

FinDev Canada's Annual Accessibility Progress Report, 2025 and Three-Year Accessibility Plan, 2026–2028

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FINDEV CANADA ACCESSIBILITY PLAN: 2026-2028

In compliance with the *Accessible Canada Act* (ACA) and the Accessible Canada Regulations, this document, combines FinDev Canada's Annual Progress Report, 2025 and Three-Year Accessibility Plan for the period 2026 to 2028. It outlines the actions taken in 2025 and the actions we propose to undertake to make FinDev Canada more accessible. The plan builds upon the foundation established in the 2023–2025 plan and reflects FinDev Canada's evolving maturity with respect to accessibility.

General

Accessibility Statement

FinDev Canada remains committed to creating accessible, inclusive and equitable experiences for our clients, employees and all stakeholders, especially people with disabilities. Proactive, incremental steps are being taken to embed accessibility into everything we do. This document describes what we will undertake to achieve this goal in the next three-year period from 2026 to 2028.

Executive summary

This document containing Three-Year Accessibility Plan for 2026–2028 also includes our annual progress report for 2025. It reaffirms FinDev Canada's commitment to fostering an environment where everyone can thrive. The Plan outlines key goals and actions designed to address the specific needs, visible and invisible, of our employees, clients and stakeholders. It also aims to:

1. ensure equitable access to opportunities, resources, and support across the organization, and
2. create an inclusive, barrier-free workplace.

This Three-Year Accessibility Plan for 2026–2028 is aligned with the overarching accessibility strategy of our parent company, Export Development Canada. This Plan reflects the principles and commitments that we share with Export Development Canada. At the same time, this Plan is tailored to our organizational size, context and priorities.

The report is structured to follow the priority areas of the *Accessible Canada Act*. Each section outlines our accomplishments for 2025, barriers faced in that area, and the activities we plan to implement over the next three years to address those barriers.

The report reflects our growing maturity in the accessibility area. In many areas, our plans are distinctly calibrated to our size and mandate (Employment, Information and Communication Technologies and Communications). In other areas, we lean on our parent company, Export Development Canada, to provide leadership, notably in the areas of the Built environment, Procurement of goods, services and facilities management and Transportation. Finally, the report concludes with an outline of consultations undertaken with internal and external stakeholders. We also provide information on how you can reach us.

Focusing on priority areas of the *Accessible Canada Act*

Employment

2025 ACCOMPLISHMENTS

FinDev Canada has benefited from a close relationship with EDC’s Talent Acquisition team. Our teams connect frequently and utilize the same processes and tools, enabling shared progress and alignment.

In the table below, we summarize our accomplishments in the Employment area in 2025.

TABLE 1: EMPLOYMENT -- ACCOMPLISHMENTS, 2025

Milestone	FinDev Canada Deliverables
Accessibility Lead Assigned	EDC appointed a dedicated Talent Acquisition Accessibility Lead to champion accessibility initiatives and coordinate efforts across teams. At FinDev Canada, our Talent Acquisition Advisor maintains regular engagement with EDC’s lead to leverage shared resources, align practices, and accelerate progress.
Stakeholder Engagement	Leveraged EDC’s partnerships with Canadian National Institute for the Blind (CNIB) and Employment Accessibility Resource Network (EARN) to increase visibility of our job opportunities to underrepresented groups.
Accessibility Brainstorm	Incorporated learnings from EDC’s brainstorming sessions to identify and address barriers in our recruitment process.
Applicant Tracking System (ATS) Selection Process	FinDev Canada uses the same Applicant Tracking System (ATS) system as EDC, which ensures accessibility requirements are integrated into vendor selection and configuration.
Accommodation Process Draft	Partnered with our Wellness team and leveraged EDC’s draft outline to develop our own Talent Acquisition accommodation process and training materials.

BARRIERS

The People & Culture team has identified several key accessibility challenges:

- Current accommodation provision processes are undocumented.
- Current applicant tracking system is less accessible than alternatives.
- Disability disclosure and accommodation request processes need greater alignment with the Employment Standard, particularly during the job posting stage.

KEY ACTIVITIES FOR 2026 TO 2028

1. Strengthen Inclusive Hiring Practices

- Collaborate with disability employment networks (e.g., Canadian National Institute for the Blind (CNIB) and Employment Accessibility Resource Network (EARN)) and hiring teams to attract, engage, enable, and retain employees with disabilities.
- Finalize and train on a standardized accommodation process for managers and People & Culture teams.
- Create practical tools such as checklists and conversation guides to support inclusive hiring.

