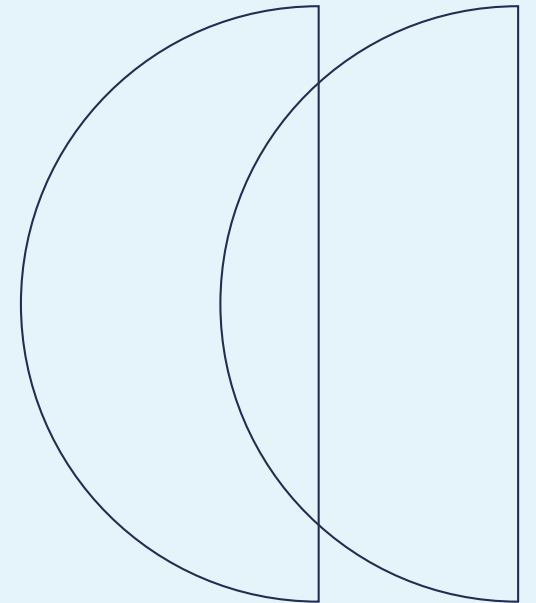


2026 Action Plan for Persons with Disabilities

APPD Working Committee

Approved on April 23, 2026





Profile of La Caisse

- Caisse de dépôt et placement du Québec (La Caisse) was **created in 1965** by an act of the Québec National Assembly in the wake of the reforms resulting from the Quiet Revolution.
- Its initial role was to manage the funds of the **Québec Pension Board**, a newly created universal pension plan.
- La Caisse's creation also gave the government greater **financial independence** to move forward with its economic and social plans.
- La Caisse has continuously added **new depositors** since 1965.

“ The mission of the Fund is to receive moneys on deposit as provided by law and manage them with a view to achieving optimal return on capital within the framework of depositors' investment policies while at the same time contributing to Québec's economic development. ”

ACT RESPECTING THE CAISSE DE
DÉPÔT ET PLACEMENT DU
QUÉBEC, S. 4.1



Our Depositors

We manage the funds of **48 depositors**, mainly public and parapublic pension and insurance funds, who represent **over six million Quebecers**.

On their behalf, we seize the best investment opportunities, targeting **optimal performance of their funds** based on their individual return objectives, tolerance to risk and investment horizon.

PENSION PLANS

- Québec Pension Plan and the pensions plans of hundreds of thousands of employees in the public and parapublic sectors

INSURANCE PLANS

- Insurance plans such as the Société de l'assurance automobile du Québec, which pays benefits to victims of road accidents

OTHER ORGANIZATIONS

- Funds of other organizations, such as the Office de la protection du consommateur and the Ministère des Finances du Québec



Background

La Caisse hereby presents, in its 2026 Annual Action Plan for Persons with Disabilities, measures already taken and those planned to reduce obstacles to the integration of persons with disabilities.

This Action Plan was prepared to reconcile the purpose of the related Act with La Caisse's mission.

Act to secure handicapped persons in the exercise of their rights with a view to achieving social, school and workplace integration

Section 61.1

“Every government department or public agency employing at least 50 persons and every local municipality with at least 10,000 inhabitants shall adopt an action plan identifying the barriers to integration handicapped persons encounter in the sector of activity of the department or agency, and describing the measures taken over the past year and those to be taken in the coming year to reduce barriers to integration in that sector of activity. The action plan includes any other element determined by the Government upon recommendation of the Minister, and must be prepared and published annually.”



Definitions

Public agency

(RSQ, c. E-20.1, s. 1, para. e. 1)

“public agency” means a government agency within the meaning of the Auditor General Act [...]

(RSQ, c. V-5.01, s. 4)

For purposes of [the Auditor General Act], a government agency includes any agency, other than a body mentioned in section 3, which is instituted by or in accordance with an Act, or by a decision of the Government, the Conseil du trésor or a minister and which meets one of the following conditions:

[...]

(3) the Government or a minister appoints at least half of its members or directors [...]

Person with a disability (handicapped person)

(RSQ, c. E-20.1, s. 1, para. g.)

A person with a deficiency causing a significant and persistent disability, who is liable to encounter barriers in performing everyday activities.

Commitment to reducing barriers to integration

La Caisse undertakes to proactively and dynamically deploy efforts to reduce or eliminate barriers to the integration of persons with disabilities into its various operations.

As part of these efforts, the organization continuously analyzes the physical, technological and social environment that it provides for persons with disabilities.

Each element is reviewed by the relevant stakeholders so they can be adapted to current or future needs of persons using the physical, technological and social environments made available by La Caisse, in particular employees and visitors.





APPD Working Committee

The Global Health and Safety Team is responsible for the Action Plan

La Caisse's APPD Working Committee brings together persons with disabilities as well as employees from sectors directly involved in improving the experience of employees and promoting the inclusion of persons with disabilities, including representatives from the following teams:

- Talent Acquisition
- Equity, Diversity and Inclusion
- Public Affairs
- Global Health and Safety
- Global Office Space Services
- Financial Services
- Information technology



Publication and release of the Action Plan

The Action Plan for Persons with Disabilities is available to La Caisse employees and the general public at www.lacaisse.com/en. It can be found in the *About* tab, in the *Governance* section, under *Laws, regulations and policies*, as well as on the *Careers* page.

Upon request, a paper copy of the Action Plan can be mailed. An accessible version of the Action Plan will be available on La Caisse's website. An accessible version of the report will be available after the report is published.

