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# Shared Services Canada 2024-2025 Accessibility Progress Report

December 2025

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Shared Services Canada 2024-2025 Accessibility Progress Report  
Cat. No. P115-14E  
ISSN 2817-8688

Publié aussi en français sous le titre :  
Rapport d'étape sur l'accessibilité 2024-2025 de Services partagés  
Canada

No. De catalogue P115-14F  
ISSN 2817-8696

# Message from the President and the Executive Vice-President

We are pleased to present Shared Services Canada's (SSC) 2024-2025 Accessibility Progress Report. Over the past year, SSC has made significant progress in accessibility, as both an employer and a service provider to the Government of Canada (GC). This is the third and final annual progress report for SSC's 2022-2025 Accessibility Plan. Our work over the past 3 years to remove barriers and build a more inclusive organization has established a strong foundation for our Shared Services Canada 2025-2028 Accessibility Plan.

Key progress from 2024-25 includes:

- SSC completed accessibility audits of 18 workplace buildings, working with Public Services and Procurement Canada (PSPC). The audits identified necessary modifications to ensure compliance with accessible design standards for buildings
- SSC advanced work to meet the National Standard of Canada on Accessibility requirements for Information and Communication Technologies (ICT) products and services (hereafter referred to as the "CAN/ASC EN 301 549:2024 standard"). SSC updated our Accessible ICT Procurement Guide and contracting requirements generator to reflect the latest standard
- SSC continued to provide workplace accommodation and digital accessibility services to GC workers through our Accessibility, Accommodation and Adaptive Computer Technology (AAACT) program. Demand for AAACT services continued to increase in 2024-25 partially due to the implementation of a common hybrid work model for the public service

We continue to consult with persons with disabilities to ensure our priorities reflect real needs and remove barriers effectively.

While we're proud of our progress, we know there is more work ahead. We remain committed to learning, improving, and working together to advance accessibility and inclusion at SSC.

Thank you to our employees and partners for their dedication. When everyone is included, we are stronger together.

**Scott Jones**

(he/him)

President of Shared Services Canada

**Raj Thuppal**

(he/him)

Executive Vice-President of Shared Services Canada

## Message from the Persons with Disabilities Champions

SSC has made positive strides in implementing its Shared Services Canada 2022-2025 Accessibility Plan. A key part of this work is ongoing consultation with persons with disabilities to help shape more inclusive policies, improve decision-making, and strengthen both our workplace culture and our client services.

SSC's feedback mechanism allows employees and clients to report accessibility barriers. Together, these inputs are used to make real improvements.

As Champions for SSC's Persons with Disabilities Network, we encourage all employees to read this 2024-25 Accessibility Progress Report and take part in building a more inclusive workplace. By working together, we ensure that accessibility is not an add-on, but a core part of how SSC operates.

## **Julie Hébert**

Champion, Persons with Disabilities

## **Yana Hof**

Champion, Persons with Disabilities

# **General**

## **Alternate formats**

Large print, print, braille, MP3 (audio), e-text, and DAISY formats are available on demand. You may use the contact information below to request a copy of Shared Services Canada's Accessibility Plan, this Accessibility Progress Report, or the feedback mechanism process description in an alternate format.

## **Accessibility feedback**

If you have questions or comments about Shared Services Canada's Accessibility Plan, this Accessibility Progress Report, or any barriers you may have experienced when dealing with SSC, we want to know.

## **Designated person to receive feedback**

The Director, Accessibility Strategy and Governance is responsible for receiving feedback on Shared Services Canada's Accessibility Plan or any issue or barrier related to accessibility you experience when dealing with

SSC.

**Important note:** Accessibility feedback received by SSC will be acknowledged in the same format it was received in unless received anonymously.

## How to contact SSC to provide accessibility feedback

Provide your feedback using any of the methods below.

By email:	<a href="mailto:sscaccessibility-accessibilitespc@ssc-spc.gc.ca">sscaccessibility-accessibilitespc@ssc-spc.gc.ca</a>
Online:	<a href="#">Provide feedback on accessibility at Shared Services Canada</a>
By telephone:	(Toll-free) <a href="tel:1-833-970-3746">1-833-970-3746</a>
By mail:	Director, Accessibility Strategy and Governance Shared Services Canada 219 Laurier Avenue West, 3rd Floor Ottawa, Ontario K1P 5J6

# Progress Report

## Background

### Shared Services Canada's Accessibility Plan 2022 to 2025

SSC published its first Accessibility Plan on December 16, 2022, in compliance with the [Accessible Canada Act \(ACA\)](#) and the [Accessible Canada Regulations](#). This foundational plan established the benchmark for

evaluating SSC's progress toward becoming a more disability-inclusive and accessible organization. The plan includes:

- **Goals:** Long-term commitments targeted for achievement by 2040
- **Objectives:** Specific areas of improvement slated for the upcoming 3 years
- **Key Planned Actions (KPAs):** Concrete steps designed to achieve our objectives

## Overview of the 2024-2025 Accessibility Progress Report

The 2024-2025 Accessibility Progress Report (APR) details SSC's achievements during the final year of its 2022-2025 Accessibility Plan. It covers the period between April 1, 2024 and March 31, 2025 and also reflects on progress made over the 3-year time frame of the 2022-2025 Accessibility Plan. These insights are invaluable as the Department begins implementation of SSC's [2025-2028 Accessibility Plan](#).

## Summary of progress

Shared Services Canada's (SSC) 2024-2025 Accessibility Progress Report showcases significant strides in its accessibility initiatives, with 23 out of 33 key planned actions (KPAs) completed or substantially progressed. See [Annex A: Key planned action progress overview](#) for a brief summary of completion status. See [Key planned actions and progress by priority area](#) for more details on the progress made against each KPA. This demonstrates SSC's unwavering commitment to accessibility across the following 8 key priority areas.

1. Design and delivery of programs and services
2. Information and communication technologies (ICT)
3. Procurement of goods, services and facilities
4. Employment

5. Built environment
6. Communication other than ICT
7. Culture
8. Transportation

## Key planned actions and progress by priority area

### Design and delivery of programs and services

Accessibility in the design and delivery of SSC programs and services means ensuring that the needs of persons with disabilities are intentionally and proactively included in the design, development and implementation of all enterprise IT services SSC provides to partner departments. This is done by collaborating with persons with disabilities and making accessibility and disability inclusion a priority in decision-making and key design and delivery practices.