2. Increase Visibility and Clarity of Accessibility in Recruitment

- Standardize accessibility language across all job postings (e.g., "Accommodations available upon request").
- Add an accessibility statement and accommodation policy link to our company's website Careers page.
- Update templates for job vacancies with inclusive language prompts for hiring managers.
- Provide hiring managers with a checklist to ensure accessibility language is included.

3. Equip Managers with Tools and Training

- Develop a one-pager or slide deck toolkit with guidance on how to handle disclosures of disabilities and subsequent accommodations.
- Deliver short, scenario-based training sessions for managers on how to support employees with disabilities.
- Launch a post-interview candidate feedback survey focused on accessibility experience.
- Highlight accessibility wins and peer learning moments in internal communications.

4. Promote Wellness, Mental Health, and Psychological Safety

- Enhance awareness of available supports, including neurodiversity and psychological safety.
- Provide leaders with tools to encourage access to wellness and mental health resources.

5. Leadership Accountability and Recognition

- Integrate accessibility actions into leadership learning and track participation.
- Share annual updates during National Accessibility Week (May/June).
- Celebrate successes via newsletters, Town Halls, and internal storytelling.
- Collect metrics during National Accessibility Week.

Built Environment

2025 ACCOMPLISHMENTS

Our accomplishments related to our Built Environment are summarized in the table below.

TABLE 2: BUILT ENVIRONMENT -- ACCOMPLISHMENTS, 2025

Milestone	FinDev Canada Deliverables
Accessibility audits	Completed at our offices in Montreal and Toronto
Toronto office improvements	The kitchen's sliding doors, which were previously too heavy to operate, have been adjusted to allow easier use by all. Also, new meeting PODS were installed for additional meeting spaces or quiet spaces and to improve noise reduction within the office
Singapore office	An automatic door button has been installed at the entrance to improve accessibility for individuals with mobility challenges
Ottawa office	Column push bars for automatic door openers have been added on certain floors, notably access to all outside terrasses, enhancing independent mobility for employees and visitors
Ottawa office strobe lights	Strobe lights signal tied to the fire alarm system added in common areas to support individuals who require visual aid in case of fire or emergency evacuation.
Inclusive design guideline	A guideline has been developed to embed accessibility into future facility projects, including layouts and renovations.
Accommodations pilot	A pilot of seven modified workstations was launched in Ottawa during Healthy Workplace Month (October). These workstations address acoustics, lighting, and scent. Employees are invited to test the area and provide feedback for future workplace planning.
Scent guidelines	These guidelines have been updated and communicated to all staff.
Lighting retrofit	Completed in Toronto to improve sensory accessibility.

BARRIERS

We are committed to building a physical work environment where everyone can thrive. The following are some of the access issues and challenges in our built environment identified during consultations, along with the steps we will take to address them.

- **Sensory distractions:** Open office layouts contribute to sensory overload and reduced concentration. There is limited access to quiet rooms or enclosed offices tailored to accessibility needs.
- **Automatic doors:** Some of our office locations lack automatic door openers or have non-functioning ones.
- **Emergency evacuation:** Employees expressed concerns about stair use during evacuations and lack of clarity on accessible evacuation (i.e., equitable emergency entrances and exits) procedures.

KEY ACTIVITIES FOR 2026 TO 2028

To remove and prevent barriers, some priorities where we will begin to focus our efforts include:

Accessibility assessments

- Conduct comprehensive assessments for our various office locations (ongoing) to identify existing barriers and use findings to inform future upgrades and national barrier removal planning.

Barrier-free safety (equitable emergency entrances/exits)

- Conduct a review of current emergency information at all sites. Develop and implement new evacuation procedures for persons requiring assistance.

Lease agreements

- Review all existing lease agreements to identify and document any accessibility shortcomings. Create and implement standardized accessibility clauses to be included in all future lease agreements and renewals.

These efforts are being supported by a pilot in our head office of a sensory-friendly zone. This pilot aims to create a low-light, low-noise, and scent-free space for a more inclusive environment.

Information and Communication Technologies (ICT)

The plan builds upon the foundation established in the 2023–2025 plan and reflects the evolving role of our Digital Office team, particularly in the context of the new website re-design and development. We remain committed to making our websites and digital content easier for everyone to use. These efforts are part of a long-term plan to improve accessibility across our organization.