For more information

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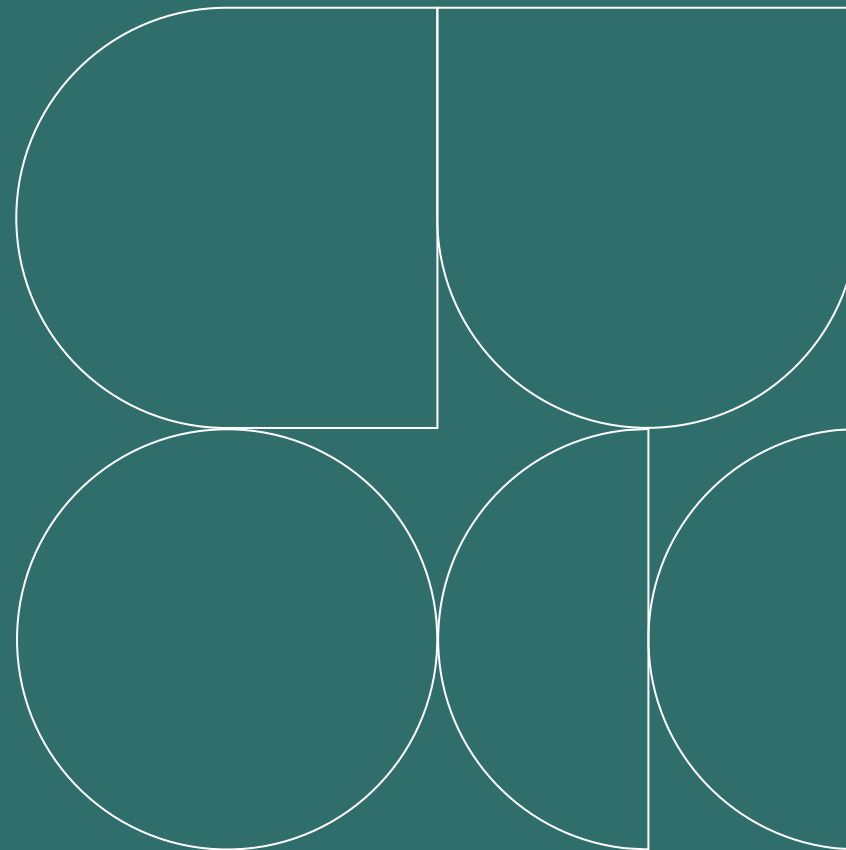
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Measures Planned for 2026





Objective for 2026

Recruitment and attractiveness as an inclusive employer

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Information that is currently not very visible or dispersed regarding commitments, accommodation measures and inclusive practices</p> <p>Candidates not being able to quickly locate the organization's concrete inclusion commitments</p>	<p>Promote La Caisse as an inclusive employer</p>	<p>Promote La Caisse's commitments to inclusiveness on the Careers page</p>	<p>Update the "Our world" section of the Career page</p>	<p>Talent Acquisition</p>	<p>Q4 2026</p>



Objective for 2026

Recruitment and attractiveness as an inclusive employer

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Reluctance of some candidates to voluntarily disclose their disability status for fear of bias or discrimination</p> <p>Self-declaration wording and tools that lack clarity or incentive</p>	<p>Promote the identification of candidates with disabilities</p>	<p>Encourage candidates to disclose their disability</p> <p>Enable recruitment personnel to quickly identify candidates with disabilities</p>	<p>Modify disability self-declaration statement on application forms</p> <p>Modify application grids to quickly identify a candidate with a disability (assess the possibility)</p> <p>Number of applications received from persons with disabilities</p>	<p>Talent Acquisition <i>(in collaboration with Equity, Diversity and Inclusion; Labour Law and Legal Affairs potentially)</i></p>	<p>Q4 2026</p>



Objective for 2026

Recruitment and attractiveness as an inclusive employer

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>A need for guidance to ensure that our recruitment processes are accessible to people with disabilities</p> <p>A need for specialized assistance to support teams in updating recruitment practices</p>	<p>Promote the hiring of persons with disabilities</p>	<p>Establish a partnership with an external firm to assist La Caisse in updating the recruitment process</p> <p>Review and improve recruitment processes to make them more inclusive</p>	<p>Fill an internship position by integrating a person with a disability</p> <p>Number of persons with disabilities being considered</p>	<p>Talent Acquisition</p>	<p>2026–2027</p>



Objective for 2026

Promotion

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Organizations that specialize in the employability of persons with disabilities have limited visibility of La Caisse's job openings</p> <p>Access restricted to targeted distribution channels used by these persons</p> <p>Insufficient number of applications from persons with disabilities, despite inclusive recruitment efforts</p>	<p>Strengthen partnerships with specialized organizations to increase the visibility of employment opportunities at La Caisse, as well as the number of applications from persons with disabilities</p>	<p>Establish and strengthen formal links with specialized organizations (e.g. <i>ROSEPH, universities, employability organizations</i>)</p> <p>Identify and use the most relevant distribution channels to promote open La Caisse positions to persons with disabilities</p> <p>Work with external partners to increase awareness of La Caisse's inclusion commitments and accommodation measures provided during the recruitment process</p>	<p>Number of partnerships established or consolidated with specialized organizations</p> <p>Number of positions posted in targeted channels</p> <p>Increase in number of applications received from persons with disabilities</p> <p>Qualitative feedback from partners on visibility and accessibility of employment opportunities</p>	<p>APPD Working Committee</p>	<p>Ongoing</p>



