergent employees. In addition to exciting initiatives such as the WAC and the Digital Passport, TBS also commits to implementing, wherever possible, the recommendations from the [Better Accommodation Project](#).

- Governance and accountability:

Several submissions noted a lack of government-wide oversight and coordination on accessibility policies, funding and consultation processes.

Response: Addressing this issue will require continued dialogue and collaboration with central partners across the GC to enhance coordination and consistency in accessibility efforts.

TBS will maintain close collaboration with the TBSFAN on areas requiring additional analysis, such as accessibility governance, accountability mechanisms and opportunities to enhance coordination with GC partners to support greater consistency in accessibility practices across TBS and the public service. TBS will also continue to work with internal stakeholders to unpack specific initiative feedback.

## Addressing priority areas in section 5 of the *Accessible Canada Act*

### ▼ In this section

- [TBS as a central agency](#)
  - 1. [Design and Delivery of Programs and Services](#)
    - [Ongoing and planned initiatives](#)
- [TBS as a department](#)
  - 2. [Employment](#)

- Barriers identified
- Ongoing and planned initiatives
- Representation of persons with disabilities

### 3. Built Environment

- Barriers identified
- Ongoing and planned initiatives
- Measuring success in the built environment

### 4. Information and Communication Technologies

- Barriers identified
- Ongoing and planned initiatives
- Measuring success in ICT

### 5. Communication other than Information and Communication Technologies

- Barriers to accessible communication
- Ongoing and planned initiatives
- Measuring success in communication

### 6. Procurement of Goods, Services and Facilities

- Barriers to accessible procurement
- Ongoing and planned initiatives
- Measuring success in procurement

### 7. Transportation

- Barriers to accessible transportation
- Ongoing and planned initiatives
- Measuring success in transportation

### 8. Workplace Culture

- Barriers to accessible workplace culture
- Culture change in action
- Employee network leadership
- Embedding accessibility across sectors
- Measuring success in workplace culture

- Conclusion

In the following sections, we outline eight priority areas and the barriers associated with each. For every area, we describe the steps TBS will take to address the barriers

and explain how success will be measured. The areas are not numbered by level of importance.

As a central agency, TBS has both GC-wide responsibilities and internal responsibilities.

- GC-wide initiatives are captured under the [Design and Delivery of Programs and Services](#) priority, which focuses on removing barriers across federal programs and services.
- Internal initiatives focus on accessibility within TBS itself.

We will begin by outlining TBS's role as a central agency, highlighting actions with a GC-wide impact under Priority 1: [Design and Delivery of Programs and Services](#). Priorities two through eight will focus exclusively on initiatives that improve accessibility within TBS.

## **TBS as a central agency**

### **1. Design and Delivery of Programs and Services**

TBS does not deliver programs and services directly to the public. However, in addition to its internal responsibilities as an employer, the department supports an accessible public service through its four core responsibilities:

1. Employer of the core public service, shaping policies and programs that affect all federal employees
2. Administrative leadership, setting direction for financial, procurement, digital transformation and modern service delivery
3. Spending oversight and steward of public spending, ensuring that investments support inclusive, barrier-free services
4. TBS regulatory oversight promotes good practices and cooperation, and reviews proposed regulations

Through these responsibilities, TBS helps encourage systemic change across departments and agencies, contributing to a public service that is accessible by design and inclusive by default.

### **Ongoing and planned initiatives**

## **Expenditure Management Sector**

The Results Division of the Expenditure Management Sector (EMS) plays a key role in advancing accessibility and inclusion through Gender-based Analysis Plus (GBA Plus). It ensures that all program proposals include gender-based and intersectional analysis — especially considering disability — by having program sector analysts work with the EMS to review GBA Plus content in Treasury Board submissions. The aim is to strengthen inclusive decision-making by embedding equity considerations from the start.

### **Measuring success**

- Annually look at the number of programs (and associated TB submission proposals) that will systematically report on disability within their GBA Plus analysis

## **Information Management and Technology Directorate**

The Information Management and Technology Directorate (IMTD) develops enterprise-wide digital tools that prioritize accessibility, security, privacy and official languages. These features are integrated from the start of every project. IMTD uses an “accessibility by design” approach, developed with the OPSA. Accessibility is built into every stage of development by trained user interface (UI) and user experience (UX) (UI/UX) professionals and verified by independent testers who ensure compliance with GC accessibility standards.

Key initiatives include:

- Improving accessibility in Microsoft Power BI, a business analytics tool developed by Microsoft that produces fully accessible geospatial reports
- Supporting the GC Workplace Accessibility Passport, in partnership with the OPSA

### **Measuring success**

- Completion of Power BI initiative
- Number of departments using TBS-developed accessibility tools (e.g., the Word version and digital application for the GC Workplace Accessibility Passport, the Accessibility Hub)
- Results from user testing of digital platforms and services

## **Office of the Comptroller General**

The Office of the Comptroller General (OCG) integrates accessibility into policy, training and culture for the government's financial and procurement communities.

Notable efforts include:

- Updated mandatory training for investment management communities and a redesign of the authority delegation training for practicing responsible procurement. Updates include embedding accessibility principles into course content, promoting barrier-free procurement of goods, services and government buildings.
- Evaluation of procurement and materiel community competencies in employee performance agreements. This is mandated by the Comptroller General for the procurement and materiel communities. These competencies have a GBA Plus lens and ensure that accessibility-related behaviours are included.

## **Measuring success**

- Launch of new courses by 2026 (Introduction to Federal Procurement Process; Introduction to Planning and Management of Investment; Authority Delegation Training – Practicing Responsible Procurement)
- Participation rates in mandatory training
- Learner feedback on mandatory training
- Launch of self assessment tool for procurement and materiel community competencies

## **Office of the Chief Human Resources Officer**

The Office of the Chief Human Resources Officer (OCHRO) leads multiple enterprise-wide initiatives to embed accessibility into people management and leadership development:

- Enabling a diverse ADM cadre  
Since 2021–2022, OCHRO has dedicated time at deputy minister meetings on senior leader talent to discuss Assistant Deputy Ministers who identify as persons with disabilities and other employment equity groups. These discussions help increase visibility, identify development opportunities, and ensure tailored support for diverse leaders. This approach reflects OCHRO's

commitment to strengthening the leadership pipeline for persons with disabilities and embedding equity and accessibility in executive succession planning.