2025 ACCOMPLISHMENTS

We have taken important steps in 2025 to make our websites and digital content more accessible. Here is what we have done so far:

TABLE 3: INFORMATION COMMUNICATION TECHNOLOGIES -- ACCOMPLISHMENTS, 2025

Milestone	FinDev Canada Deliverables
Web content accessibility	Ensured that new pages and content added to our website follow the Web Content Accessibility Guidelines (WCAG) 2.2 AA standard. This means we are making sure that text is readable, navigation is clear, and users with disabilities can access and use our site without barriers.
Expert feedback	We worked with an external agency, Accessibrand, to review our website and PDF documents. Their team included people with lived experience of disability which helped us understand real-world challenges and improve how we present information.
New website project	We started working with Orizon Design, an external website design agency, to design and build a new accessible website. This project is focused on creating a modern, inclusive experience that meets current accessibility standards.
Early involvement in website re-design	We joined discussions related to the re-design of our website in the early stages. This allowed us to identify accessibility issues in layouts and user experience. This allowed us to: (a) take an 'accessibility first' approach; and (b) helped us identify problems before development began. This approach saves time and ensures the final product will be usable by all.
Clear guidance for developers	Based on Accessibrand’s feedback, we created a checklist of key items to follow when building or updating our website. This helps internal and external teams stay consistent and ensures that accessibility is built in from the start.
Accessibility and plain language committee	We formed an internal working group covering various functions at FinDev Canada. The group worked on planning our next three years of work. The group meets regularly to share ideas and coordinate efforts around web accessibility and plain language writing.
Tool evaluation for accessibility testing	We reviewed several accessibility testing tools to find the best fit for testing our new website. Our goal was to choose a solution that supports accurate testing, simplifies reporting, and fits well with our internal workflows.

BARRIERS

We continue to advance our goals in digital accessibility by identifying and removing barriers in our web platforms and services. Through consultations and internal reviews, we've pinpointed key challenges that affect how people access and interact with our websites. Below are the top barriers the ICT and Digital Office team at FinDev Canada is addressing.

- **Inaccessible content updates:** New pages or updates can unintentionally introduce barriers if accessibility is not consistently applied.
- **Limited accessibility testing during development:** Without proper testing, issues like missing labels or poor keyboard navigation can go unnoticed.
- **Web pages do not use proper structure for assistive technologies:** Some web templates and components do not use the correct HTML tags or accessibility attributes, which can make it hard for screenreaders to understand the page (NB: a screenreader is software that enables people with sight loss to use computers. It reads the text on the screen in a computerized voice. Most screenreaders can also convert text into braille if needed).
- **Unresolved user feedback on accessibility:** Feedback from users with disabilities is essential, but often underused.

KEY ACTIVITIES FOR 2026 TO 2028

To address these barriers, FinDev Canada will focus on the following priorities.

- **Design with accessibility in mind from the outset:** Join design and wireframe reviews early to make sure accessibility is built into layouts, navigation and interactions. This helps meet WCAG 2.1 AA standards before development begins.
- **Lead accessibility testing during development:** Act as the main point of contact for accessibility quality checks once coding starts. Use both manual and automated tools like Axe, WAVE, or Lighthouse to test pages and components.
- **Support accessible content creation:** Guide content contributors on writing and formatting practices that support accessibility, such as using clear headings, descriptive links, and proper alt text.
- **Maintain accessibility after launch:** Regularly review new content and updates to ensure they continue to meet accessibility standards. Share a checklist with teams to help them publish accessible content.
- **Monitor and respond to user feedback:** Keep an eye on submissions from the Accessibility Feedback Form. Track recurring issues and work with internal teams or vendors to resolve them.
- **Evaluate third-party tools and services:** Review embedded widgets and external services to ensure they meet accessibility requirements. Collaborate with vendors to fix any issues and provide input during procurement.
- **Track and report accessibility issues:** Keep a centralized log of issues, including severity and resolution status. This supports transparency and helps improve accessibility over time.
- **Gather feedback from users with disabilities:** Continue working with partners like Accessibrand to get input from people using assistive technologies. Use their feedback to make meaningful improvements.

Communications (other than ICT)

2025 ACCOMPLISHMENTS

We have taken important steps this year to make our communications more accessible. Here is what we have done so far:

TABLE 4: COMMUNICATIONS (OTHER THAN ICT) -- ACCOMPLISHMENTS, 2025

Milestone	FinDev Canada Deliverables
Website upgrades	Assessment of existing website and key external content for accessibility and plain language considerations.
Communications	Plain language training (ongoing)
Internal engagement	Identification of potential measures to increase internal engagement in accessibility efforts for external communications.
Identification of tools	Initial testing of potential tools to assess accessibility in content and seek improvements, ongoing engagement with consultant to identify the right set of tools.

BARRIERS

Listed below are the barriers we have identified. Where there is overlap with the ICT and Design and delivery of service priority areas, complementary actions to address those barriers can be found under those sections.