SSC has 9 KPAs for the priority area of Design and Delivery of Programs and Services. The following describes SSC's progress in these KPAs in 2024-2025.

#### **Increase accessibility awareness at the governance table (KPA 1.1)**

Review existing governance to find ways to incorporate accessibility insights from feedback and consultations in decision-making.

#### **Progress made**

SSC considered accessibility and disability inclusion in reviews of internal governance processes. For example, the department worked to integrate accessibility considerations and checkpoints into its internal project management processes including the project intake form.

## **Increase integration of accessibility requirements into practices (KPA 1.2)**

Work with SSC's departmental planning and reporting team to align and integrate accessibility requirements into existing planning and reporting systems, processes, tools and workflows.

### **Progress made**

SSC continued to embed accessibility into departmental planning and reporting. SSC added accessibility sections to our 2023-2024 Departmental Results Report, 2024-2025 Departmental Plan, and 2024-2025 Branch Business Plans. SSC internal planning and reporting meetings and tools also included accessibility updates and resources. The templates and documents SSC uses for planning and reporting are also reviewed for accessibility with corrective measures taken if needed.

## **Create an accessibility testing policy (KPA 1.3)**

Establish an accessibility testing policy starting with SSC's enterprise user-centric services and technologies, SSC internal operational services and technologies, and technology-specific operational technologies.

### **Progress made**

In 2024-2025, SSC carried out research and discussions to advance an accessibility testing policy using the CAN/ASC EN 301 549:2024 standard. The purpose of the research and engagement was to determine the scope and timing for a testing policy.

## **Increase representation of persons with disabilities in SSC's workforce (KPA 1.4)**

Increase representation of persons with disabilities (PWDs) in SSC's workforce by using employment best practices so lived experiences contribute to the design and delivery of enterprise IT infrastructure and services.

## **Progress made**

The number of persons in the SSC workforce who self-identify as persons with disabilities increased by more than 5 % in 2024-2025, from 616 on April 1, 2024, to 647 on April 1, 2025.

SSC leveraged opportunities to hire persons with disabilities including attending career fairs, supporting Carleton University's Act to Employ program and working with the LiveWorkPlay organization. SSC also participated in a pilot for Specific Name Referral (SNR) from the Federal Student Work Experience Program (FSWEP). This allowed SSC managers to select students from FSWEP who self-identify as persons with disabilities.

SSC also promotes the use of hiring tools for persons with disabilities, including the Federal Internship Program for Canadians with Disabilities (FIPCD), the High School Students with Intellectual Disabilities Integration Program, and self-declared persons with disabilities in the Digital Talent processes. SSC also encourages adoption of the Government of Canada Workplace Accessibility Passport to ensure successful onboarding and accommodation of new hires.

## **Create strategies to improve accessibility capability (KPA 1.5)**

Develop and implement strategies to enhance accessibility capacity at SSC in the following areas:

- accessibility testing for SSC enterprise IT systems and services
- accessibility training for anyone responsible for the design and/or delivery of SSC's programs and services

## **Progress made**

SSC researched and discussed with SSC stakeholders to determine the scope and timing of an accessibility testing policy using the CAN/ASC EN 301 549:2024 standard.

SSC's AACT program provided training to ensure accessibility considerations in the design and delivery of SSC's programs and services. Course topics included accessible ICT procurement strategies and best practices, document accessibility, building accessibility and inclusion, digital accessibility, overview of accessibility features on smartphones and adaptive technology in the workplace, and best practices in accessibility, workplace adjustments and job accommodation for GC managers and HR professionals.

## **Decrease accessibility barriers in key SSC enterprise processes (KPA 1.6)**

Review, in consultation with persons with disabilities, key SSC enterprise processes and practices to identify options and address accessibility gaps.

## **Progress made**

SSC, through consultations and feedback, identified accessibility gaps in processes including the need to consider accessibility in ICT development and procurement. These results were used to internally address accessibility gaps where possible and to inform SSC's 2025-2028 Accessibility Plan.

## **Increase alignment of accessibility, security, privacy, and risk assessments (KPA 1.7)**

Review practices and materials to identify opportunities to align accessibility assessments with security, privacy, and risk assessments.

## Progress made

SSC monitors the demand for short-term accommodations, adaptive technology, services, and ICT tools for public service employees with disabilities or injuries through the use of performance measurement dashboards.

As part of the practice review, SSC examined the existing practices and materials related to security, privacy, and risk assessments. These have not yet been explicitly aligned with each other but are not inconsistent with AACT's proposed accessibility practice. SSC has not yet completed the work needed to fully align them due to resourcing constraints.

## Create a roadmap to address accessibility barriers in SSC's ICT (KPA 1.8)

Develop a roadmap to address accessibility barriers in SSC's ICT for end users and employees.

## Progress made

SSC started an ICT Accessibility Baseline Research Project to assess the current state of the accessibility of user-interfaced ICT in the department. Also, as noted above in KPA 1.3., SSC carried out research and discussions to advance an accessibility testing policy using the CAN/ASC EN 301 549:2024 standard. These 2 actions were foundational steps towards developing a roadmap to address accessibility barriers in SSC's ICT for end users and employees.

## Assess demand for accessibility products and services (KPA 1.9)

Assess demand for the following services:

- AACT services to ensure SSC continues to provide relevant support for departments who offer programs and services to Canadians and

federal public service employees with disabilities, injuries, and ergonomic requirements. This includes a review of AACT's service offerings, tools, training, resources, and adaptive computer technologies

- SSC's Lending Library program to ensure SSC continues to offer relevant short-term accommodations, adaptive technology, services, and tools for public service employees with disabilities or injuries

## **Progress made**

Demand for AACT services increased across all streams from 2023-2024 to 2024-2025 (fiscal years): The number of information sessions provided rose by 24% to 578, new clients increased by 41% to 357, advice provided on procurements totaled 169 unique procurements, and formal testing requests grew by 42% to 172.

The SSC Lending Library Service Pilot Project (LLSP) concluded on March 31, 2024. In 2024-25, SSC integrated the findings from this successful pilot project into the regular AACT service stream using a streamlined, client-focused process that supports a social model of disability inclusion.