- Executive Leadership Development Program (ELDP): Requires that at least 50% of departmental nominees come from equity groups.
- Change management guidance: Integrates accessibility standards and practices like plain language, alt text for visuals and readability.
- Second language training guidelines: Provide inclusive learning strategies and tools, including references to the GC Workplace Accessibility Passport.
- Modernization of official languages standards: Updates qualification standards to reduce bias and promote plain language.
- Directive on Official Languages for People Management: Being reviewed to ensure accommodation pathways for individuals with medical exclusions in staffing processes.
- Maturity Model on Diversity and Inclusion (MMDI): A self-assessment tool that helps departments measure their progress on accessibility and inclusion, including specific metrics for disability inclusion.
- Modernized self-identification (self-ID) questionnaire: Will collect better data on equity groups, including persons with disabilities, through an accessible and secure digital platform, the TAP. Centralizing data collection on the TAP will strengthen privacy protection, improve accessibility, and enable more nuanced and inclusive data that reflect evolving demographics. Ultimately, these improvements will enhance the quality and quantity of self-ID data, helping TBS measure representation and design, deliver, and evaluate initiatives that support a more diverse and inclusive GC, and leveraging technology to improve public sector productivity.
- Mentorship Plus: Connects persons with disabilities and other underrepresented employees with executive mentors to support career development.
- HR and Pay Transformation: Through human-centred design, ensure all published documents meet accessibility standards, including plain language, alternative text, and readability best practices.
- Duty to Accommodate (DTA): Continue working with key stakeholders, delivering information sessions as requested and providing tools that outline

responsibilities under the DTA. Organizations will be better equipped with the knowledge and tools needed to make informed decisions and be better positioned to create inclusive workplaces where everyone can participate fully.

- Federal Speakers' Forum on Lived Experience (the Forum): The Forum combines the services of the former Federal Speakers' Forum on Diversity and Inclusion and the Federal Speakers' Bureau on Mental Health. Through the Forum, OCHRO aims to build a community of speakers who share lived experience related to mental health, accessibility, diversity and inclusion. By sharing ideas and building connections, the Forum aims to open hearts and minds to inspire action toward a more inclusive workplace.

## Measuring success

- ELDP programs are representative of persons with disabilities
- Number of times change management guidance was promoted (and details regarding venue and audience)
- Number of times guidelines were promoted (and details regarding venue and audience)
- Completion of updates to the Official Language standards
- Completion of updates to the Directive on Official Languages for People Management
- Number of MMDI self-assessments completed
- Launch of modernized self-ID questionnaire

## Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) is working to align digital and policy frameworks with the *Accessible Canada Act* and upcoming regulations.

A key milestone is developing and publishing the [\*AI Strategy for the Federal Public Service 2025-2027\*](#). The GC Artificial Intelligence (AI) Strategy and the accompanying [\*Guide on the Use of Generative AI\*](#) provide departments with practical tools to adopt AI responsibly while upholding public service values. The guide and the strategy encourage engagement with employment equity experts, the prevention of embedded bias in AI systems, and innovation linked to accessibility. Examples of innovation include generating accessible document formats, providing real-time transcription, or identifying potential systemic barriers through data analysis.

Key activities include:

- Revise and streamline existing policy instruments to enhance alignment with regulatory requirements. In collaboration with key organizations, facilitate the communication of any direction provided or alignment of enterprise-ICT accessibility requirements.
- Increasing adoption of the [Digital Competencies for All Public Servants](#), which define key skills needed for inclusive service delivery. The “Inclusive Interactions” competency, in particular, helps public servants design services with accessibility in mind. As a digital competency this involves ensuring that documents, communications, websites, are accessible, fair, and usable by everyone. Being inclusive in your interactions means using adaptive communication methods, inclusive language, and accessible digital tools, while recognizing how diverse experiences shape your values and behaviours. It requires being mindful of your actions and their effects on others, and actively addressing any biases or assumptions you may hold.
- Supporting the Canada School of Public Service (CSPS) Digital Academy in the development of micro-learning products. The “Digital Competency Series: Defining Inclusive Interactions” (DDN2-A57), which embeds accessibility as a core concept is already published.
- Digital Government Community Awards, where one award celebrates excellence in Accessibility, honouring a team that has demonstrated exceptional leadership in promoting inclusion, diversity, equity, and accessibility within government programs or service.
- Present curated digital accessibility training resources to the IT community, facilitating the training of employees responsible for developing ICT solutions to ensure compliance with upcoming digital accessibility regulations ([Digital Accessibility Training through the IT Community Training and Development Fund](#) | **accessible only on the GC network** ).
- AI user engagement and workplace accessibility - Develop expectations and processes for engagement with users to identify and address accessibility issues before system deployment and mechanisms to report issues post deployment.

## Measuring success

- Policy suite update was completed and communicated
- Digital competencies were promoted (number of times promoted, method of promotion, examples of competencies being leveraged)
- Number of products that are collaboratively developed with the CSPS, engagement levels, and learner feedback to help improve current and future products
- Success of the AI Strategy will be measured through quarterly public updates on the progress of nearly 60 initiatives, including flagship projects like the AI Hub, and by tracking departments' growth in AI maturity over time

### **Office of Public Service Accessibility**

As the federal accessibility hub, the Office of Public Service Accessibility (OPSA) supports departments with tools, funding, and enterprise-wide initiatives.

Highlights include:

- GC Workplace Accessibility Passport: Facilitates meaningful conversations between employees and managers and helps employees get the tools and accommodations they need. A digital Passport application was launched in 2025 on the TAP. The reporting feature in the application will help organizations identify systemic issues and solutions to address barriers.
- Accessibility Measurement Workshop Series: Delivered with Statistics Canada to help departments track progress in a meaningful and consistent way.
- GCpedia Accessibility Hub: A centralized platform for guidance, tools, and best practices in accessibility.
- National AccessAbility Week (NAAW) GC-Wide Event: A celebration and learning event to promote awareness and showcase inclusive practices across the public service.

### **Measuring success**

- Number of organizations onboarded to the digital application for the GC Workplace Accessibility Passport on TAP (Target 2026: 40)
- Percentage of organizations that have implemented the digital application for the GC Workplace Accessibility Passport on TAP (Target 2027: 85%)
- Number of departments that have participated in workshops

- Percentage of accessibility plans that integrate measurable indicators (Target 2026: 55%; 65% in 2027; 75% in 2028)
- Qualitative update on promotional activities
- Number of unique views on Accessibility Hub (Target 2026: >10,000)

## **TBS as a department**

### **2. Employment**

The Treasury Board of Canada Secretariat is committed to leading by example by building a more representative, inclusive and accessible public service. As both a central agency and the employer, TBS strives to be an employer of choice – one that not only attracts top talent but also retains and supports its employees throughout their careers.