- **Cross-team collaboration:** External communications products do not solely depend on the communications team. Change management across the organization to embed accessibility into early content creation is needed to ensure compliance.
- **Content creation:** Our communications, including terminology, language, and images we use, may not be inclusive of people with disabilities, preventing customers and employees from engaging with us.
- **Tool limitations:** Accessibility in internal communications might be limited by functionalities of available tools. Further assessment and possibly training might be needed to ensure compliance.
- **Meetings:** Meeting planners and hosts may design meeting communications and materials without considering accessibility requirements to support equal participation for all. Guidelines will be needed to facilitate accessible meetings.

KEY ACTIVITIES FOR 2026 TO 2028

- Launch of **re-designed external website** that is compliant with Accessible Canada Act standards.
- Design, planning and implementation of change management plan to increase **organization-wide awareness and use of accessibility standards** in meetings, technology, platforms, tools and content creation.
- Procurement and dissemination of content, **brand** and design expertise to embed accessibility into all corporate and internal communications.
- Procurement and implementation of communications expertise to support external **website accessibility updates** to ensure equal access to information.
- **Embed accessibility into external-facing corporate events and meetings** and provide guidance to planners and hosts for internal corporate events and meetings led by employees or teams.

Procurement of Goods, Services and Facilities

2025 ACCOMPLISHMENTS

Through our parent company, Export Development Canada, we have taken important steps this year to make our procurement activities more accessible. Here is what we have done so far:

TABLE 5: PROCUREMENT OF GOODS, SERVICES & FACILITIES -- ACCOMPLISHMENTS, 2025

Milestone	FinDev Canada Deliverables
Analysis	Identification of gaps, dependencies and risks in order to understand what is needed for meaningful, lasting change
Planning	Began making detailed plans to include accessibility in our digital systems and in our procurement processes
Consultations	We listened to our employees with disabilities and worked with consultants and community partners.
Building Awareness	We continue to build awareness and confidence in accessibility among our colleagues and leaders.

BARRIERS

The following are some of the barriers that were identified in the area of procurement during consultations, or in reviewing policies, programs or services and actions we will take to remove them.

- **Bidding sites:** Some platforms used to receive bids require paid memberships to access Request For Proposals (RFP) documents. The additional cost is a barrier which can disproportionately impact small businesses owned by people with disabilities.
- **Accessible procurement:** Inconsistent inclusion of accessibility in procurement documents, assets and processes. Limited awareness among internal partners.

KEY ACTIVITIES FOR 2026 TO 2028

To meet the anticipated regulatory compliance requirements, to reduce the buildup of inaccessible technologies and to be more inclusive, we will take the following steps to remove or reduce barriers in the way we procure.

- **Embed accessibility in procurement documents:** Update requests for proposal (RFP) templates with mandatory accessibility sections. Add checklist and sample questions (question bank) to support RFP processes. Review all competitive process templates.
- **Broaden supplier access:** Explore alternative options that are not as cost-prohibitive and more inclusive for underrepresented communities in the vendor space.

The design and delivery of programs and services

2025 ACCOMPLISHMENTS

We have taken early steps to build a culture where universal design and the user experience guide the design and delivery of our services, programs, and products.

In this regard, we have achieved the following in 2025:

TABLE 6: DESIGN & DELIVERY OF PROGRAMS & SERVICES -- ACCOMPLISHMENTS, 2025

Milestone	FinDev Canada Deliverables
Web content accessibility	Ensured that new pages and content added to our website follow the WCAG 2.2 AA standard. This means we are making sure that text is readable, navigation is clear, and users with disabilities can access and use our site without barriers.
Expert feedback	We worked with an external agency, Accessibrand, to review our website and PDF documents. Their team included people with lived experience of disability which helped us understand real-world challenges and improve how we present information.
Executive Engagement	Presentation to FinDev Canada’s executive team to identify an Accessibility champion at the senior level, and to seek approval of activities to be executed in the Three-Year Plan for the 2026–2028 period and an accompanying budget.
Creation of internal team	Partnered with key internal teams to identify potential improvements to the design and delivery lifecycle of our services, programs, and products, including our digital accessibility goals.

BARRIERS

We are committed to building products and services where everyone – employees and clients – can thrive. The following are some of the barriers identified during stakeholder consultations conducted by our parent company, Export Development Canada, and the actions we will take to remove them.

- **Engagement flexibility:** Clients value multiple ways to interact — virtually, in-person, by phone, or in writing — and prefer options for 1-on-1 or group engagement.
- **Availability:** Make accommodations (to stakeholders) available at no cost and clearly communicate their availability.