Objective for 2026

Promotion

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Presence of stereotypes and limited understanding of the realities of visible and non-visible disabilities</p> <p>Uneven knowledge of inclusive measures already in place, leading to underutilization or misunderstanding of available resources</p> <p>These obstacles justify ongoing awareness initiatives to increase understanding, engagement and inclusive practices within the organization</p>	<p>Raise employee awareness on the challenges faced by persons with disabilities</p>	<p>Invite speakers to share their experiences and testimonials</p> <p>Highlight the work carried out by the APPD Working Committee (objective, mission)</p> <p>Recap existing inclusive measures</p> <p>Organize training sessions on neurodiversity and the specific needs of neurodivergent people</p>	<p>Scope and commitment of internal communication campaigns</p> <p>Participation and satisfaction rate at employee events</p> <p>Reading rate of internal content</p>	<p>Public Affairs</p>	<p>Q4 2026</p>



Objective for 2026

Safety, emergency measures and mobility

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Evacuation procedures not adapted to the realities of persons with reduced mobility and who are neurodivergent</p> <p>Lack of targeted training</p>	Improve accessibility to emergency procedures	<p>Develop and disseminate specific training on emergency evacuation procedures for mobility impaired and neurodivergent individuals</p> <p>Include clear instructions in the training as well as concrete examples and specific roles for the responding persons and teams concerned</p> <p>Collaborate with internal stakeholders (e.g. Global Health and Safety, Global Office Space Services) to ensure consistency in messages and practices</p>	<p>Number of training sessions provided</p> <p>Number or proportion of persons trained (designated employees or responding persons and managers involved)</p> <p>Qualitative feedback from participants on training clarity, relevance and usefulness</p>	Global Health and Safety	Q2 2026



Objective for 2026

Employment support and retention

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Lack of formal alignment between APPD initiatives and the experiences of persons off work due to a disability with functional limitations, whether visible or not</p> <p>Varying understanding within the organization of the functional impact of certain disabilities on work participation, which may limit the adaptation of measures put in place</p>	<p>Ensure better consideration of functional limitations that may affect work participation</p>	<p>Analyze existing APPD initiatives to identify specific issues related to persons off work due to a disability that may limit work participation</p> <p>Align APPD initiatives with managing practices and processes for persons off work due to a disability practices and processes, in collaboration with relevant stakeholders</p> <p>Make adjustments or recommendations to better integrate these realities into APPD actions</p>	<p>Review APPD initiatives with respect to functional limitations that may affect work participation</p> <p>Number of APPD initiatives adjusted or harmonized following the analysis</p> <p>Recommendations incorporated into existing practices or tools</p> <p>Qualitative feedback from stakeholders on relevance and consistency of harmonized initiatives</p>	<p>Global Health and Safety</p>	<p>Q4 2026</p>



Objective for 2026

Team management and support

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Managers do not always have clear and standardized tools to assist persons with disabilities</p> <p>Varying level of managers' knowledge about the realities faced by persons with disabilities and possible accommodations</p> <p>Risk of uneven approaches from team to team, which could lead to gaps in employee experience</p>	<p>Increase the capacity of managers to adequately support persons with disabilities by providing them with structured tools and resources that promote adaptive and inclusive support</p>	<p>Develop a support kit for managers that includes:</p> <ul style="list-style-type: none">• Key information on the different types of disabilities• Managers' roles and responsibilities• Available internal resources and processes <p>Provide the kit to managers and facilitate access across internal platforms</p> <p>Educate managers on the use of the kit to ensure that situations are proactively managed</p>	<p>Number of managers with access to the kit</p> <p>Use of the kit in support situations (qualitative data)</p> <p>Feedback from managers on the relevance, clarity and usefulness of the proposed tools</p>	<p>Global Health and Safety</p>	<p>Q4 2026</p>



Objective for 2026

Awareness and inclusive culture

Obstacles	Objectives	Measures adopted	Indicators	Teams responsible	Status and deadline
<p>Varying level of employees' knowledge of the experiences of persons with disabilities</p> <p>Lack of informal opportunities for understanding, empathy and openness to various types of disabilities (visible and non-visible)</p>	<p>Promote employee awareness on the different realities of a disability by adding publications on different types of disability to the library at Édifice Jacques-Parizeau</p>	<p>Select and acquire reference materials (books, essays, testimonials, guides) on different types of disabilities, including physical, sensory, cognitive and psychological disabilities, as well as neurodiversity</p> <p>Add these publications in the Jacques Parizeau Building library to ensure accessibility for all staff</p> <p>Promote the library additions through internal communications to encourage use of available resources</p>	<p>Number of books added to the library on different types of disabilities</p> <p>Diversity of topics covered (visible and non-visible disabilities)</p> <p>At least one internal communication announcing the library additions</p> <p>Qualitative feedback from employees on the relevance and usefulness of the available resources</p>	<p>Global Health and Safety</p> <p>Public Affairs</p>	<p>Q4 2026</p>