The most recent TBS self-identification data showed that, in Q2 2025–2026, persons with disabilities represented 11% of the TBS population. This number is just below the target representation rate of 11.5%. It should be noted that the workforce availability rates, our baselines for a representative workforce, have increased. This is a result of the workforce availability being updated to reflect the 2021 census and the 2022 Canadian Survey on Disability. As a result, where we previously exceeded the workforce availability for persons with disabilities, we now fall slightly below. It should also be noted that TBS self-ID data underestimates actual representation and that the OCHRO’s annual reconciliation exercise provides a more accurate estimate of employment equity group representation. From September 2024 to November 2025, 11% of acting assignments at TBS were given to persons with disabilities. During the same period, 9.7% of promotions were given to persons with disabilities. With respect to the separation rate for the same period, the rate was 13.8% for persons with a disability compared to 25% for persons without a disability.

TBS recognizes that meaningful employment for persons with disabilities is about more than just hiring. It involves creating an environment where all employees can thrive, contribute fully and grow professionally. As TBS prepares to navigate a challenging period of expenditure review, employee support becomes even more critical. A strong focus on accessibility, equity and inclusion will help ensure that the

department retains a skilled and diverse workforce, even as it adapts to evolving organizational priorities. TBS will monitor representation throughout this period.

Through feedback received via internal engagement- and accessibility-related consultations, TBS has identified several key employment barriers faced by employees with disabilities.

## **Barriers identified**

- Complicated and often delayed accommodation process:
  - Issues related to accommodations may be more pronounced for persons with disabilities at TBS; the [2024 Public Service Employee Survey \(PSES\)](#) found that only 54% of persons with disabilities indicated that their work environment was suitable to their needs (compared to 61% of persons without a disability)
  - 70% reported their environment caused them stress at work (versus 63% of persons without a disability)
  - 68% were satisfied with the accommodation measures implemented (versus 87% of persons without a disability)
  - 77% felt comfortable requesting accommodation measures from their immediate supervisor, compared to 83% of persons without a disability
- Slower rates of career progression for employees with disabilities:
  - 47% felt that accessibility issues adversely affected their career progress over the preceding 12 months
  - 57% felt that accommodation issues adversely affected their career progress over the preceding 12 months

## **Ongoing and planned initiatives**

To address these barriers, TBS is taking a proactive and systemic approach focused on improving the employee experience across the entire employment lifecycle, considering recruitment, retention, promotion and career progression. TBS will measure progress in this area using both quantitative and qualitative indicators. Success in employment accessibility means that employees with disabilities are supported equitably, are accommodated in a more timely and compassionate fashion and experience opportunities for growth, advancement and support on par

with their peers. Measures of success are indicated in each section below, under each of the ongoing and planned initiatives sections.

### **Improved data analytics and tools**

TBS continues to update its data reporting to have a more accurate picture of the number of persons who self-identify as persons with disabilities, ensuring a better understanding of the representation of persons with disabilities in our organization. Efforts include:

- gathering data using human resources systems and disaggregating data (for example, to consider occupational group and level, employee mobility, intersectionality)
- developing analytical tools that allow more standardized and accurate measurement, and transparent reporting (for example, an updated Workforce Intelligence Dashboard using an accessible data visualization tool, Power BI, to share advances and gaps in employment equity representation with all TBS employees)
- refining goals for representation and recruitment

It is important to note that TBS is committed to protecting the privacy of individuals and works closely with the Access to Information and Privacy (ATIP) Office when establishing a new program or modifying an existing program that collects or uses personal information. The ATIP office determines when a privacy impact assessment is needed and provides guidance on managing personal information. TBS applies suppression rules when it comes to presenting and sharing information on, for example, representation rates. Privacy notices are included when information is collected, as well as rules regarding suppression rates when gathered information is presented.

### **Measuring success**

- Publish and communicate quarterly workforce intelligence dashboards in a timely manner
- Workforce intelligence dashboard is expanded to include key accessibility metrics (e.g., representation, recruitment, promotions, accommodations). The HRD will partner with the TBSFAN to define the indicators and visuals needed to monitor trends and address barriers over time

- Improved results related to accommodation, work environment and career progression measured via PSES results and pulse surveys

### **Launch of the digital application for the GC Workplace Accessibility Passport on TAP**

TBS has been using and promoting the Word version of the GC Workplace Accessibility Passport since 2022. TBS is pleased to adopt the new digital application for the GC Workplace Accessibility Passport (Digital Passport), designed to improve the efficiency, portability, and effectiveness of workplace accommodations. This user-centered, accessible, bilingual and secure application is designed to foster more responsive and respectful conversations between employees and managers about barriers in the workplace and potential solutions to address the barriers. The digital application embeds a common language of situations, barriers and solutions, and simplifies processes by avoiding the need for repetitive disclosures. With the Passport, TBS encourages a “tell us once approach” to equip employees to succeed at work. Additionally, it enables employees to maintain their documented needs throughout their public service careers, streamlining onboarding and transitions.

To support effective onboarding, the Human Resources Division, in partnership with OPSA, provided information sessions throughout fall 2025 with key partners such as the people manager community and the TBSFAN to introduce the new digital application and outline expectations.

The digital application will play a key role in streamlining the accommodation process, while helping to facilitate constructive conversations about accommodations between employees and their managers. TBS believes these conversations will lead to more positive outcomes and reduce the number of formal and informal complaints that allege harassment and discrimination experienced by employees.

Information shared through the Passport will be stored securely and kept confidential in accordance with the Privacy Act, as described in [Standard Personal Information Bank TBS PCE 702](#) (Government of Canada Workplace Accessibility Passport). Access to sensitive information will be limited to those with a legitimate need to know, and employees will retain control over what is shared and with whom. Privacy notices are included in both the Word version and the application.

TBS will provide specific information and tools for managers to support respectful, informed and inclusive conversations around accommodations. Helping managers to better understand their roles and responsibilities will aid in fostering an accessible and equitable workplace.

Further, with the increased portability of the digital Passport, TBS hopes employees with disabilities will feel more empowered to pursue opportunities for career advancement without facing unnecessary barriers, and without fear of losing accommodations they spent considerable time and effort to get approved.

Through the reporting feature of the digital Passport application, TBS will be able to collect anonymized and aggregate data including:

- average time to sign a solution agreement item by the manager
- top barriers employees are identifying
- top solutions employees are requesting

This reporting will support evidence-based improvements to help simplify workplace accommodation processes, identify potential systemic barriers and guide future program development.

To support proactive accommodation awareness, new employees are informed of the Passport in their letters of offer. Aligned with the Better Accommodation Project recommendations (outlined below), TBS will reinforce that managers engage in conversations about workplace accommodations during onboarding and employment and ensure ongoing promotion of the tool.