Results from SSC's January 2025 Client Satisfaction Feedback Initiative (CSFI) questionnaire showed a consistent satisfaction rating of 3.89/5.00 from Government of Canada Chief Information Officers (CIOs) regarding the accessibility of SSC's programs and services.

## **Information and communication technologies**

Information and communication technologies (ICT) accessibility ensures that people with and without disabilities can access the same information, perform the same tasks, and receive the same IT services.

This priority area focuses on the accessibility of SSC's corporate solutions, tools, and practices that SSC employees use to do their work. Given SSC's mandate, ICT accessibility additionally connects to the priority areas of the procurement of goods, services, and facilities, as well as the design and delivery of programs and services.

SSC has 6 KPAs related to the ICT priority area. The following describes SSC's progress in these KPAs in 2024-2025.

### **Increase accessibility awareness at governance tables (KPA 2.1)**

Review existing governance to identify opportunities to continually incorporate accessibility information from feedback and consultations into decision-making.

Note: This KPA is shared between the Design and Delivery of Programs and Services and ICT priority areas. Progress is also reflected in KPA 1.1 under Design and Delivery of Programs and Services.

#### **Progress made**

SSC considered accessibility and disability inclusion in reviews of internal governance processes. For example, the department worked to integrate accessibility considerations and checkpoints into its internal project management processes including the project intake form.

### **Increase the visibility of accessibility in key management processes (KPA 2.2)**

Integrate accessibility into SSC's Enterprise IT Procurement and Corporate Services Branch's (EITPCSB) annual business planning and reporting.

#### **Progress made**

All SSC branches have incorporated an accessibility section into their annual business plans, detailing how accessibility is integrated into their HR, workplace services, procurement, and/or IM/IT services.

In 2024-2025, Accessibility senior management joined the branch business planning group to further integrate accessibility into corporate planning. AACT also continued to participate in project management processes, support oversight of new CIO enterprise projects and champion the integration of accessibility into CIO governance bodies.

This KPA has been completed.

### **Create accessibility training strategies (KPA 2.3)**

Develop and adopt training strategies to build accessibility competencies for anyone responsible for the design and/or delivery of SSC's corporate ICT solutions, tools, and practices.

#### **Progress made**

SSC's AACT program hosted more than 80 training sessions for GC employees in 2024-2025 on topics including digital accessibility, disability inclusion, accessible ICT procurement strategies, and demonstrations of accessible technology. Feedback from course evaluations is used to continuously improve SSC's accessibility training strategies and curriculum.

SSC also began contributing to interdepartmental work to develop training for GC employees involved in the development, maintenance or purchasing of digital technologies, in anticipation of proposed future ICT regulations under the *Accessible Canada Act*.

### **Decrease accessibility barriers in corporate processes (KPA 2.4)**

Review key SSC corporate processes and practices with persons with disabilities to identify and address accessibility gaps.

## Progress made

Through consultations with employees, including persons with disabilities, in December 2024, SSC determined that the majority of accessibility gaps were found in the following priority areas:

- culture
- employment
- built environment

Additionally, SSC reviewed feedback mechanism input received from employees, including persons with disabilities, and identified the following 5 priority areas where most accessibility barriers were found in 2024-2025:

- built environment
- information and communication technology
- communication
- employment-related
- culture

To address gaps in these areas, SSC focused on those priority areas in the development of the key planned actions for SSC's 2025-2028 Accessibility Plan.

In addition, SSC completed the following actions in 2024-2025:

- made job poster language more inclusive for persons with disabilities
- increased visible signage for room locations and office etiquette
- emphasized Duty to Accommodate training for managers and HR staff
- created guidelines for accessible virtual meetings

## Decrease accessibility barriers in the hybrid work environment (KPA 2.5)

Collect accessibility feedback from SSC employees on their hybrid work environment experience and take corrective action where necessary.

## Progress made

SSC completed several employee engagement activities in 2024-25 to collect accessibility feedback related to the hybrid work environment and the department took action to resolve issues that were raised. This included making adjustments to hybrid workspaces and hybrid meetings, as well as to digital collaboration tools used to facilitate hybrid work at SSC and in other GC organizations. Collaboration with SSC's Persons with Disabilities Network has been critical to this ongoing work to identify and remove accessibility barriers in the hybrid work environment.

## Increase awareness and usage of accessibility job aids (KPA 2.6)

Develop and adopt a plan to increase SSC employees' use of the Government of Canada Workplace Accessibility Passport, AACT, and Lending Library programs.

## Progress made

SSC worked closely with the Treasury Board Secretariat's Office of Public Service Accessibility (TBS-OPSA) to promote the Government of Canada Workplace Accessibility Passport to GC employees, including SSC employees. SSC completed 47 internal presentations for SSC employees on the Passport.

SSC promoted AACT programs (including the Lending Library) to GC and SSC employees through a variety of communications channels including the "AACT Now for Accessibility" newsletter, the Canada.ca website, social media, SSC's internal employee newsletter and an "Accessible Horizons" podcast based on live virtual outreach events with GC employees.

In October 2024, SSC hosted an Innovation Fair for federal public servants that included a kiosk providing information on the AACT program's digital accessibility and workplace accommodations services.

SSC participated in a virtual event to mark the International Day of Persons with Disabilities on December 3, 2024.

Finally, AACT provided 88 accessibility training sessions for SSC and GC employees on the following topics: Document Accessibility, ICT Procurement, and Creating an Inclusive Workplace Culture.

## **Procurement of goods, services and facilities**

Accessibility in procurement means meeting the broadest set of user needs possible from the start of the process. This can help reduce future accommodation needs.

SSC has 3 KPAs related to the priority area of Procurement of Goods, Services, and Facilities. The following describes SSC's progress on these KPAs in 2024-2025.

### **Increase awareness of the industry's readiness to provide accessible solutions (KPA 3.1)**

SSC will reach out to suppliers to better understand the industry's readiness to provide accessible digital communications, workplace support and enterprise resource planning solutions.

#### **Progress made**

SSC posted a Request for Information (RFI) on the application of Accessibility Standards amongst suppliers to better understand industry's awareness and use of ICT accessible standards and barriers or challenges they would experience if conformance was required. Six respondents who provided IT Services and IT Consulting Services responded.