Objective for 2026

Accessibility to available services

Obstacles	Objectives	Measures adopted	Indicators	Teams responsible	Status and deadline
<p>Employees have varying or limited knowledge of services from providers (telemedicine, EFAP, wellness account)</p> <p>Dispersed information regarding available resources related to APPD and neurodiversity</p> <p>Difficulty for some employees to quickly locate services for their specific needs</p>	<p>Improve accessibility and awareness of support services for employees with disabilities and those who are neurodivergent, by analyzing service provider offerings and increasing the dissemination of relevant APPD resources</p>	<p>Analyze service provider offerings (telemedicine, EFAP, wellness account) to identify the relevant resources for persons with disabilities and those who are neurodivergent</p> <p>Identify and structure information on services adapted to the specific situations covered by the APPD</p> <p>Facilitate access to information through a clear and centralized presentation of services by adding information to the intranet</p>	<p>Number of resources or services identified as relevant to APPD and neurodiversity</p> <p>At least one internal communication to promote services</p>	<p>Global Health and Safety in collaboration with the Diversity, Equity and Inclusion (DEI) and Information Technology teams</p>	<p>Q4 2026</p>



Objective for 2026

Accessibility to available services

Obstacles	Objectives	Measures adopted	Indicators	Teams responsible	Status and deadline
<p>Self-declaration of a disability is voluntary, which may limit early identification of support needs during onboarding</p> <p>Accessibility and flow of information on support measures, accommodations and available resources are not always optimal when starting a new job</p>	<p>Improve the onboarding of new employees with disabilities</p>	<p>Present existing accessibility measures to newly hired employees with a disability</p> <p>Include a summary document on resources and support measures in the onboarding presentation for new employees released by the Talent Centre as part of onboarding</p>	<p>Number of onboarding presentations including the document summarizing resources and support measures</p> <p>Number of new employees informed of accessibility measures and available resources as part of onboarding</p> <p>Number of accommodation requests processed following onboarding (needs identification indicator, without a performance threshold)</p> <p>Qualitative feedback on the integration experience of new employees with disabilities (perceived satisfaction indicator)</p>	<p>Global Health and Safety</p> <p>Talent Centre</p>	<p>Q2 2026</p>



Objective for 2026

Accessibility to available services

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Information dispersed across different channels, making access to resources less intuitive</p> <p>Lack of structured and centralized documentation specifically intended for neurodiversity</p> <p>Potential underutilization of existing resources due to lack of visibility or targeted dissemination</p>	<p>Improve access to information, support and resources for employees who may encounter functional obstacles, including in relation to neurodiversity realities, by identifying available internal resources and disseminating adapted documentation, through the Neurodiversity employee resource group and in collaboration with Nüense</p>	<p>Identify and list existing internal resources relevant to neurodiverse persons (programs, services, tools, support)</p> <p>Develop or structure clear and accessible documentation on neurodiversity and available resources</p> <p>Provide documentation to employees, including through the Neurodiversity employee resource group</p>	<p>Listing of internal neurodiversity resources</p> <p>Number of reference documents or tools developed or disseminated</p> <p>Dissemination of documentation through the Neurodiversity employee resource group</p>	<p>Performance and HR program management</p>	<p>Q4 2026</p>



Objective for 2026

Accessibility to available services

Obstacles	Objectives	Measures adopted	Indicators	Teams responsible	Status and deadline
<p>Varying knowledge of accessibility tools, features and solutions already available in the digital environment</p> <p>Lack of visibility or centralization of information related to available accessibility options, which may limit their use</p> <p>Difficulty for some employees to quickly identify solutions tailored to their needs</p>	<p>Reduce barriers to access information and documents for employees by improving the dissemination and understanding of available accessibility tools and solutions</p>	<p>Disseminate information to all staff, in conjunction with the Public Affairs team, to ensure a clear understanding of available options and access procedures</p> <p>Facilitate access to assistance for persons with special needs to assess appropriate technological solutions (on a case-by-case basis)</p> <p>Centralize information on available accessibility tools and solutions to promote their use and adoption</p>	<p>Volume of content or information resources disseminated (e.g. page, guide, capsule, article)</p> <p>Qualitative feedback from employees on the clarity and usefulness of the disseminated information</p> <p>Number of technology assistance requests received concerning accessibility needs (needs identification indicator, without a performance threshold)</p>	<p>Information technology</p> <p>Public Affairs</p>	<p>Q4 2026</p>



Objective for 2026

Accessibility to available services (cont'd)

Obstacles	Objectives	Chosen measures (cont'd)	Indicators	Team responsible	Status and deadline
<p>Varying knowledge of accessibility tools, features and solutions already available in the digital environment</p> <p>Lack of visibility or centralization of information related to available accessibility options, which may limit their use</p> <p>Difficulty for some employees to quickly identify solutions tailored to their needs</p>	<p>Reduce barriers to access to information and documents for employees by improving the knowledge, visibility and use of available accessibility tools and solutions, as needed</p>	<p>Inform employees about available accessible services and software, including existing features (e.g. reading aloud, text magnification, legibility tools), and the possibility of installing adapted software, as needed.</p> <p>Promote tools that are already available on workstations and in the digital environment (e.g. accessibility options, built-in features, use of Copilot to dictate or formulate content)</p>	<p>Volume of content or information resources disseminated (e.g. page, guide, capsule, article)</p> <p>Qualitative feedback from employees on the clarity and usefulness of the disseminated information</p> <p>Number of technology assistance requests received concerning accessibility needs (needs identification indicator, without a performance threshold)</p>	<p>Information technology</p>	<p>Q4 2026</p>



Objective for 2026

Accessibility to available services

Obstacle	Objective	Measure adopted	Indicator	Team responsible	Status and deadline
<p>Possible presence of visual or technological barriers (legibility, contrast, navigation, compatibility with assistive technology)</p> <p>Difficulty for some applicants in completing an application on their own</p>	<p>Make the Careers page more inclusive</p>	<p>Improve visual accessibility (larger font size, high contrast options, alternative descriptions for images)</p> <p>Improve accessibility and make it easier to navigate the application process in Workday</p>	<p>Feedback from users and recruitment team</p> <p>Accessible functionality utilization rate</p>	<p>Information technology</p> <p>Public Affairs</p>	<p>Q4 2026</p>



