



**MUFG Bank, Ltd., Canada Branch**

Royal Bank Plaza, South Tower

200 Bay Street, Suite 3400

Toronto, ON M5J 2J1

Canada

T: +1 416-865-0220

[accessibility@ca.mufg.jp](mailto:accessibility@ca.mufg.jp)

# MUFG Bank, Ltd., Canada Branch 2026-2028 Accessibility Plan

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## **1. Message from Executive Committee of Canada**

On behalf of MUFG Bank, Ltd., Canada Branch, I am pleased to present our Accessibility Plan for 2026 to 2028.

Since publishing our initial plan in 2023, we have made meaningful progress — relocating to a newly designed, accessible office space, upgrading our meeting technology, establishing an Accessibility Working Group, and building awareness through our quarterly town halls and highlighting National Accessibility Week activities. We also recognize that some areas — particularly procurement, alternate formats, and program design — require continued evaluation and focus, and this plan carries those commitments forward.

This plan was developed in consultation with our Accessibility Working Group, guided by the principle of "Nothing Without Us." We are committed to creating an inclusive and barrier-free environment for all staff, clients, and stakeholders.

*Mari Jensen*  
*Chief Corporate Administration Officer*  
*MUFG Bank, Ltd., Canada Branch*

## 2. General

### 2.1 About MUFG Bank Canada

MUFG Bank, Ltd., Canada Branch (“MUFG Bank Canada”) is a Schedule III foreign bank branch authorized under the Bank Act (Canada). It is part of Mitsubishi UFJ Financial Group, Inc. (MUFG), one of the world's largest financial groups. The main office is located at 200 Bay Street, Royal Bank Plaza, South Tower, Suite 3400, Toronto, Ontario. MUFG Bank Canada is a federally regulated entity subject to the *Accessible Canada Act* (the “ACA”).

### 2.2 Accessibility Statement

MUFG Bank Canada is committed to providing equal opportunities and creating an accessible and inclusive work environment for all staff, including persons with disabilities. Inclusion is an integral part of MUFG Bank Canada's values and strategic objectives. MUFG Bank Canada endeavours to be accessible to all staff, prospective staff, clients, and authorized visitors, including persons with disabilities.

### 2.3 Feedback and Contact Information

**Designated recipient:** Canada Human Resources Lead

**Email:** [accessibility@ca.mufg.jp](mailto:accessibility@ca.mufg.jp)

**Telephone:** 416-865-0220

**Mail:** 200 Bay Street, Royal Bank Plaza, South Tower, Suite 3400, Toronto, ON M5J 2J1

Feedback may be submitted anonymously or with identifying information. All feedback will be acknowledged in a timely manner through the same means by which it was received, unless submitted anonymously. See Appendix A for the full Feedback Process.

### 2.4 Alternate Formats

This plan is available in alternate formats upon request, including print, large print, Braille, audio format, and electronic format compatible with adaptive technology. To request an alternate format, please use the contact information above.

### 2.5 Definitions

**Barrier:** "Anything — including anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice — that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation." (ACA, 2019)

**Disability:** "Any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society." (ACA, 2019)

### **3. Consultations**

This plan was developed in consultation with MUFG Bank Canada's Accessibility Working Group (AWG), which includes employees who self-identify as persons with disabilities. A consultation meeting was held on April 30, 2026, attended by six members.

The consultation reviewed the progress from the 2023–2026 plan and discussed current barriers and priorities. The following key themes emerged:

- Accessibility processes exist but tend to be reactive rather than proactive — staff may not be aware of available support unless they ask
- Communication about accommodations, equipment, and feedback channels should be improved, including during onboarding
- Procurement and alternate formats remain unfinished areas from the prior plan and need clear ownership and action
- The new office space is well designed, but emergency procedures (e.g., visual fire alarms) and accessible workstation prominence need further review
- The Accessibility Mailbox exists but is not widely known and could be further promoted
- New hires may not be clearly informed of available accommodation and equipment which might be relevant to their accessibility needs.

These consultation themes directly informed the planned actions outlined in Section 5.

### **4. Lessons Learned from the Previous Plan**

The first accessibility plan cycle showed that training and awareness are most effective when they are practical, noticeable, and embedded across the organization. MUFG Bank Canada learned that accessibility awareness needs to extend beyond the Accessibility Working Group and be reinforced through regular communication, manager capability-building, and everyday use of accessibility-related tools and practices.

- Accessibility awareness should be shared with all employees, not limited to the Accessibility Working Group, to build broader understanding and responsibility across MUFG Bank Canada.
- Managers and HR could benefit from targeted, practical guidance on the duty to accommodate and disability-related issues so that support is timely, consistent, and well understood.