SSC held meetings with major IT service providers to discuss the inclusion of accessible features and government requirements in their products. SSC provided feedback to the Microcomputer National Master Standing Offer

(NMSO) which will result in new, expanded categories of goods that provide for the accessibility and usability needs of the GC workforce. SSC has a dedicated team who worked closely to compile accessibility and usability feedback for discussion with Microsoft.

SSC issued a Request for Standing Offer (RFSO) for Accessibility Conformance Testing services in July 2024. This RFSO was developed in collaboration with partner departments including Employment and Social Development Canada, Public Services and Procurement Canada, Health Canada, the Canada Revenue Agency and Statistics Canada. The RFSO objective was to establish a standing offer that SSC and other departments can use to procure accessibility testing as needed.

## **Collaborate on a new ICT accessibility standard (KPA 3.2)**

Liaise with other GC organizations, including TBS and Accessible Standards Canada (ASC), on a planned new GC ICT accessibility standard that includes implementation related to SSC's mandate.

### **Progress made**

SSC's AACT program continued to collaborate with partners on implementation of the new national ICT accessibility standard. This included Public Services and Procurement Canada's (PSPC) Accessible Procurement Resource Centre (APRC) and other GC departments and agencies, including Employment and Social Development Canada (ESDC), TBS and ASC. This work includes preparing for proposed new ICT regulations under the *Accessible Canada Act*.

In 2024-25, SSC:

- assisted 35 GC departments
- advised on 169 procurements, non-competitive contracts, and consultations for SSC's EN 301 549 (2021) pilot

In 2024-2025, SSC launched 2 external tools on the [Digital Accessibility Toolkit's](#) Resources and Tools page: A technical summary of EN 301 549 v3.2.1 (2021) and a guide for including accessibility in ICT-related procurement. SSC also updated its requirements generator to incorporate the new national standard into ICT procurements.

### **Increase accessible products/services monitoring and reporting (KPA 3.3)**

Establish a formal process to monitor and report progress on the procurement of accessible ICT. This includes capturing the number of procurements subject to SSC's procurement governance review, including ICT accessibility.

#### **Progress made**

In fiscal year 2024-2025, accessibility indicators were added to both the requisition and contract sections of the Procure-to-Pay (P2P) electronic procurement system, to monitor and report progress on the procurement of accessible information and communication technology (ICT). Accessibility indicators will be reviewed and updated as accessibility reporting requirements evolve. SSC's framework and tools for the procurement of accessible ICT are aligned with the standard.

### **Employment**

Employment includes recruitment through hiring, onboarding, accommodations, career and job development, performance management and job exit.

SSC has 4 KPAs related to the priority area of employment. The following describes SSC's progress on these KPAs in 2024-2025.

## **Increase alignment of staffing plans to the Department's established targets for hiring persons with disabilities (KPA 4.1)**

Make use of best practices within SSC and across the GC to develop and implement an integrated strategy to better align staffing plans to the Department's established targets for hiring persons with disabilities.

### **Progress made**

SSC integrated Employment Equity, Diversity and Inclusion (EEDI) commitments into performance agreements, promoted various development solutions, and used Microsoft 365 Suite's accessibility features. SSC completed its 2022-2025 EEDI Action Plan and began work on the 2025-2028 plan in consultation with persons with disabilities. SSC expanded outreach by providing information sessions and training to employment service providers like Youth Employment Services (YES) and the YMCA of Greater Toronto.

SSC also played a key role in National AccessAbility Week 2024 and contributed to the 2025 Non-Apparent Disabilities Campaign. The Department also supported hiring managers and prepared for a new staffing plan aligned with employment equity targets.

## **Increase managers' awareness of disabilities through training (KPA 4.2)**

Design and deliver tailored training on various disabilities to managers.

### **Progress made**

SSC delivered training workshops specifically designed for managers. These workshops targeted the adoption of best practices in accessibility, use of the Government of Canada Workplace Accessibility Passport and other steps to creating an inclusive workplace culture. SSC also continued to work

with partners such as TBS in advancing the GC Workplace Accessibility Passport; a key document in enabling discussions between managers and employees who require accommodation, including employees with disabilities.

### **Increase support for employee accommodation needs (KPA 4.3)**

Establish a Centre of Expertise to support employee accommodation needs that will:

- Develop and deliver regular communications for supervisors about their duty to accommodate and the resources available at SSC to support employee accommodations
- Establish a “yes by default” approach for accommodations and adaptive computer technology, allowing SSC to manage employee accommodations and adaptive computer technology requests more quickly and efficiently
- Develop information and tools to improve onboarding for employees with disabilities, which includes ensuring they have the accommodations they need upon arrival
- Develop and implement a performance/data management strategy for capturing employee/accommodation information to identify and report on data/trends

### **Progress made**

After being established in 2023, SSC’s Duty to Accommodate Centre of Excellence (DTA CoE) undertook several key initiatives in 2024–2025. The CoE delivered 47 DTA presentations to over 4,875 SSC participants, published 20 installments of a “Did you know?” series, 6 articles in the SSC Gazette, and integrated DTA resources into new employee onboarding processes. The DTA CoE also collected data from cases for trend analysis to ensure compliance and meet accessibility targets. Furthermore, SSC

participated in the Government of Canada Digital Workplace Accessibility Passport pilot, aiming for an official onboarding in Fall 2025 to facilitate barrier removal.

## **Increase engagement with accessibility groups to improve policies, processes, and practices (KPA 4.4)**

Ensure full implementation of current action plans to address EEDI and the recommendations for SSC's Employment Systems Review (ESR), including creating working groups to review policies, processes, and employment-related behaviours.

### **Progress made**

SSC completed 38 of 42 actions in the SSC 2022-2025 EEDI Action Plan, with the remaining 4 re-evaluated or deemed out of scope; the 2021 Employment Systems Review (ESR) recommendations were included.

SSC integrated accessibility into branch plans and promoted cooperation among EEDI allies from other branches through a "Horizontally Managing IDEA (inclusion, diversity, equity, accessibility) at SSC" working group. SSC conducted its second annual Employee Survey on Accessibility, noting a steady increase since 2023 in employee awareness of the *Accessible Canada Act*. SSC also added an accessibility question to the Client Satisfaction Feedback Initiative, which provided valuable feedback from client departments.