KEY ACTIVITIES FOR 2026 TO 2028

Activities include:

- **Improve accessibility:** Make FinDev Canada’s services easier to understand, engage with and less intimidating. This includes efforts to increase awareness and education about our general field of endeavour known as development finance.
- **Improve physical accessibility:** develop messaging to communicate to clients and stakeholders that accommodations are available.

Transportation

2025 ACCOMPLISHMENTS

FinDev Canada’s transportation activities relate largely to business travel which is managed by our parent company, Export Development Canada. Our accomplishments for 2025 are summarized below.

TABLE 7: TRANSPORTATION -- ACCOMPLISHMENTS, 2025

Milestone	FinDev Canada Deliverables
Selection of a strategic partner	Export Development Canada entered a strategic partnership with Direct Travel as its new Travel Management Company. This decision followed a rigorous Request for Proposals (RFP) process, where all prospective suppliers were evaluated through an accessibility-focused lens to ensure inclusive travel solutions for all employees.
Implementation of a new travel booking tool	Implemented Deem as the new online travel booking platform. Deem’s comprehensive accessibility features support a seamless booking experience for travelers with diverse needs. In addition, Direct Travel’s agents are fully trained to provide personalized assistance and ensure accessibility requirements are met throughout the booking process.
Implementation of an international travel booking tool	To further enhance global travel support, Export Development Canada has also introduced a specialized travel booking hub through Direct Travel owned ATPi, designed to deliver tailored services and localized expertise for markets across the Indo-Pacific region.

BARRIERS

In the spring of 2025, we launched a new online travel booking system, Deem, with features for visually- and hearing-impaired users. It also includes a clean interface for travelers with dyslexia or epilepsy and navigation options for users with motor impairments. While there were no barriers identified during our consultations, we recognize that we should ensure that we have support in place for employees with disabilities who travel for work and experience barriers.

KEY ACTIVITIES FOR 2026 TO 2028

In 2026, we will review the support offered to employees who travel for work.

Consultations

For feedback on this report, we relied on consultations with Diversability, our employee resource group. These consultations were conducted by our parent company, Export Development Canada.

Employees identified barriers in accommodations, meeting accessibility, the built environment, workplace culture and technology. While some employees shared positive experiences, many highlighted gaps in process clarity and inclusive practices. They said they would like to standardize and train staff on accessible meeting best practices, including captions, transcripts, breaks, and accessible materials. For more on the outcome of consultations with employee stakeholders, please see the “Consultations” section of the Three-Year Plan, 2026-2028 prepared by Export Development Canada.

To prepare for this Three-Year Accessibility Plan and 2025 Annual Progress Report, FinDev Canada engaged the services of an accessibility firm called Accessibrand. The firm facilitated consultations with a panel of external stakeholders with lived experience of various forms of disability. The goal was to learn more about accessibility at FinDev Canada from those with lived experience.

Their feedback will inform our actions over the 2026–2028 period. Their feedback focused on those sections where FinDev Canada has sole responsibility, notably Employment, ICT and Communications. Feedback from this consultation was not available at the time of publication and will be inserted at a later date.

We appreciate the feedback from the consultations with these various groups. We will continue to integrate their feedback into how best to use this advice in our future activities and actions.

Alternate formats available

This report is available to you in various formats. Also indicated below is how much time we need to prepare your document.

- Print PDF format – We will send it 15 days after you request it.
- Large print PDF – We will send it 15 days after you request it.
- Large print Word – We will send it 15 days after you request it.
- Braille – We will send it 45 days after you request it.
- Audio format – We will send it 45 days after you request it.

Give Us Your Feedback

We welcome your comments and feedback on this plan. You may also have advice on how we could better provide this information to you. We would like to hear from you if you have any feedback or questions. For example, we would like to know if you faced any barriers when you visited our workplace or website. Has our accessibility plan created any new barriers for you? Please let us know how we are doing with our accessibility work.

Ways to Contact Us

Here are the reasons you may want to contact us:

- To send us feedback
- To get a copy of our progress report in an alternate format
- To get a copy of our accessibility plan in an alternate format
- To get a description of our feedback process.

You can contact us...

- By email at Accessible@findevcanada.ca
- Online, by using the accessibility feedback form
- By telephone: 613-852-8241
- On Social media: LinkedIn, Twitter (@FinDev_Canada), YouTube
- In-person or by mail:

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Our Accessibility Lead will let you know when they receive your feedback. If you want us to get back to you directly, please make sure you leave your contact information. We may use your feedback right away to make accessibility changes. We may also include it in our accessibility plans. We hope to hear from you!