### **Measuring success**

- Number of digital passports created by TBS employees

### **Evolution of the Workplace Accommodation Centre**

TBS is aware of the importance of accommodating its employees well. From the [\*Benchmarking Study of Workplace Accommodations\*](#) led by the OPISA in 2019, to the feedback from our own employees, TBS knows poor experiences with the accommodations process leads to a number of unwanted consequences such as employees feeling discriminated against and harassed, to feeling less valued than their colleagues and excluded.

The WAC will continue to serve as a centralized, neutral point of contact for employees and managers seeking accommodation advice. The WAC provides expert advice and case management services, helping to simplify and accelerate the accommodation process, while also reducing administrative burden. This centralized model contributes to consistency, fairness and a more supportive experience for all parties involved.

By improving the accommodation experience, the centre helps foster a culture of trust and belonging, which is essential for employee engagement and support. When employees with disabilities see their needs met promptly and effectively, they are more likely to remain committed to the organization, reducing turnover and strengthening workforce diversity and inclusion.

### **Measuring success**

- Time to complete accommodation requests trending downward as per digital passport reports
- Employees feel they were treated with respect and compassion throughout accommodation process

### **Commitment to adopt lessons learned from the Better Accommodation Project and respond to recommendations from the Office of the Auditor General's audit on an accessible public service for employees with disabilities**

TBS will review and adopt relevant findings, lessons learned and promising practices identified by the Better Accommodation Project (BAP), which were published in September 2025. This initiative provides evidence-based recommendations that support the modernization of accommodation practices across the federal public service. This includes ensuring that accommodation is easy to access and that service enablers within TBS (HR, Communications, IT, Facilities) work in an integrated and seamless way to respond to employee accommodation needs. TBS will complete a self-assessment using the BAP Maturity Model Self-Assessment tool, as well as leverage the BAP Toolkit for Service Users. The toolkit describes effective behaviours for successful workplace accommodation and emphasizes embedding the use of the GC Accessibility Passport into departmental accommodation processes, which TBS is committed to doing.

TBS is actively participating in an audit by the [Office of the Auditor General of Canada](#) that is looking at whether selected federal organizations, including TBS, fostered an accessible workplace for public service employees with disabilities.

The audit report is expected to be tabled in spring 2026. TBS is committed to responding to any recommendations it receives and taking action where possible.

### **Measuring success**

- Number of improvements resulting from Better Accommodation Project and Office of the Auditor General report
- Specific activities and performance measures to be included following TBS self-assessment and in response to any OAG recommendations once received

### **Improving career progression**

Career progression for employees with disabilities is crucial because it fosters inclusion, boosts motivation and demonstrates the organization's commitment to equal opportunities. This, in turn, helps support talented employees by increasing job satisfaction, loyalty and engagement, reducing turnover, and promoting a diverse, supportive workplace.

Over the past year, the Performance and Talent Management (PTM) team has advanced accessibility and inclusion through a few key initiatives:

- updating recognition practices to reflect inclusive principles
- participating in sector review panels to reduce bias in evaluations
- removing executive photos to minimize visual bias
- launching a new guide and toolkit to support fair and equitable employee assessments

This work is ongoing, with continued efforts to strengthen inclusive practices across performance and talent management activities.

To address concerns around slow career progression for employees with disabilities, TBS will implement recommendations from its recent Internal Talent Management Review. These actions will be aimed at identifying and removing barriers to advancement, increasing access to leadership development opportunities, and helping to ensure fair and equitable career progression for all employees.

A TBS working group will drive initiatives supporting career advancement for employees with disabilities, while continuously enhancing existing programs.

Launching in 2026, the group's initial focus will be to look at barriers to career development identified and assess current advancement tools available to new and junior employees with disabilities. They will explore developing practical tools that could include a checklist to empower employees to take proactive ownership of their career progression and prepare effectively for promotion opportunities. TBS will establish clear outcomes and deliverables and provide updates on new initiatives stemming from this working group in future progress reports.

By equipping employees with disabilities with specific knowledge, tools and advocacy skills, TBS aims to prevent stagnation at junior levels and build a strong feeder pipeline of diverse talent ready for senior roles. This approach aligns with broader succession planning and leadership development efforts, enhancing access to programs such as the Executive Development Leadership Program and Central Agencies Sponsorship Program, which help employees from equity groups to advance to management and executive positions.

TBS is also working to ensure equity in the Talent Mobility Tool. We are exploring how this tool can be used to support equitable access to opportunities and monitor trends.

### **Measuring success**

- Promotion rate of persons with disabilities equal to or greater than persons without disabilities

### **Mentorship Plus**

Mentorship Plus is a key initiative aligned with the Clerk's Call to Action forward direction, designed to support career advancement for EX minus 1 employees from employment equity and equity-seeking groups. It pairs protégés with executive-level sponsors to help navigate career pathways, increase visibility in informal networks, and access developmental opportunities – though it does not guarantee promotion. There have been four cohorts at TBS. Below is a summary of the program to date and expectations moving forward:

- Cohort four introduced a Mentorship-to-Sponsorship model, recognizing a spectrum of support from private guidance to public advocacy, allowing relationships to evolve organically based on trust and psychological safety.
- Eighty-three protégés have completed the program across four cohorts. Cohort four included 23 completed pairings out of 25, with six participants identifying as persons with disabilities completing the program.
- Reported benefits include improved career readiness, understanding of leadership competencies, strategic mindset development, built networks, connection with leaders, and insight into informal leadership norms.
- The next cohort is planned for winter 2026, running for 10 months, with expansion to the Central Agencies Sponsorship Program to include employees from TBS, the Privy Council Office (PCO) and the Department of Finance, enhancing sponsor pools and networking opportunities.
- TBS will continue to track participation and disaggregated data to ensure equitable representation and monitor satisfaction through surveys and accessibility feedback.
- The CA IDEA Secretariat will coordinate delivery of the program across the three central agencies and is planning to procure a pairing service solution, with a key requirement being accessibility compliance with the EN 301 549 Standard.

## **Measuring success**

- Number of participants who self-declare as persons with a disability, and their feedback on the program, including level of satisfaction, the administration platform and overall program support.

## **Representation of persons with disabilities**

TBS is pleased to have played its part in helping the GC to achieve its ambitious goal of hiring 5,000 new employees with disabilities by 2025.

Currently, like other GC departments and agencies, TBS is participating in a comprehensive expenditure review to ensure that Canadians are getting the kind of programs and services they deserve at a responsible cost. During a period of limited hiring, it will be important to sustain equity-based practices and monitor representation to preserve progress made in recent years.

To support fair and equitable hiring decisions, TBS established a Classification and Staffing Committee, which includes consideration of employment equity as part of its oversight function.