Objective for 2026

Physical accessibility and layout of spaces

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Lack of automatic doors in some rooms may limit the autonomy of mobility impaired persons</p> <p>Technical, structural or budgetary constraints influencing the feasibility of the facilities</p> <p>Need to prioritize renovations based on room usage and identified needs</p>	<p>Continue to improve accessibility of meeting rooms by adding automatic doors in spaces identified as priority, where feasible</p>	<p>Based on the analysis performed for identifying rooms where automatic doors are to be added in 2025:</p> <ul style="list-style-type: none">• Assess the technical and operational feasibility of the facilities• Add automatic doors to the chosen rooms, where possible• Update the information available in internal tools to reflect improvements that were made	<p>Number of automatic doors added</p> <p>Increase in number of rooms accessible to persons with reduced mobility</p> <p>Update information in booking or reference tools</p>	<p>Global Office Space Services</p>	<p>Q4 2026</p>



Objective for 2026

Physical accessibility and layout of spaces

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Variable level of accessibility of work spaces by building and region</p> <p>Physical, technical or regulatory constraints that may limit certain adaptations</p>	<p>Assess and enhance, where appropriate, work spaces to reduce physical barriers and foster universal accessibility in the organization's various offices, in Canada and in the organization's offices around the world</p>	<p>Analyze work spaces in the various offices to identify APPD enhancement opportunities</p> <p>Document physical accessibility issues and potential areas for improvement</p> <p>Prioritize renovations based on identified needs, feasibility and impact on accessibility</p> <p>Draw up recommendations for gradual space improvements</p>	<p>Number of offices or spaces assessed</p> <p>Identify documented improvement solutions</p> <p>Incorporate recommendations into future accommodation planning</p>	<p>Global Office Space Services</p>	<p>Q4 2026</p>

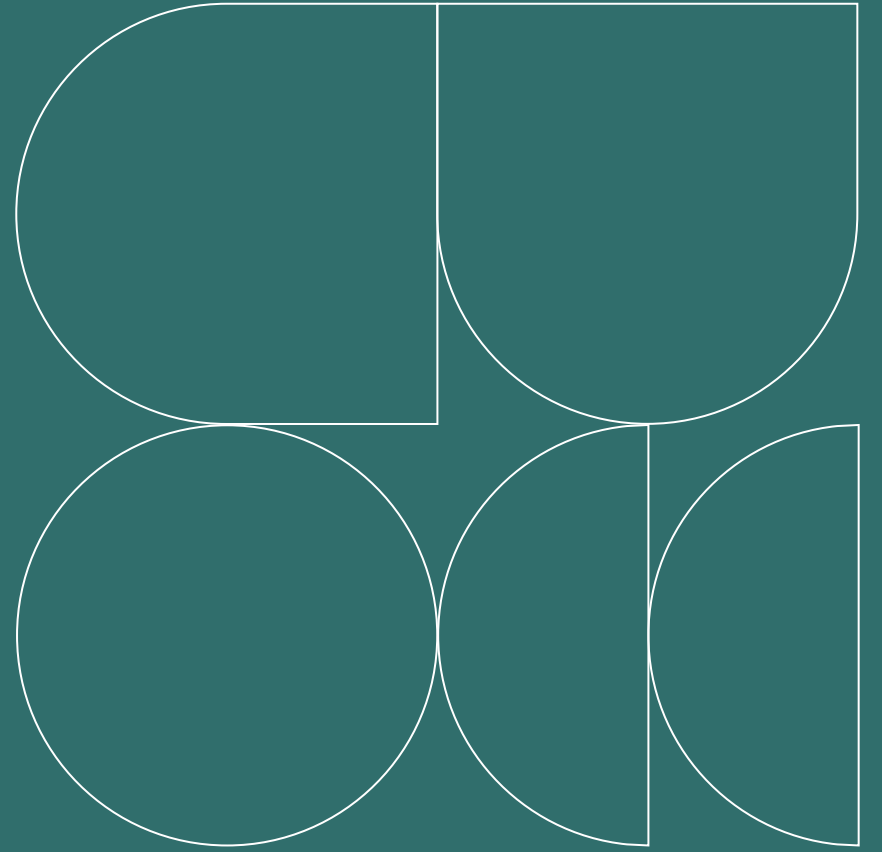


Objective for 2026

Physical accessibility and layout of spaces

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status and deadline
<p>Lack of anticipation of specific needs (mobility, visibility, safe access) when planning events</p> <p>Lack of clear and standardized guidelines on practices to ensure event accessibility</p>	Provide adapted accessibility and reserve seats for persons with disabilities at events	During La Caisse events, reserve approximately five (5) spaces for persons with reduced mobility	Number of spaces reserved Feedback from participants on event accessibility	Public Affairs	Q1 2026

Measures implemented in 2025
consistent with the Action Plan



Reporting

La Caisse adheres to the governmental policy on access for disabled persons to documents and services available to the public (*Accès aux documents et aux services offerts au public pour les personnes handicapées*) to ensure equal access to services and documents for all persons with disabilities.

In accordance with government requirements, public bodies are required to report annually on:

- Number of complaints received and processed regarding access to documents and services
- Accommodation measures implemented to facilitate such access

In 2025, La Caisse did not receive any complaints or requests for accommodation in relation to the accessibility of its documents and services available to the public.