### **Built environment**

Built environment refers to all physical human-made structures and objects that make up SSC spaces. This includes entrances, elevators, signage, meeting rooms, lighting, etc. Accessibility and disability inclusion are

essential in the built environment so everyone can access the same physical human-made structures and objects that make up SSC spaces.

SSC started converting its workplaces to GCWorkplace standards and aims to complete the transformation by 2026-27. GCWorkplace standards meet the Canadian Standards Association's accessible design for the built environment standard. SSC has developed internal standards that exceed the current minimum accessibility requirements. The Corporate Services Branch routinely involves the AACT program in accommodations projects and engages with accessibility experts and persons with lived experiences throughout the project lifecycles to ensure that projects meet workplace standards.

SSC has 4 KPAs related to the priority area of the Built Environment. The following describes SSC's progress in advancing these KPAs in 2024-2025.

### **Create a model of an accessible workplace (KPA 5.1)**

Complete the move of SSC's AACT program to a new, more accessible workplace, which will allow SSC to offer the following benefits to all GC employees:

- a more accessible location
- a larger space to provide training
- a place for modelling best practices, viewing and testing adaptive and innovative technologies

### **Progress made**

The AACT team is now fully operational in their new workplace and client service delivery space that includes a training space and samples of adaptive hardware and software for clients to try. Visit the "[How can AACT help you?](#)" webpage for more information on AACT services. This KPA has been completed.

## **Increase the presence of accessible workspaces (KPA 5.2)**

Work with Public Services and Procurement Canada to:

- conduct accessibility audits of buildings that host SSC workplaces
- make modifications to workplaces, where possible, based on audit findings

### **Progress made**

SSC conducted accessibility audits for 18 buildings as of May 2024 and implementation of recommendations began at 2 of these sites in 2023-2024. The goal for 2025-2026 is to review recommendations and finalize action plans for all 18 buildings.

## **Increase the availability of accessible systems and tools in the SSC workplaces (KPA 5.3)**

Make systems and tools that support employees coming into SSC workplaces more accessible, such as the employee workplace booking system.

### **Progress made**

SSC's workspace booking system was upgraded with enhanced formatting to improve user experience. This update reduced the number of steps (or clicks) required, making the process faster and more intuitive for employees. A new Employee Profile Page was introduced, allowing employees to customize their profiles, including language preferences. The platform now also includes functionality that enables employees with first-aid certification to self-identify easily. Features were added to make first aid-certified employees searchable by building, and their certification status

is now visually displayed on building floorplans. This improvement supports workplace safety and ensures quick access to first-aid support when needed. Additional enhancements to this feature are planned.

## **Create linkage in building welcome guides to include results of accessibility audit findings (KPA 5.4)**

Update SSC's building welcome guides to include the results of accessibility audit findings.

### **Progress made**

Buildings were assessed for compliance with the Implementation Requirements of the Standard on Barrier-Free Access to Real Property (SBRP) and the CAN/CSA-B651-18 Accessible Design for Built Environment Standard (ADBES), the mandatory technical standard for accessibility under the SBRP.

The assessments reviewed built environment existing conditions, identified areas requiring modification and provided cost estimates. Building areas reviewed included:

- site features/accessible routes
- building entrances
- vertical movements (elevators)
- doors and corridors
- washrooms
- communications

While building guides were not updated as audits were still in progress throughout much of the year, SSC has made available the findings of accessibility audits and responses for real property and accommodations on an internal Accommodations SharePoint page. This page provides detailed information on the accessibility features and accommodations

available in SSC's buildings, as well as the results of recent accessibility audits. SSC continues to explore how to further integrate this information into building welcome guides.

## **Communication other than information and communication technologies**

Communication other than ICT refers to the ways people share and access information. It can include language (messaging), using interpreters, meeting formats, visual communications, and documents. Accessible communication ensures that people with and without disabilities can access and share the same information.

SSC has 4 KPAs related to the priority area of communications. The following describes SSC's progress in these KPAs in 2024-2025.

### **Create an accessible intranet platform to remove accessibility barriers (KPA 6.1)**

Complete migration of SSC's intranet to a new digital platform.

#### **Progress made**

SSC completed the corporate intranet migration of MySSC to MySSC+ in 2023-2024. Accessibility barriers related to user navigation and screen readers have been remediated. This KPA has been completed.

### **Increase accessibility on SSC's corporate communications platforms (KPA 6.2)**

Review content on SSC's corporate communications platforms to identify opportunities for improvement.

#### **Progress made**

SSC continued to ensure corporate communications products were reviewed for plain language and met accessibility standards before being published internally or externally. This included using accessible fonts, font colours and text that is readable by screen readers. New communications templates, visuals and social media content also met accessibility requirements.

## **Increase accessibility and inclusiveness of communications through the implementation of job aids (KPA 6.3)**

Develop and promote accessible and inclusive communications practices and tools.

### **Progress made**

SSC promoted accessible internal communications using guides and tools, including GBA Plus tools, accessible templates, and policy instructions extensively in 2024-2025. SSC offered 135 training sessions on accessibility and inclusion, including 88 delivered by AACT and 47 delivered by the DTA CoE specific to the duty to accommodate. Leadership speeches highlighted accessibility and disability inclusion. SSC supported accessible wide-ranging events and Ask Me Anything sessions with sign language interpretation (ASL and LSQ), Real-Time translation, and simultaneous official language interpretation. Internal events were held in accessible spaces with screen-reader compatible digital products.

## **Increase awareness of gaps related to accessible communications (KPA 6.4)**

Develop and deliver an awareness curriculum to address gaps related to accessible communications.

### **Progress made**

SSC provided a number of awareness items in 2024-2025 that supplement gaps in accessibility learning, including publishing 5 editions of the AACT Now for Accessibility Newsletter and 2 episodes of the Accessible Horizons podcast. The Government of Canada Workplace Accessibility Passport Newsletter further addressed gaps in accessible communications by supporting employee and manager conversations around barriers in the workplace. SSC provided quarterly Document Accessibility Workshops to increase awareness about best practice in creating Word documents and PowerPoints. As well, 2024-2025 Branch Business Plans included a commitment to improving the accessibility of Branch meetings, documents, and competencies.