Where possible, TBS will continue to make use of existing tools and initiatives that facilitate the hiring of qualified candidates with disabilities, including:

- [Employment Opportunity for Students with Disabilities \(EOSD\)](#).
- [Federal Internship Program for Canadians with Disabilities \(FIPCD\)](#).
- EE pools at the EX-01, EX-03, AS-01, AS-02, EC-05 and EC-06 groups and levels created by the TBS Employment Equity Recruitment Team.
  - Of 192 qualified candidates, 41 identified as persons with disabilities across the groups and levels. As of summer 2025, four persons with disabilities were appointed (three at TBS and one outside TBS).

In addition, whenever possible, TBS will look to work with organizations with expertise in employment for people with intellectual disabilities, such as [LiveWorkPlay](#), which have a pool of qualified individuals who can be onboarded with expert guidance and support from LiveWorkPlay.

TBS remains committed to providing a barrier-free and positive experience for all candidates at every step of the staffing process. Assessment tools and merit criteria are reviewed at the outset to ensure that they are barrier free and inclusive (further to amendments to the Public Service Employment Act). Additionally, accommodations are provided to candidates during the assessment process, there is diversity among selection board members, and all board members are required to complete training to reduce unconscious bias.

Finally, while hiring is the first step, lasting progress depends on a workplace culture that entices employees not only to join TBS but to stay and thrive. The eighth priority area in this plan outlines our efforts in this regard.

### **Measuring success**

- Representation of persons with disabilities compared to workforce availability
- Completion rate for Inclusive Hiring Practices for a Diverse Workforce (COR120) (CSPS course), mandatory for managers with staffing delegation and recommended for managers on selection boards

- Completion rate for Understanding Unconscious Bias (W005) (CSPS course), recommended for managers on selection boards

### **3. Built Environment**

TBS is committed to leading by example by creating a barrier-free built environment that is inclusive, welcoming and safe for everyone. A physically accessible workplace enables all employees, clients and visitors – regardless of ability – to participate fully and feel a sense of belonging.

An inclusive, comfortable physical environment not only supports accessibility, but also contributes to employee morale, health, well-being and overall performance. Ensuring that our buildings and shared spaces reflect this is central to TBS's commitment to accessibility and inclusion.

#### **Barriers identified**

Over the past three years, TBS has made meaningful progress in identifying and removing physical barriers in its workspaces. This work has been guided by a built environment action plan, developed in close collaboration with the TBSFAN and informed by several key inputs:

- A 2019 built environment assessment by Public Services and Procurement Canada in collaboration with the Rick Hansen Foundation
- A report from the Canadian National Institute for the Blind on signage and wayfinding technology
- A journey-mapping exercise conducted with TBS employees with disabilities
- A consultation with the TBSFAN to prioritize physical accessibility improvements based on employee feedback

Despite progress, barriers remain, including:

- Limited access to inclusive, all-gender and wheelchair accessible washrooms on secure floors
- Inaccessible kitchen appliances in shared spaces, particularly microwaves
- Limited consideration of accessibility in emergency preparedness procedures
- Outdated signage
- The need for a more current assessment of accessibility at 90 Elgin

## Ongoing and planned initiatives

TBS is building on its momentum through specific actions to address remaining barriers in the built environment. Key initiatives include:

### Inclusive washrooms

- A new, accessible, all-gender washroom was constructed on the 7th floor of 90 Elgin. This project aligns with best practices by enhancing inclusive access in a high-traffic area and serves as a model for future upgrades in the building, as well as across the public service. Accessibility features include enough space to accommodate the turn radius of wheelchairs, interior push lock buttons, call alert buttons with outside door monitoring, in-use signage and security bars. Lessons learned and feedback from persons with disabilities will continue to inform future work and enhancements in this area.

### Accessible Microwave Pilot Project

- Launched in late 2025: In partnership with the TBSFAN, the Corporate Services Sector (CSS) began piloting a selection of accessible microwave ovens in strategic locations. The pilot aims to identify a model that is easiest to use for individuals with low or no vision. The goal of the initiative is to guide the purchase and installation of accessible microwaves on all floors. Expected completion: Late 2026.

### Updated built environment assessment

- Planned for completion by late 2027: the CSS intends to commission a new built environment assessment at 90 Elgin, again in collaboration with the Rick Hansen Foundation. This updated review will provide fresh perspectives and up-to-date recommendations, and help TBS prioritize future physical accessibility improvements.

### Emergency preparedness and safety

- Emergency exercises will continue on a regular basis, with increased attention to lockdown and shelter-in-place scenarios. Lessons learned will be used to update procedures in collaboration with employees with disabilities.
- Floor warden program: TBS will continue to recruit and train volunteer floor wardens, provide information on supporting persons requiring assistance and

ensure all employees know how to identify and contact their designated warden (lists are posted on all floors and available on the TBS intranet site).

- Quarterly Emergency Procedures Working Group meetings will resume, bringing together representatives from the CSS, the HRD and TBSFAN. The group will monitor and update emergency procedures based on employee feedback and best practices.
- Provide managers with clear guidance and supports to ensure the safety of employees with disabilities who require additional assistance on a permanent basis.

## Measuring success in the built environment

To monitor progress and maintain accountability, TBS will:

- Track the implementation and accessibility outcomes of completed infrastructure projects (e.g., inclusive washrooms, kitchen upgrades)
- Document findings from the 2027 Rick Hansen Foundation reassessment and use them to inform future plans
- Maintain records of participation in emergency drills and floor warden training
- Survey employees (including employees with disabilities) annually on their experience and satisfaction with the physical work environment and supporting tools, and identify emerging issues
- Evaluate the impact of quarterly Emergency Procedures Working Group meetings and the extent to which recommended changes are implemented

## 4. Information and Communication Technologies

Accessible digital tools and technologies are critical to building an inclusive, modern and high-performing public service. At TBS, we are committed to embedding digital accessibility and inclusive design into every stage of the information and communication technologies (ICT) life cycle – from procurement and development to implementation and ongoing use.

In alignment with the [ICT Accessibility Standards](#) under the *Accessible Canada Act*, TBS commits to proactively identifying and eliminating digital accessibility barriers in our systems, tools and content.

### Barriers identified

Through employee feedback and internal assessments, TBS has identified several key digital accessibility barriers, including:

- Legacy systems and tools that are not compatible with assistive technologies
- Documents and web content that do not meet [Web Content Accessibility Guidelines \(WCAG\) 2.1](#)
- Inconsistent application of accessibility best practices during the design and development phases
- Uneven employee awareness or training on digital accessibility standards

## Ongoing and planned initiatives

To eliminate these barriers and meet the requirements of CAN/ASC-EN 301 549 by June 2027, TBS has launched a number of initiatives:

### Financial Management Directorate

- In collaboration with the Information Management and Technology Directorate (IMTD), the Financial Management Directorate (FMD) is addressing the accessibility of their communications related to financial policy:
  - Implementing a departmental policy statement on accessibility in financial instruments by December 31, 2025
  - Internally publishing all departmental financial policies in accessible formats by December 31, 2028

Milestones to date include:

- New financial policy framework launched in July 2025, featuring accessibility requirements
  - Accessibility enhancements to 33 client-facing departmental policy instruments
  - Migration of four forms to the GC Forms platform to ensure WCAG 2.1 AA compliance
  - Accessibility upgrades to 12 intranet pages on TBS InfoSite
  - All new and updated departmental policy instruments are published in accessible formats
- Accessible financial information sessions

The FMD is ensuring accessibility across all its financial information sessions.