Reporting

Promotion

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
<p>Presence of stereotypes and limited understanding of the realities of visible and non-visible disabilities</p> <p>Uneven knowledge of existing inclusive measures leading to underutilization or misunderstanding of available resources</p> <p>These barriers justify ongoing awareness initiatives to increase understanding, engagement and inclusive practices within the organization</p>	<p>Raise employee awareness on the challenges faced by persons with disabilities</p>	<p>Invite speakers to share their experiences and testimonials</p> <p>Highlight the work carried out by the APPD Working Committee (objective, mission)</p> <p>Recap existing inclusive measures</p> <p>Organize training on neurodiversity and the specific needs of neurodivergent people</p>	<p>Scope and commitment of internal communication campaigns</p> <p>Employee participation and satisfaction rate</p>	<p>Public Affairs</p>	<p>Internal communication activities completed in 2025:</p> <p>Promotion of Neurodiversity Week activities, through the release of an article on March 5 and 11, 2025, generating 796 views</p> <p>Promotion of the conference “Au-delà des étiquettes: comprendre le pouvoir de la neurodiversité” (Beyond labels: understanding the power of neurodiversity), also mentioned in the article on Neurodiversity Week, published on February 20, 2025 with a reminder on March 20, 2025 (day of the event). Article generated 270 views</p>



Reporting

Promotion (cont'd)

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025 (cont'd)
<p>Presence of stereotypes and limited understanding of the realities of visible and non-visible disabilities</p> <p>Uneven knowledge of existing inclusive measures leading to underutilization or misunderstanding of available resources</p> <p>These barriers justify ongoing awareness initiatives to increase understanding, engagement and inclusive practices within the organization</p>	<p>Raise employee awareness on the challenges faced by persons with disabilities</p>	<p>Invite speakers to share their experiences and testimonials</p> <p>Highlight the work carried out by the APPD Working Committee (objective, mission)</p> <p>Recap existing inclusive measures</p> <p>Organize training on neurodiversity and the specific needs of neurodivergent people</p>	<p>Scope and commitment of internal communication campaigns</p> <p>Employee participation and satisfaction rate</p>	<p>Public Affairs</p>	<p>Interview with Mylène Lemire, a member of the APPD Working Committee, on the Committee's activities and her personal experience living with a disability. Published internally on June 5, 2025, generating 417 views</p> <p>Promotion of the conference "Cultiver l'inclusion: comprendre et intégrer la neurodiversité" (Cultivating inclusion: understanding and integrating neurodiversity), as part of ADHD and Dyslexia Awareness Month (October). Publications released on September 16, 2025, with reminders on October 6 and 16, 2025 (day of the event). Initial article generated 442 views and 310 views for reminders</p>



Reporting

Promotion (cont'd)

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025 (cont'd)
<p>Presence of stereotypes and limited understanding of the realities of visible and non-visible disabilities</p> <p>Uneven knowledge of existing inclusive measures leading to underutilization or misunderstanding of available resources</p> <p>These barriers justify ongoing awareness initiatives to increase understanding, engagement and inclusive practices within the organization</p>	<p>Raise employee awareness on the challenges faced by persons with disabilities</p>	<p>Invite speakers to share their experiences and testimonials</p> <p>Highlight the work carried out by the APPD Working Committee (objective, mission)</p> <p>Recap existing inclusive measures</p> <p>Organize training on neurodiversity and the specific needs of neurodivergent people</p>	<p>Scope and commitment of internal communication campaigns</p> <p>Employee participation and satisfaction rate</p>	<p>Public Affairs</p>	<p>Dissemination of awareness messages via promotional screens on floors</p>



Reporting

Accessibility to available services

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
<p>Varying or limited knowledge of available services</p> <p>Dispersed information regarding available resources related to APPD and neurodiversity</p> <p>Difficulty for some to quickly locate services tailored to their specific needs</p>	<p>Implement accessibility measures on the intranet</p> <p>The objective will continue in 2026 as a cross-functional project involving the Diversity, Equity and Inclusion (DEI) and Information Technology team</p>	<p>Add a dedicated section on intranet services: Connect, Adop-T, accommodations, ergonomics, etc.</p>	<p>Number of services accessible via the intranet</p> <p>Service utilization rate by employees</p>	<p>Global Health and Safety</p>	<p>An inventory of services and accessibility measures was conducted to identify content to be made available on the intranet</p> <p>This step enabled a profile of existing services to be drawn up and to confirm information structuring and dissemination needs</p> <p>The work completed in 2025 is an essential preparatory step toward establishing a dedicated section on the intranet and improving access to services</p>



Reporting

Accessibility to available services

Obstacle	Objective	Measure adopted	Indicator	Team responsible	Status in 2025
<p>Possible presence of visual or technological barriers (legibility, contrast, navigation, compatibility with assistive technology)</p> <p>Difficulty for some applicants in completing an application on their own</p> <p>Information on accommodation measures and support provided during the recruitment process may not be visible or explicit enough</p>	<p>Make the Careers page more inclusive</p>	<p>Improve visual accessibility (larger font size, high contrast options, alternative descriptions for images)</p> <p>Improve accessibility and make it easier to navigate the application process in Workday</p> <p>Offer accessible application options (audio/video formats, simplified forms)</p>	<p>Feedback from users and recruitment team</p> <p>Accessible functionality utilization rate</p> <p>Number of applications and visits to the adapted section</p>	<p>Talent Acquisition</p> <p>Information technology</p>	<p>Completion of a self-study on LinkedIn Learning entitled "UX Foundations: Accessibility"</p> <p>Identification of an Information Technology contact person</p> <p>An analysis of accessible application options (audio/video formats, simplified forms) was carried out. Following this analysis, it was agreed to prioritize other accessibility levers deemed more foundational at this point. This objective will continue in 2026</p>