- Staff may be more likely to use accessibility features when tools such as Microsoft accessibility functions and Copilot are actively promoted and demonstrated in practical ways.
- Accessible document creation remains an important capability for all staff, and staff benefit from clear guidance, templates, and repeated reinforcement over time.
- Annual awareness activities, including National Accessibility Week, help maintain prominence and momentum by keeping accessibility part of regular organizational conversation.
- Ongoing learning opportunities are valuable for sustaining knowledge and building internal capacity, particularly for Accessibility Working Group members and employees with a strong interest in promoting accessibility.

## 5. Priority Areas and Planned Actions

The following sections set out MUFG Bank Canada's commitments across the seven priority areas of the ACA for the period 2026 to 2028.

### Action Item Numbering Convention

Each planned action in this plan is assigned a unique identifier to support tracking and progress reporting. Two prefixes are used:

- **OA (Outstanding Action):** Action items carried forward from the 2023–2026 Accessibility Plan that were not fully completed. These retain their original OA reference number for continuity and traceability, however, descriptions may be revised to reflect current progress, updated scope, or changes in organizational circumstances since the original plan. Completed actions from the previous plan are not repeated in this plan.
- **NOA (New Outstanding Action):** New action items introduced in this plan, informed by Accessibility Working Group consultations and barrier identification. These are numbered sequentially within each priority area.

Progress against each action item will be reported in MUFG Bank Canada's annual progress reports using these identifiers.

### 5.1 Employment

**Barrier:** Accessibility is not yet fully embedded across the employee lifecycle. The internal recruitment process is managed regionally, which may create unintended barriers for candidates. New hires may not be clearly informed of available accommodation and equipment which may be relevant to their accessibility needs.

#### Planned Actions:

##### By end of Year 1 (2026), MUFG Bank Canada will:

- NOA 1.1 — Include accessibility and accommodation information in onboarding materials, including availability of certain specialized equipment.
- NOA 1.2 — Engage with the regional recruiting function to address barriers in the candidate experience.
- OA 1.2 — Confirm availability of disability-specific management training and promote completion by all managers.

##### By end of Year 2 (2027), MUFG Bank Canada will:

- OA 1.4 — Benchmark recruitment, selection, and onboarding practices against leading accessibility practices.
- NOA 1.3 — Review and enhance the self-identification process to encourage voluntary disclosure.

## 5.2 The Built Environment

**Barrier:** The office space was significantly upgraded as a result of the 2025 relocation. However, fire alarm visual alerts for staff who are hard of hearing need further review. Accessible workstations and equipment are not proactively identified or communicated, and emergency evacuation procedures may not fully account for staff with certain mobility-related disabilities.

### Planned Actions:

#### By end of Year 1 (2026), MUFG Bank Canada will:

- NOA 2.1 — Confirm with building management that fire alarms include visual alerts and work with building management to address any gaps, as required.
- NOA 2.2 — Improve prominence and communication of available accessible workstations and equipment during onboarding.
- NOA 2.3 — Conduct an accessibility review of the new office space after the first full year of occupancy.
- NOA 2.4 — Ensure emergency evacuation procedures account for staff with certain mobility-related disabilities.

#### Ongoing:

- OA 2.4 — Continue to solicit AWG feedback on any proposed design changes to the built environment.

## 5.3 Information and Communication Technologies

**Barrier:** Limited knowledge of available accessibility features in the information technology infrastructure utilized by MUFG Bank Canada continues to limit their use by staff. The MUFG Bank Canada web page is not directly controlled locally, which may result in inconsistent web accessibility.

### Planned Actions:

#### By end of Year 1 (2026), MUFG Bank Canada will:

- OA 3.1 — Expand accessibility training and knowledge sharing to all employees, including promotion of Microsoft accessibility features and Copilot tools.

#### By end of Year 2 (2027), MUFG Bank Canada will:

- NOA 3.1 — Engage with the relevant team to encourage accessibility review of key internal systems.

#### Ongoing:

- OA 5.1 — Continue to work with internal stakeholders to address web accessibility issues and close content gaps.
- OA 6.1 — Explore the availability of assistive technology licenses (e.g., screen readers, captioning tools) held by other MUFG entities for potential deployment in Canada.

- OA 6.2 — Periodically review Microsoft tools for new or updated accessibility features.

## 5.4 Communication, Other Than ICT

**Barrier:** Document templates may not consistently meet accessibility standards. No finalized guidelines exist for the provision of sign language at meetings and events. No uniform process is in place to ensure alternate formats or real-time communication supports are available. Accessibility updates are not communicated regularly to staff.