This includes:

- Publishing all session content in accessible formats and locations
- Using accessibility-enhanced presentation tools during sessions
- Publishing all session materials in advance and making accessible recordings transcripts available shortly after each session

Planned enhancements:

- Centralizing all shared session content by December 31, 2025
- Ensuring all future sessions are presented and published in fully accessible formats

## IT Service Desk

- The IT Service Desk (ITSD) plays a vital role in removing digital barriers by:
  - Supporting the WAC in providing specialized or custom workstations (e.g., braille readers or adaptive hardware)
  - Installing and supporting assistive software (e.g., screen readers)
  - Providing one-on-one training on assistive technology
  - Since 2022, a technical advisor has led accessibility-related requests, with more ITSD technicians now trained in hardware/software support, ensuring faster response times
  - ITSD will play a key role in supporting the HRD and the WAC with the digital Passport, launched in October 2025

## Measuring success in ICT

To monitor the effectiveness of these initiatives and ensure ongoing improvement, TBS will:

- Monitor the accessibility of new and updated internal financial policy instruments

## 5. Communication other than Information and Communication Technologies

TBS is committed to leading by example by creating and sharing communications products that are accessible, inclusive and usable by all. Whether informing Canadians or supporting employees, our communications – across documents,

events, web content and social media – must reflect the principles of accessibility and the diverse needs of our audiences.

A communications product refers to any product produced by or on behalf of the Government of Canada that informs the public or Government of Canada employees about policies, programs, services and initiatives, as well as dangers or risks to health, safety or the environment. Communications products can also aim to explain the rights, entitlements and obligations of individuals. Communications products can be developed for a variety of media.

## **Barriers to accessible communication**

TBS continues to learn from the lived experiences of people with disabilities who have shared barriers they face when accessing communications. Common issues include:

- Long or complex documents written in unclear or overly technical language
- Images and graphics without alternative text descriptions
- Low-contrast colours in documents, making text difficult to read
- Videos that lack captions or described video
- Events without sign language interpretation or real-time transcription
- Narrow interpretation of TBS policy instruments can result in limited accessible formats

These barriers can prevent users from fully engaging with or understanding key information. Addressing them is a priority.

## **Ongoing and planned initiatives**

To eliminate these barriers and improve the accessibility of our communications, TBS is implementing a range of initiatives.

Within Strategic Communications and Ministerial Affairs (SCMA), teams are applying the *Guidelines on Making Communications Products and Activities Accessible* across all their work, helping set a standard for accessible communication across government.

- The Social Media team is actively enhancing accessibility by:
  - Using descriptive alternative text (ALT text) for informative images

- Clearly identifying decorative images that do not require descriptions
- Exploring new tools and techniques to improve accessibility across platforms
- Promoting accessibility initiatives, such as the Accessibility Passport, employee networks like the TBSFAN and training opportunities available through the CSPA
- The User-Centred Design team continues to improve the accessibility and usability of high-priority web content. This includes recent usability reviews of pages related to public service pensions and benefits, values and ethics, and digital strategies.
- The ATIP Office offers accessible service options, providing requestors with the ability to communicate via their preferred medium (e.g., in writing or by phone). Applicants can submit their requests:
  - By email
  - By mailed correspondence
  - Via the ATIP Online Request Service (AORS)
  - By telephone
- In terms of release packages, the ATIP Office offers an opportunity to applicants who experience challenges reviewing information on a computer screen to review the records in the Reading Room on the main level of 90 Elgin.
- The Creative Services team is developing a new corporate visual identity for TBS. This includes updated fonts and colour palettes that align with recognized accessibility standards to ensure all visual elements are inclusive and readable. It also includes the creation of accessible master slides and styles for templates and products used by TBS employees.
- The Web Publishing team and the Internal Communications team remain committed to ensuring that all content published to Canada.ca and the Intranet meet WCAG 2.1 accessibility standards.
- Looking ahead, the Web Publishing and Social Media teams are exploring the use of artificial intelligence (AI) to proactively detect and address accessibility issues across digital platforms.
- Promoting accessibility-related learning through workshops and courses, including CSPA's *Addressing Disability, Inclusion and Barriers to Accessibility* (INC115) and Microsoft 365 training.

## Measuring success in communication

To track and evaluate progress on accessible communication, TBS will:

- Monitor compliance with WCAG 2.1 standards for all published digital content
- Track the number and types of communications products that meet accessibility standards (e.g., documents with proper ALT text, captioned videos, accessible PDFs)
- Survey employees and persons with disabilities to gather feedback on communication accessibility
- Collect metrics on participation in accessibility-related training and workshops
- Track adoption of the new accessible corporate visual identity across TBS products
- Evaluate the impact of AI tools used to detect accessibility issues on digital platforms

## 6. Procurement of Goods, Services and Facilities

TBS is committed to making accessibility a core consideration in all procurement activities. Building on previous work to improve accessibility in federal procurement, TBS has formalized processes to ensure accessibility is factored into every contract request.

### Barriers to accessible procurement

- Accessibility needs to be considered right from the start, instead of trying to adapt or make new purchased goods accessible once purchased
- Perceived lack of knowledge of how to do accessible procurement well

### Ongoing and planned initiatives

Accessibility is not treated as optional. It is built into the early stages of the procurement process, starting with the client's submission of the online Contract Initiation Form. When needed, procurement officers engage with clients to identify and assess the accessibility needs of end users, going beyond minimum compliance with standards.

A key tool in this process is the "Meaningful Accessibility Considerations" guidance document, which is included in the contract initiation workflow. It encourages both

clients and procurement officers to consider questions such as:

- Are there known accessibility needs for the intended users of the good or service?
- Is meeting current accessibility standards enough, or are additional measures needed?
- Have the evaluation criteria been designed to reflect accessibility requirements?

This approach supports the *Accessible Canada Act's* principle of “inclusive by design and accessible by default,” and sends a clear signal to suppliers that accessibility is a priority for TBS.