Reporting

Accessibility at work related to hiring, working conditions and job retention

Obstacles	Objectives	Measures adopted	Indicators	Teams responsible	Status in 2025
<p>Self-declaration of a disability is voluntary, which may limit early identification of support needs during onboarding</p> <p>Accessibility and flow of information on support measures, accommodations and available resources are not always optimal when starting a new job</p>	Improve the integration of new employees with disabilities	<p>Integrate new employees with disabilities by presenting the accessibility measures in place</p> <p>Provide a summary document in the integration guide</p>	<p>Satisfaction rate of new employees</p> <p>Number of accommodation requests handled</p>	<p>Global Health and Safety</p> <p>Talent Centre</p>	<p>A reflection was initiated on the progress of the initiative, leading to the creation of a fact sheet to present the available resources, support measures and accommodation process.</p> <p>This tool will be handed out during the integration meetings to facilitate access to information at the initial stages of the onboarding journey</p> <p>This initiative is scheduled to be deployed in Q2 2026</p>



Reporting

Accessibility at work related to hiring, working conditions and job retention

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
<p>Managers do not always have clear and standardized tools to support persons with disabilities</p> <p>Varying level of managers' knowledge about the realities faced by persons with disabilities and possible accommodations</p> <p>Risk of uneven approaches from team to team, which could lead to gaps in employee experience</p>	Support managers when integrating a person with a disability	Implement documentation to raise managers' awareness when a person reports having a disability	Number of managers trained Feedback from managers on training effectiveness	Global Health and Safety	<p>Preparatory work has begun to support managers in supporting persons with disabilities</p> <p>This approach made it possible to identify the development of an assistance kit as a preferred lever</p> <p>Work started in 2025 will continue and be realized in 2026 through the development, dissemination and adoption of the kit</p>



Reporting

Accessibility at work related to hiring, working conditions and job retention

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
<p>Existing recruitment processes are not always sufficiently tailored to meet the needs of persons with disabilities at all stages of the process (posting, screening, interview)</p> <p>Limited visibility of career opportunities among persons with disabilities, which may limit the pool of candidates</p> <p>Possible perception among some candidates of a lack of accessibility or inclusiveness in the recruitment process, which may act as a barrier to application</p>	<p>Update measures taken to support the recruitment of persons with disabilities</p>	<p>Review and improve recruitment processes to make them more inclusive</p> <p>Create and update documents detailing employment support measures</p> <p>Promote career opportunities for persons with disabilities</p>	<p>Number of persons with disabilities recruited</p> <p>Candidate satisfaction rate</p> <p>Retention rate of employees with disabilities</p> <p>Employee feedback on support measures</p>	<p>Talent Acquisition</p>	<p>In 2025, the organization hired 21 persons with disabilities and reiterated to the recruitment team members its commitment to provide the reasonable accommodation measures required with respect to disability and neurodivergence.</p> <p>Meetings were held with Étape, AIM Croit and ROSEPH to explore partnership opportunities for inclusive recruitment</p> <p>Career opportunities were also posted on AIM Croit's website to increase the visibility of positions for persons with disabilities</p>

Reporting

Accessibility at work related to hiring, working conditions and job retention

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
Still partial or fragmented knowledge of functional barriers that may be encountered by persons with neurodivergent realities in the workplace	Expand our knowledge of obstacles encountered neurodivergent persons	<p>Identify the main obstacles encountered during the recruiting process</p> <p>Identify the main employment obstacles</p>	<p>Number of training sessions taken</p> <p>Number of updated reference documents</p>	Talent Acquisition	December 3: Facilitation of a discussion group among members of the recruitment team to better understand obstacles to hiring persons with disabilities and those who are neurodivergent
Varying knowledge and practices of recruitment personnel regarding the realities and needs of persons with disabilities	Raise awareness and train employees responsible for recruiting on the realities of people with disabilities	Make a document available to the recruiting team setting out best practices in the recruitment of people with disabilities	Number of training sessions taken	Talent Acquisition	November 12: Development of neuroinclusion skills through the training "Neuroinclusion: des concepts à la pratique" (Nüense), followed by sharing of reference materials with members of the recruitment team



Reporting

Accessibility to buildings, premises and facilities

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
<p>Lack of automatic doors in some rooms may limit the autonomy of mobility impaired persons</p> <p>Technical, structural or budgetary constraints influencing the feasibility of facilities</p>	<p>Update materials to make the work environment more inclusive</p>	<p>Install additional automatic door openers to facilitate access to floors</p> <p>Reassess meeting room chairs to improve comfort and ergonomics</p>	<p>Number of automatic doors installed</p> <p>Reservation system utilization rate</p>	<p>Global Office Space Services</p>	<p>To facilitate access to floors and common areas, automatic doors have been installed at the entrances of three floors – B9, A12, A4</p> <p>Meeting room chairs have been assessed as being high quality and meeting ergonomic standards</p> <p>With a view to universal accessibility, three meeting rooms have been redesigned by replacing high tables with height-adjustable tables to better meet the needs of persons with reduced mobility.</p>