### Planned Actions:

#### By end of Year 1 (2026), MUFG Bank Canada will:

- OA 7.1 — Review and update high-use corporate document templates (e.g., offer letters, policy documents, internal communications) to meet accessibility standards.
- OA 8.1 / OA 9.1 — Identify and engage certain service providers to support alternate formats and accessible communication needs, including Braille, large print, audio, sign language interpretation, and captioning.
- NOA 4.1 — Publish periodic accessibility articles in the internal MUFG Bank Canada newsletter.
- NOA 4.2 — Promote the Accessibility Mailbox through periodic newsletters and annual reminders.

#### By end of Year 2 (2027), MUFG Bank Canada will:

- OA 7.3 — Collaborate with certain service providers to establish best practices for providing ASL, LSQ, and Indigenous Sign Language at meetings and events.
- OA 8.2 — Catalogue and store documents in alternate formats for distribution upon request.
- OA 8.3 — Partner with service providers to establish and operationalize a consistent approach for preparing key accessibility resources, including this plan and the feedback process, in alternate formats.

### Ongoing:

- NOA 4.3 — Continue to celebrate National Accessibility Week annually with employee awareness activities.

## 5.5 Procurement of Goods, Services and Facilities

**Barrier:** Each business internally is responsible for Third Party Vendor Management & procurement and may not be clear on accessibility considerations, including vendor selection, RFPs, or third-party onboarding. This area had limited progress in the prior plan and is a priority for this cycle.

### Planned Actions:

#### By end of Year 1 (2026), MUFG Bank Canada will:

- NOA 5.1 — Create awareness within each internal business line about accessibility and how it might be considered within the existing third-party vendor management process.

**By end of Year 2 (2027), MUFG Bank Canada will:**

- OA 10.1–10.4 — Strengthen accessibility in procurement by embedding accessibility requirements into vendor selection, onboarding, review, and guidance processes.

## 5.6 Design and Delivery of Programs and Services

**Barrier:** No comprehensive or documented approach exists for setting accessibility standards for MUFG Bank Canada's programs and processes. No standard measures are in place to assess the accessibility of programs, events, and engagements. This barrier had limited progress in the prior plan.

### Planned Actions:

**By end of Year 2 (2027), MUFG Bank Canada will:**

- OA 11.1 — Develop internal best practices to improve the accessibility of programs and services, in collaboration with internal stakeholders.
- NOA 6.1 — Embed accessibility considerations into the planning stage for key company activities.

### Ongoing:

- OA 12.1 — Continue to standardize and promote the accessibility feedback process.

## 5.7 Transportation

MUFG Bank Canada does not coordinate a transportation system or fleet of vehicles. However, MUFG Bank Canada will take the following steps related to business travel:

### Planned Actions:

**By end of Year 1 (2026), MUFG Bank Canada will:**

- NOA 7.1 — Review business travel policies to ensure accessibility considerations and accommodations are included.

## 6. Governance and Accountability

- Executive Sponsor: Chief Corporate Administration Officer
- Accessibility Lead: Vice President, Human Resources
- Accessibility Working Group: Cross-functional group including employees who self-identify as persons with disabilities.

The AWG will meet at least annually to review progress and provide input. The Accessibility Lead will report on plan progress to senior management periodically. Progress reports will be published annually as required by the ACA. MUFG Bank Canada will notify the Accessibility Commissioner via the My Accessibility Portal within 48 hours of publishing this plan, progress reports, and the feedback process description.

## **Appendix A: Feedback Process**

MUFG Bank Canada welcomes feedback on this Accessibility Plan and on any barriers to accessibility experienced by staff, clients, or members of the public.

### **How to Provide Feedback**

- Email: [accessibility@ca.mufg.jp](mailto:accessibility@ca.mufg.jp)
- Telephone: 416-865-0220
- Mail: Vice President, Human Resources, MUFG Bank, Ltd., Canada Branch, 200 Bay Street, Royal Bank Plaza, South Tower, Suite 3400, Toronto, ON M5J 2J1
- Feedback may be provided anonymously or with identifying information.

### **Acknowledgement**

All feedback will be acknowledged in a timely manner through the same means by which it was received, unless submitted anonymously.

### **How Feedback Is Used**

Feedback is reviewed to identify trends, systemic issues, and opportunities for improvement. Summaries are included in annual progress reports and inform future plan updates.

### **Privacy**

Personal information is handled in accordance with the Privacy Act and MUFG Bank, Ltd., Canada Branch privacy policies. Information will not be shared without consent.