## Culture

Culture refers to prioritizing accessibility through collaboration, inclusivity, and respect. It starts by understanding what accessibility means and why it matters.

SSC has 1 KPA related to the priority area of culture. The following describes SSC's progress in this KPA in 2024-2025.

### **Increase awareness of accessibility and inclusion through change management and communications activities (KPA 7.1)**

Increase awareness of accessibility and inclusion through change management and communications activities, such as:

- publishing accessibility-related information regularly through corporate internal communications channels,
- distributing communications related to key disability inclusion and accessibility events, such as International Day of Persons with Disabilities (IDPD) and National AccessAbility Week (NAAW),

- sharing information on available training related to accessibility and disability inclusion,
- communicating SSC's progress in accessibility and disability inclusion at key speaking engagements, and
- informing SSC supervisors about the duty to accommodate and the resources available at SSC to support accommodations

## Progress made

SSC communicated accessibility-related information through corporate internal communications channels including the MySSC+ intranet, the SSC Gazette employee bulletin.

SSC published 5 editions of the AACT Now for Accessibility Newsletter and 2 episodes of the Accessible Horizons podcast, as well as an overview of AACT services and Duty to Accommodate Centre of Expertise services.

SSC's AACT program hosted 88 presentations and training sessions for over 9,700 GC employees on topics including Document Accessibility, ICT Procurement, Inclusive Workplace Culture, accessibility best practices for managers/HR, and using the Government of Canada Workplace Accessibility Passport.

SSC also organized events for the 2024 International Day of Persons with Disabilities and National AccessAbility Week.

## Transportation

SSC has 2 KPAs related to transportation. The following describes SSC's progress in these KPAs in 2024-2025.

### **Create an accessible mobile application for transportation services (KPA 8.1)**

Invite persons with disabilities to pilot an accessible mobile application for transport services and incorporate feedback from persons with disabilities during the pilot.

### **Progress made**

SSC's Taxitab pilot project, an accessible, paperless mobile app replacing taxi chits, aims to improve taxi hailing for all employees, including those with disabilities. Following a 2023-2024 accessibility review, SSC worked with the vendor in 2024-2025 to address issues and consulted persons with disabilities. The pilot, used by nearly 500 SSC employees, demonstrated a seamless experience. In 2025-2026, SSC will continue vendor collaboration to ensure app accessibility, expand the pilot, and enhance accessibility features.

### **Decrease the number of Accessibility barriers that restrict movement between buildings (KPA 8.2)**

On a continuous basis, review and remove additional barriers (such as signage and access) that restrict movement for persons with disabilities between buildings.

### **Progress made**

SSC relies on its accessibility feedback process as part of an active cycle to ensure ongoing monitoring and improvement of barriers. By actively soliciting and using feedback from stakeholders, including persons with disabilities, SSC identifies and eliminates barriers that hinder the movement of persons with disabilities between buildings. In 2024-2025, SSC received and addressed 6 complaints related to the built environment. SSC remains committed to collaborating with persons with disabilities to identify and remove barriers in order to advance accessibility and inclusivity for all.

# Consultations

SSC consulted with employees and stakeholders, including persons with disabilities, in preparing this Progress Report. The 2024-2025 fiscal year included greater emphasis on adopting best practices and evidence-based approaches, considering intersectionality, and integrating various program elements across the department.

The following consultations and engagement activities informed the development of this progress report.

## Employee consultations

### Facilitated sessions

In 2024, SSC conducted 2 consultations open to all employees, including persons with disabilities. Sessions were held in both official languages and addressed challenges, barriers and ideas. The results were summarized in an internal report that focused on accessibility progress against SSC's Accessibility Plan 2022 to 2025 and also informed the development of SSC's 2025-2028 Accessibility Plan. The consultations were promoted through multiple channels, including SSC's Persons with Disabilities Network.

In most cases, the feedback received was interconnected with the culture priority area and its importance in fostering a positive, inclusive, and supportive workplace for persons with disabilities. At the forefront of the discussion surrounding Culture, the role of leadership in driving culture change was a key speaking point in ensuring accessibility is prioritized and that PWD do not feel marginalized or unsupported.

Many expressed challenges in accessing fair employment opportunities, including barriers in recruitment processes, career advancement, and on-site accommodations.

In our consultations, return to work was a key theme, specifically around workplace design, including inadequate or non-flexible spaces (e.g., desks, chairs, other equipment) and environmental issues (e.g., noise control, ventilation) that do not meet the diverse needs of employees with disabilities.

## **Persons with Disabilities Network engagement**

SSC maintains ongoing engagement with the Persons with Disabilities Network (PWDN). Activities in 2024-2025 included attending network meetings for updates and feedback, encouraging participation in consultations, and discussions with network co-chairs and champions to inform accessibility planning, reporting, and implementation. PWDN chairs also attend the Accessibility Planning and Reporting Group, and SSC's accessibility plans and progress reports are shared with the PWDN for feedback.

## **Employee survey on accessibility**

SSC conducted its first annual survey in 2023, establishing a baseline for future surveys. The survey assesses awareness of the *Accessible Canada Act*, SSC's Accessibility Plan, and SSC's accessibility feedback mechanism. In 2024, 428 respondents replied, with 24% identifying as being a person with a disability. While 71% knew about the Act and 54% about the Plan, only 47% knew about the SSC accessibility feedback mechanism.

Significantly, the number of survey participants experiencing barriers rose by nearly 1 third, from 23% in 2023 to 31% in 2024. The number of visible minorities completing the survey fell from 21% in 2023 to 17% in 2024. Increased barriers, combined with an increasing focus on intersectionality in the diversity, equity and inclusion space, point to a need for further measures, such as monitoring and survey promotion.

## Branch consultations

**Accessibility Planning and Reporting Group (APRG):** The APRG continued to meet regularly in 2024-2025, holding 10 meetings to share information and best practices on the implementation of SSC's Accessibility Plan and accessibility planning program development, policy and reporting. Input from APRG members, including persons with disabilities, informed this progress report. The APRG also includes representatives from all SSC branches and PWDN co-chairs.

**SSC Planners Network:** SSC actively engages with its Planners Network to integrate accessibility planning and reporting into broader corporate planning and reporting.