Reporting

Accessibility to buildings, premises and facilities

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
<p>Lack of automatic doors on some floors may limit the autonomy of mobility impaired persons</p> <p>Some existing fit-outs, including meeting room furniture, may not optimally meet the varied ergonomic needs of individuals</p> <p>Physical or technical constraints specific to buildings that may complicate the consistent implementation of certain accessibility measures</p> <p>Lack of visibility of room accessibility features at time of reserving, which may result in unsuitable choices</p>	<p>Identify the inclusive rooms directly using the meeting room reservation system</p>	<p>Ensure there is at least one inclusive room per block and per floor</p>	<p>Number of inclusive rooms per block and per floor</p>	<p>Global Office Space Services</p>	<p>The meeting room portal, accessible to all staff, has been enhanced to make rooms easier to identify based on accessibility and fit-out needs. The portal includes the following:</p> <ul style="list-style-type: none">• a photo of each room showing the furniture and layout;• the various possible layouts for the modular rooms;• a clear description of the technology available for each room; and• search filters to help select rooms that meet specific user needs



Reporting

Accessibility to buildings, premises and facilities (cont'd)

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025 (cont'd)
<p>Lack of automatic doors on some floors may limit the autonomy of mobility impaired persons</p> <p>Some existing fit-outs, including meeting room furniture, may not optimally meet the varied ergonomic needs of individuals</p> <p>Physical or technical constraints specific to buildings that may complicate the consistent implementation of certain accessibility measures</p> <p>Lack of visibility of room accessibility features at time of reserving, which may result in unsuitable choices</p>	<p>Identify the inclusive rooms directly using the meeting room reservation system</p>	<p>Ensure there is at least one inclusive room per block and per floor</p>	<p>Number of inclusive rooms per block and per floor</p>	<p>Global Office Space Services</p>	<p>An analysis of the meeting rooms enabled rooms to be identified that could accommodate persons with reduced mobility. Room C8.125, which meets most of the accessibility criteria (<i>automatic door; modular layout; adapted technology</i>) is identified by a special logo. Information on other accessible rooms is available in the reservation system, to enable inclusive meeting scheduling</p> <p>In 2026, an analysis will be continued to assess the feasibility of adding automatic doors and increasing the number of fully inclusive rooms</p>

Reporting

Accessibility to buildings, premises and facilities

Obstacles	Objectives	Measures adopted	Indicators	Team responsible	Status in 2025
<p>Existing drop-off areas are not always clearly marked or protected, which can lead to safety issues</p> <p>Constraints related to urban development and public road configuration, which may complicate the creation of new reserved areas</p> <p>Implementation requires alignment with external stakeholders (e.g. municipal authorities, property management)</p>	<p>Facilitate access to the building and improve the safety of the drop-off area</p>	<p>Create two parking spaces reserved for drop-offs (one on each street)</p>	<p>Create two parking spaces and ensure they are available</p>	<p>Property Management</p>	<p>The city was contacted, but the addition of reserved spaces was not approved due to urban design constraints</p> <p>However, alternative solutions have been chosen to ensure safe access, namely, use of the W Hotel drop-off area and the building parking lot (15 minutes free, direct access to ground floor via the elevator).</p>

Reporting

Accessibility of information and documents

Obstacles	Objectives	Measures adopted	Indicators	Responsibility	Status in 2025
<p>Varying knowledge of accessibility tools, features and solutions already available in the digital environment</p> <p>Lack of visibility or centralization of information related to available accessibility options, which may limit their use</p> <p>Difficulty for some employees to quickly identify solutions tailored to their needs</p> <p>Risk of underutilizing existing tools in the absence of clear information or enhancement of accessible functionalities</p>	<p>Improve accessibility of information and documents for employees</p>	<p>Install text reading software on all the organization's computers</p> <p>Install dictation software to facilitate text writing</p> <p>Provide tools to increase font size and improve readability</p>	<p>Number of software programs installed</p> <p>Employee software utilization rate</p>	<p>Information technology</p>	<p>In 2025, an information and document accessibility needs analysis was conducted, highlighting the importance of a cross-functional approach.</p> <p>In this context, a member of the Information Technology team joined the APPD Committee to increase technological expertise and support the structuring and implementation of the measures.</p> <p>This contribution consolidates APPD governance and prepares the roll-out of the planned actions in 2026.</p>



Reporting

Adapting to specific situations

Obstacles	Objectives	Measures adopted	Indicators	Teams responsible	Status in 2025
Evacuation procedures not well suited to the realities of persons with reduced mobility and those who are neurodivergent, and lack of targeted training .	Train employees on adapted emergency procedures	Organize training sessions on specific emergency procedures for persons with disabilities and to help colleagues with disabilities	Number of training sessions organized Employee participation and satisfaction rate	Global Health and Safety	2025: General training provided to everyone and specific training planned for persons with reduced mobility. 2026: Deployment of specific training tailored to the realities of persons with reduced mobility.
Lack of anticipation of specific needs (mobility, visibility, safe access) when planning events Lack of clear and standardized guidelines on practices to ensure event accessibility	Reserve places for persons with disabilities during events	During events on the La Caisse Parquet, reserve approximately five spaces for persons with reduced mobility	Number of spaces reserved Feedback from participants on event accessibility	Public Affairs	2025: Deployment of an <i>ad hoc</i> measure for booking adapted seating at events and integration of an accessibility requirements form for events. 2026: Formalize a standard process for all events (Q1 2026).