### **Measuring success in procurement**

Progress in accessible procurement will be measured through a combination of quantitative and qualitative indicators, including:

- Ensuring all procurement officers and clients are trained on using the “Meaningful Accessibility Considerations” guidance
- Evaluating the effectiveness of accessibility integration in procurement through client and end-user feedback
- Refining procurement templates and evaluation criteria based on lessons learned and evolving accessibility standards

## **7. Transportation**

The TBS understands that accessible and safe transportation is a critical component of a barrier-free workplace. Employees with disabilities must be able to commute to and from work with ease, safety and dignity. Whether arriving by car, taxi, public transit or specialized services like ParaTranspo, accessibility in transportation is essential to supporting full participation in the workplace.

TBS is committed to identifying and addressing transportation-related barriers at its worksites – most notably at its headquarters at 90 Elgin Street – and to ensuring that employees with disabilities have equitable access to reliable and safe transportation options.

### **Barriers to accessible transportation**

- Limited accessible parking available for employees or visitors with disabilities near building entrances.
- No designated safe drop-off zone for vehicles, taxis, or ParaTranspo at 90 Elgin Street.
- Confusion around the building's address or entrance location for pick-ups and drop-offs, which creates avoidable delays and stress.

## Ongoing and planned initiatives

TBS is taking steps to explore and address these transportation-related barriers in collaboration with its internal accessibility network (TBSFAN), facilities teams and relevant partners. Planned actions include working with the TBSFAN to:

- Review the current availability of accessible parking at 90 Elgin to determine whether additional spaces can be designated or existing ones relocated for better access.
- Assess the feasibility of establishing a clearly marked and safe drop-off zone for vehicles, including guidance for ParaTranspo, taxis and other services.
- Improve signage and communications related to the department's address, by establishing one door as the only option for pick-up and drop-off.

## Measuring success in transportation

Progress in this area will be measured through:

- Consultation with employees with disabilities and the TBSFAN on the effectiveness of changes
- Confirming the implementation of any physical or communications improvements (e.g., new signage, additional parking or drop-off designations)

## 8. Workplace Culture

As a central agency, TBS plays a leadership role in shaping culture across the federal public service. Lasting accessibility depends not only on the design of tools, services and policies, but also on how we think, act and work together.

Workplace culture influences whether accessibility becomes part of everyday practice. When accessibility is embedded in values and behaviours, it is no longer perceived as an individual burden or an add-on. It becomes part of how we lead,

collaborate, make decisions and support one another. A culture rooted in accessibility strengthens psychological safety, reduces barriers and inequalities, and improves the inclusion, engagement, retention and success of employees with disabilities.

## **Barriers to accessible workplace culture**

Advancing workplace culture change at TBS requires ongoing learning and adaptation, and we recognize several areas where further progress is possible. Awareness and understanding of accessibility, disability inclusion and anti-ableist practices continue to evolve across the organization, and competencies such as trauma-informed leadership and inclusive decision-making are still emerging. Accessibility is not yet consistently embedded into onboarding, performance management, leadership development and day-to-day people management, which can lead to uneven practices across sectors. Employees with disabilities also report ongoing challenges related to psychological safety, including concerns about disclosure or stigma. At the organizational level, competing priorities, resource constraints and varying readiness across teams can make it difficult to implement accessible practices consistently, particularly in hybrid meeting environments and fast-paced policy contexts. There are meaningful opportunities for TBS to deepen its commitment to accessibility, embed inclusive practices across its systems, and continue building a workplace culture where all employees feel valued, respected and included. This includes developing clearer indicators to track progress and strengthen accountability.

Higher rates of harassment (23%) and discrimination (22%) were reported by persons with a disability in PSES 2024 compared to persons without a disability (9% and 6%, respectively). It should also be noted that there has been a negative shift since the last survey cycle in 2022.

## **Ongoing and planned activities**

### **Strengthening governance, accountability and measurement**

To create a barrier-free workplace, TBS will focus on building structured systems and tools that support accessibility planning and monitoring:

- Establish clear governance and a structured planning and reporting cycle for the TBS Accessibility Plan, ensuring transparency and consistency
- Increase engagement with employees with disabilities to strengthen consultation and integrate feedback early in the planning process
- Develop a performance measurement framework for accessibility, enabling senior managers to set priorities and track progress through an internal governance committee

### *Leadership and accountability*

To embed accessibility into TBS culture, we will focus on leadership behaviours and decision-making practices that drive change:

- Integrate accessibility into governance practices and performance discussions, making it a core consideration in leadership evaluations and operational decisions
- Formalize the role of TBSFAN advice in departmental governance by establishing a recurring consultation protocol with senior leadership, ensuring accessibility perspectives inform strategic decisions

### **Expanding training and strengthening learning culture**

Training and expertise are critical when transforming workplace culture to be more accessible and inclusive because they provide the necessary knowledge, skills and best practices to address diverse needs effectively. Trauma-informed, anti-ableist and accessibility-focused learning strengthens awareness, reduces stigma, and equips leaders and employees with the skills to work inclusively.

Well-designed training helps raise awareness about unconscious biases, accessibility challenges and inclusivity, while equipping employees and leaders with practical tools to create an environment where everyone feels valued and supported.

The Human Resources Division's Learning and Community Development Services team will conduct a needs analysis to identify training options for TBS employees at all levels, including management, related to accessibility. This work will build on the training that already exists at TBS and the internally developed Accessibility Series.

Results of the analysis will inform a learning framework and support further integration of accessibility into onboarding, leadership development and performance management.

### **Workplace assessment and psychological safety**

As stated above, results from the 2024 Public Service Employee Survey show higher self-reported rates of harassment and discrimination among employees with disabilities compared to employees without disabilities.

TBS is advancing its efforts to foster a safe, respectful and inclusive workplace in alignment with the [Work Place Harassment and Violence Prevention Regulations](#). Building on consultations with persons with disabilities, TBS has completed a comprehensive workplace assessment that examines factors such as workplace culture, conditions, activities, organizational structures and physical design to identify risk factors and prevention measures. The recommendations from this assessment will guide ongoing improvements aimed at ensuring all employees feel valued, respected and safe. Implementation of these measures remains a key priority for TBS as part of its commitment to continuous improvement and compliance with regulatory requirements.

These efforts reinforce that culture change requires sustained leadership attention, visible commitment and consistent follow-through. However, despite these challenges, TBS is looking to build upon the momentum and progress that's already been achieved or initiated in the last three years.