## Specialized program consultation

**Accessibility Accommodation and Adaptive Computer Technology (AAACT) program:** SSC's AAACT program, a leader in public service accessibility, provides expertise in accessible digital content. It also offers adaptive technologies, tools, training, services, and resources to public servants with disabilities or injuries. The AAACT team includes employees with disabilities. The Accessibility Planning and Reporting team collaborates closely with AAACT to inform accessibility planning, reporting, and feedback at SSC.

## Other consultations

- Meetings of SSC's Diversity Council
- Consultations with business owners and branch planners
- People, Process, Planning, Procurement & Project Intake Board (5P)
- An accessibility question in SSC's Customer Satisfaction Feedback Initiative (for Government of Canada Chief Information Officers)

- Discussions with SSC's Office of the Ombuds related to its report on diversity, equity, inclusion, and belonging
- Active participation in interdepartmental accessibility groups to share best practices and lessons learned for Government of Canada accessibility plans, progress reports, and feedback mechanisms

# Feedback

## Accessibility feedback at SSC

Shared Services Canada (SSC) has established an accessibility feedback mechanism accessible to employees, partners, and the public to gather input on accessibility barriers encountered when interacting with SSC and implement its Accessibility Plan. Feedback can be submitted via email, online form, telephone, or regular mail, with receipt acknowledged through the same method. Individuals can choose to remain anonymous; in 2024-2025, 31% of feedback received was anonymous.

## SSC's feedback management process

Upon receiving feedback, SSC conducts an initial review to determine necessary actions. A summary is then shared with relevant internal areas to develop an action plan to remove identified barriers or address other feedback aspects to prevent future issues. Once the action plan is complete and the case is resolved, the originator is notified if a response was requested.

## Feedback and accessibility planning

In 2024-2025, SSC developed and implemented a performance measurement reporting framework for the feedback mechanism which includes the following elements:

- separate reporting on feedback and barriers
- increased emphasis on analysis
- quarterly reports delivery
- regular briefings to the Accessibility Planning and Reporting Group
- incorporation of data into SSC's annual accessibility progress reports
- utilization of data to inform SSC's tri-annual accessibility plans

## Feedback statistics and trends

SSC's accessibility feedback mechanism was launched in December 2022, coinciding with the publication of its Accessibility Plan 2022-25. Over the span of the Accessibility Plan, the feedback process has evolved to improve monitoring and reporting capabilities. Internal improvements to the feedback process have also helped manage the annual increases in volumes.

In 2024-2025, feedback items received identified barriers (59%), requested information (32%), and provided feedback to the Accessibility Plan (1%). In total, 55 barriers were identified, distributed across the following priority areas:

- built environment (29%)
- communication other than ICT (18%)
- information and communication technology (ICT) (18%)
- employment (16%)
- culture (15%)
- design and delivery of programs and services (2%)

- transportation (2%)

Fiscal year	Feedback items received	Barriers identified
2022-2023	21	15
2023-2024	53	34
2024-2025	74	55

In the latest fiscal year, improvements and standardization of the feedback process has considerably reduced the average time to resolve feedback and barriers.

## The path forward

### Lessons learned

The lessons learned from the development and implementation of SSC's first Accessibility Plan (2022-2025) that are informing the 2025-2028 plan include:

- **Need for quantitative measurement:** SSC recognizes that it needs to continue to establish a quantitative basis for measuring and reporting progress where appropriate. This will be addressed by developing Key Performance Indicators (KPIs) for each Priority Area to track and report progress
- **Ongoing accessibility barriers:** Despite efforts, SSC employees continued to experience accessibility barriers over the past 3 years, indicating the continued need for dialogue and action. This reinforces the importance of ongoing efforts to address accessibility. Adoption of

focused efforts, such as action plans and communication and engagement plans may assist with reducing these barriers

- **Importance of culture change:** The plan highlights that culture change is central to achieving accessibility goals and that leadership plays a significant role in driving this change. This means addressing attitudes, stigma, and biases and fostering an inclusive and supportive workplace culture
- **Value of feedback:** The increased number of feedback items received over time indicates the growing engagement and importance of the feedback mechanism. The complexity of some feedback shows the need for a thorough analysis to identify root causes and appropriate actions
- **Interconnectedness of priority areas:** The feedback items often span multiple priority areas, emphasizing the interconnected and systemic nature of accessibility challenges and the need for holistic solutions
- **Consultation value:** Consulting with persons with disabilities and other stakeholders will continue to be emphasized, as their input significantly shapes the plan and ensures actions are responsive to lived experiences
- **Need for consistency and flexibility in built environment:** Issues with the built environment, like inconsistencies in workspaces and signage, indicate the need for better standards and flexibility in office design. Consultation with persons with disabilities on these topics continues to be of critical importance

## Closing

Shared Services Canada remains steadfast in our commitment to create an accessible and inclusive environment for our employees, as well as supporting accessible services for Canadians. This Accessibility Progress

Report reflects significant steps forward in 2024-2025. However, we acknowledge that accessibility is a journey of continuous improvement. We are committed to building on the lessons learned, addressing feedback, and refining our strategies. As we move forward with our [2025-2028 Accessibility Plan](#), we will continue to learn, adapt, and collaborate with persons with disabilities and all stakeholders to achieve our vision of a fully accessible Canada.

## Annex A: Key planned action progress overview

This section provides a list of KPAs that are either complete, or have substantially progressed as of March 31, 2025, as well as a list of KPAs with further action required as of that date.

The purpose of the *Accessible Canada Act* is to realize a barrier free Canada by 2040. Based on this timeline, it is expected that some KPAs may not be completed within the three-year time frame of a departmental accessibility plan. SSC has completed or substantially progressed through 23 of the 33 planned actions. KPAs that were not completed during Shared Services Canada's Accessibility Plan 2022 to 2025 have been analyzed, revised where appropriate, and carried forward to [SSC's 2025-2028 Accessibility Plan](#).

The timeframe for this accessibility progress report is the 2024-25 fiscal year. One key reason why accessibility barriers rose in that year was the implementation of the GC's [common hybrid work model](#) in 2024. As increased numbers of public servants returned to offices and/or moved to new workspaces, many people encountered accessibility barriers with their built environment or their information and communications technology.