### **Culture change in action**

Three years into the implementation of our first departmental accessibility plan, we are seeing real signs of progress:

- More accessible documents: Employees are using tools like Microsoft's Accessibility Checker, and document errors are decreasing
- Inclusive meeting practices: Meeting organizers are sharing materials in advance and using features like PowerPoint Live to improve engagement, especially for screen reader users
- Proactive accommodation: More meeting and event invitations now include accommodation statements and services like sign language interpretation are

increasingly being used

- Sector-led wellness and inclusion: Several TBS sectors have implemented their own working groups and initiatives to promote healthier and more inclusive workplaces
- Dedicated funding and support for employee networks including the TBSFAN and employee time to support its work
- Creation of the unified CA IDEA Secretariat: Bringing together the strengths and resources of TBS, FIN and PCO to eliminate barriers to equity, create opportunities for employees, and build a more effective and inclusive culture across the three departments. Through integrated leadership, the Secretariat is building on foundational work that has been done to date.

These changes reflect a growing understanding that accessibility is a shared responsibility.

## **Employee network leadership**

Employee networks are among the most powerful drivers of culture change. At TBS, the TBSFAN is one of the most active and visible forces advancing accessibility, inclusion and equity through lived experience, collaboration and advocacy.

Founded in 2020, the TBSFAN unites employees with disabilities and their allies across both departments, offering a trusted forum to share experiences, address barriers and shape accessibility practices and policies from within.

TBSFAN partners directly with senior leadership — including a deputy minister sponsor and an ADM-level accessibility champion — to embed accessibility at the executive level and ensure that decision-making reflects lived experience. The TBSFAN regularly consults with sectors across TBS and Finance on accessibility issues and plays a recognized advisory role in the design and implementation of accessibility plans and reports.

A hallmark of the TBSFAN's leadership has been its collaboration with senior management to co-develop the TBS Accessibility Awards of Excellence, an annual recognition program celebrating individuals and teams who demonstrate leadership, creativity and innovation in advancing accessibility and disability inclusion.

Beyond its policy and advisory influence, TBSFAN partners with the department and leads an active program of awareness and engagement throughout the year. Its major campaigns and events include:

- National AccessAbility Week (NAAW) — highlighting innovation and inclusion across the public service
- National Disability Employment Awareness Month (NDEAM) — spotlighting career development, mentorship, and equity in employment
- International Day of Persons with Disabilities (IDPD) — celebrating achievements and reaffirming the “Nothing Without Us” principle in policy and practice

These annual events bring together employees, executives and partners from across government to deepen understanding, share solutions and celebrate the contributions of employees with disabilities.

Key ongoing and planned initiatives for 2026–2029 include:

- Advocating for the department to embed measurable executive performance commitments tied to accessibility and inclusion outcomes
- Modernizing accommodation processes with clear service standards and training for both managers and employees
- Developing career-advancement and mentorship program advice that addresses systemic stagnation faced by employees with disabilities
- Monitoring and supporting departmental progress on implementing accessibility regulations and plans

Through its leadership, partnerships and advocacy, the TBSFAN helps cultivate a culture where accessibility is not merely accommodated but celebrated — where inclusion is recognized as a source of innovation, belonging and public-service excellence.

The TBSFAN also continues to champion accessibility improvements across TBS operations. Working closely with the Corporate Administrative Services Directorate (CASD), the TBSFAN proposed the development of a truly accessible, bilingual, and inclusive meeting infrastructure at 90 Elgin — an enterprise-first model designed to eliminate communication barriers in hybrid meetings and ensure full participation for all attendees. This initiative, now under CASD review, calls for retrofitted meeting

rooms, portable interpreter booths, integrated captioning and assistive technologies, and dedicated staff to sustain accessible event delivery. Once implemented, it will position TBS as a model for inclusive meeting design across the core public administration.

In addition to efforts to by the TBSFAN to drive culture change, sectors and teams across the Secretariat are embracing accessibility and look to mainstream accessibility best practices as part of their role.

### **Embedding accessibility across sectors**

Across the Secretariat, sectors are increasingly treating accessibility as part of everyday work.

### **Supporting accessible meetings and workspaces**

The CASD ensures departmental meetings and events are accessible. This includes:

- Adjusting physical room layouts for accessibility
- Coordinating audiovisual needs for interpreters and captioning
- Ensuring virtual meetings are set up to support full participation

This operational support helps normalize accessibility in daily work.

### **Ensuring accessible governance and documentation**

The Priorities and Planning sector ensures all documents and presentations shared through TBS-run committees are accessible. This includes:

- Reviewing all presentations to ensure accessibility
- Regularly reviewing committees' templates to ensure they are accessible

This initiative also supports pillar 4 of the *Accessible Canada Act* by ensuring that products used to disseminate information to various levels of TBS and across the public service are accessible and that participants are able to fully participate in committee meetings.

### **Building awareness and allyship**

The Expenditure Management Sector is integrating accessibility into broader inclusion efforts, through its Anti-Racism and Employment Inclusion Working

Group. This sector-led group:

- Shares information and tips for making presentations accessible
- Raises awareness through training and sector-wide initiatives
- Highlights accessibility-related findings from the PSES to identify strengths and areas for improvement

## Measuring success in workplace culture

Culture change develops gradually and is hard to quantify, but we can measure its growth over time through:

- PSES results related to the following themes:
  - Employee engagement
  - Immediate supervisor
  - Harassment
  - Discrimination
  - Duty to accommodate
  - A safe and healthy workplace
  - A psychologically healthy workplace
  - Work-related stress
- Completion rates for accessibility-related training and for mandatory workplace harassment and violence prevention training

Monitoring these indicators over time will help TBS identify strengths, address persistent barriers and build a workplace where accessibility is embedded in the way we work, lead and serve. TBS will leverage the government-wide [mental health dashboard](#) to measure success in this area.

## Conclusion

TBS is committed to creating a workplace and public service where accessibility and inclusion are not just priorities, but foundational commitments that guide how we work every day. This three-year plan builds on the progress made since 2022 and reflects our dedication to continuous improvement – listening, learning and adapting to better meet the needs of employees and Canadians.

As a central agency, TBS has a unique responsibility to lead by example, ensuring that accessibility is embedded into the policies, programs and services that shape the GC. By removing barriers and preventing new ones, we are not only improving our own organization but also helping to build a barrier-free public service that Canadians can trust and rely on.

We know that achieving lasting change requires partnership and accountability. Progress will be measured, shared publicly and informed by the voices of people with disabilities and their allies. Through annual progress reports, ongoing consultations and the efforts of our dedicated employees – especially the members of the TBSFAN – we will track our success, celebrate milestones and identify where more work is needed.

Accessibility is not a destination we reach once, but a lasting commitment to progress, accountability and inclusion. As our workplaces, technologies and communities evolve, so must our understanding of what true accessibility means. By continuing to learn, listen and act together, we will foster a culture where everyone can participate fully and equally, ensuring that TBS remains an employer of choice and a leader in building an accessible, inclusive and effective public service for all Canadians.

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