SSC has taken several steps to improve the accessibility of the hybrid work environment, including improvements to digital tools such as M365 and the Archibus desk booking tool, upgrades to SSC boardrooms and conferencing technology, and ongoing individual accommodations through the AACT program. This work continues in 2025-26 and is reflected in SSC's 2025-28 Accessibility Plan. SSC will also continue to promote the accessibility feedback mechanism and will continue working to resolve issues or barriers raised by employees through this feedback.

Another related reason for the increase in reported barriers and accessibility feedback during the 2024-25 fiscal year was increased awareness of SSC's accessibility feedback mechanism by SSC employees. Results from SSC's annual Employee Accessibility Survey indicate that awareness of the feedback mechanism has continued to increase each year since it was launched in 2022, due to ongoing communications and awareness efforts.

## **Key planned actions that have been completed or substantially progressed as of March 31, 2025**

1.2 Work with SSC's departmental planning and reporting team to align and integrate accessibility requirements into existing planning and reporting systems, processes, tools, and workflows.

1.4 Increase representation of persons with disabilities in SSC's workforce by using employment best practices so lived experiences contribute to the design and delivery of enterprise IT infrastructure and services.

1.7 Review practices and materials to identify opportunities to align accessibility assessments with security, privacy and risk assessments.

1.9 Assess demand for:

- AACT services to ensure SSC continues to provide relevant support for departments who offer programs and services to Canadians and federal public service employees with disabilities, injuries and ergonomic requirements. This includes a review of AACT's service offerings, tools, training, resources and adaptive computer technologies.
- SSC's Lending Library program to ensure SSC continues to offer relevant short-term accommodations, adaptive technology, services and tools for public service employees with disabilities or injuries.

2.2 Integrate accessibility into SSC's Enterprise IT Procurement and Corporate Service Branch's annual business planning and reporting.

2.5 Collect accessibility feedback of SSC employees on their hybrid work environment experience and take corrective action where necessary.

2.6 Develop and adopt a plan to increase SSC employees' use of the GC Workplace Accessibility Passport, AACT, and the Lending Library program.

3.1 SSC will reach out to suppliers to better understand industry's readiness to provide accessible digital communications, workplace support, and enterprise resource planning solutions.

3.2 Liaise with other GC organizations, including Treasury Board Secretariat and Accessible Standards Canada on a planned new GC ICT accessibility standard including implementation as it relates to SSC's mandate.

3.3 Establish a formal process to monitor and report progress on procurement of accessible ICT. This includes capturing the number of procurements subject to SSC's procurement governance review, including ICT accessibility.

4.1 Make use of best practices from within SSC and across the GC to develop and implement an integrated strategy to better align staffing plans to the department's established targets for hiring persons with disabilities.

4.2 Design and deliver tailored training on various disabilities to managers.

4.3 Establish a Centre of Expertise to support employee accommodation needs that will:

- Develop and deliver regular communications for supervisors about their duty to accommodate and the resources available at SSC to support employee accommodations.
- Establish a “yes by default” approach for accommodations and adaptive computer technology, allowing SSC to manage employee accommodations and adaptive computer technology requests more quickly and efficiently.
- Develop information and tools to improve onboarding for employees with disabilities, which includes ensuring they have the accommodations they need upon arrival.
- Develop and implement a performance/data management strategy for capturing employee/accommodation information to identify and report on data/trends.

4.4 Ensure full implementation of current action plans to address EEDI and the recommendations for SSC’s Employment Systems Review (ESR), including creating working groups to review policies, processes, and employment-related behaviours.

5.1 Complete move of SSC’s AACT program to a new, more accessible workplace that will allow SSC to offer the following benefits to all GC employees:

- a more accessible location
- a larger space to provide training
- a place for showcasing best practices and viewing and testing adaptive and new technologies

5.2 Work with PSPC to:

- conduct accessibility audits of buildings hosting SSC workplaces.
- make modifications to workplaces, where possible, based on audit findings.

5.3 Make systems and tools that support employees coming into SSC workplaces more accessible, such as the employee workplace booking system.

6.1 Complete migration of SSC's intranet to a new digital platform.

6.2 Review content on SSC's corporate communications platforms to identify opportunities for improvement.

6.3 Develop and promote accessible and inclusive communications practices and tools.

7.1 Increase awareness of accessibility and inclusion through change management and communications activities, such as:

- publishing accessibility-related information regularly through corporate internal communications channels,
- distributing communications related to key disability inclusion and accessibility events, such as International Day of Persons with Disabilities (IDPD) and National AccessAbility Week (NAAW),
- sharing information on available training related to accessibility and disability inclusion,
- communicating SSC's progress in accessibility and disability inclusion at key speaking engagements, and
- informing SSC supervisors about the duty to accommodate and the resources available at SSC to support accommodations.

8.1 Invite persons with disabilities to pilot an accessible mobile application for transport services and incorporate feedback from persons with disabilities during the pilot.

8.2 On a continuous basis, review and remove additional barriers (such as signage and access) that restrict movement for persons with disabilities between buildings.

## **Key planned actions with further action required as of March 31, 2025**

1.1 Review existing governance to identify opportunities to incorporate accessibility information from feedback and consultations in decision-making on a continual basis.

1.3 Establish an accessibility testing policy starting with SSC's enterprise user-centric services and technologies, then looking at SSC internal operational services and technologies and then technology specific operational technologies.

1.5 Develop and implement strategies to improve accessibility capacity at SSC in the following areas:

- accessibility testing for SSC enterprise IT systems and services
- accessibility training for anyone responsible for the design and/or delivery of SSC's programs and services

1.6 Review, in consultation with persons with disabilities, key SSC enterprise processes and practices to identify options and address accessibility gaps.

1.8 Develop a roadmap to address accessibility barriers in SSC's ICT for end users and employees.

2.1 Review existing governance to identify opportunities to incorporate accessibility information from feedback and consultations in decision-making on a continual basis.

2.3 Develop and adopt training strategies to improve accessibility competency for anyone responsible for the design and/or delivery of SSC's corporate ICT solutions, tools and practices.

2.4 Review key SSC corporate processes and practices with persons with disabilities to identify and address accessibility gaps.

5.4 Update SSC's Building Welcome Guides to include the results of accessibility audit findings.

6.4 Develop and deliver an awareness curriculum to address gaps related to accessible communications.

Date modified: 2026-02-10