



NUCLEAR WASTE MANAGEMENT ORGANIZATION SOCIÉTÉ DE GESTION DES DÉCHETS NUCLÉAIRES

# Accessibility Plan 2026-29

JUNE 2026



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## Land acknowledgement

The Nuclear Waste Management Organization (NWMO) acknowledges that we have worked in many different Indigenous territories since the inception of the organization. We are grateful to the Indigenous communities we have worked with over the years.

We also acknowledge that today we are working in the territory of Wabigoon Lake Ojibway Nation and in other Indigenous communities.

We further acknowledge that we have the privilege of working with other First Nations and Indigenous organizations and communities, including the Métis who expressed an interest in learning about our work.

As part of our commitment to Reconciliation, we recognize both the historic and current injustices and harms that far too many Indigenous communities have endured and continue to endure. We commit to doing our part to support well-being in the Indigenous communities with which we work.

## General

This accessibility plan is in compliance with the *Accessible Canada Regulations* (SOR/2021-241) under the *Accessible Canada Act* (ACA).

The *Accessible Canada Regulations* under the ACA require that the NWMO establish, implement, maintain and document our accessibility plan. The accessibility plan outlines the NWMO's strategy for preventing and removing barriers for persons with disabilities and meets the obligations under the *Accessible Canada Regulations* and the ACA. The accessibility plan will be publicly available, including in an accessible format upon request. The accessibility plan will be reviewed and updated, if applicable, at least once every three years.

## Application of the accessibility plan

The accessibility plan applies to all employees, as defined in the *Accessible Canada Regulations*, as well as members of the public with whom the NWMO interacts.

At time of publishing, the NWMO's head office is located in Toronto, Ont., at:

» **TORONTO OFFICE**

22 St. Clair Avenue East, 4<sup>th</sup> Floor  
Toronto, ON M4T 2S3  
Email: [contactus@nwmo.ca](mailto:contactus@nwmo.ca)  
Tel.: 416.934.9814  
Toll free: 1.866.249.6966  
Fax: 416.934.9526

Effective July 1, 2026, the NWMO's head office will be located in Toronto, Ont., at:

30 Adelaide Street East, Suite 600  
Toronto, ON M5C 3H1

The NWMO also has an office in Ignace, Ont., facilities in Dryden, Ont., and Oakville, Ont., and an additional office in Toronto, Ont. The contact information for each is listed below.

» **IGNACE LEARN MORE CENTRE**

304 Main Street  
Ignace, ON P0T 1T0  
Tel.: 1.807.934.2472

» **DISCOVERY AND  
DEMONSTRATION CENTRE**

2009 Wyecroft Road  
Oakville, ON L6L 6J4

» **DRYDEN FACILITY**

32 Memorial Avenue, Door 7  
Dryden, ON P8N 2L7  
Tel.: 1.807.223.8647

» **DEEP GEOLOGICAL REPOSITORY  
PROJECT – BIG ROOM**

74 Victoria Street, Suite 1000  
Toronto, ON M5C 2A5

## Feedback

The NWMO has a designated accessibility representative to receive feedback relating to accessibility and accessibility barriers on behalf of the organization. Requests for copies of this accessibility plan and any prior plans or progress reports in an accessible format can be made directly to the NWMO. Requests for a description of the NWMO's feedback process in print, large print, Braille, audio format or an electronic format compatible with adaptive technology that assists persons with disabilities can also be made directly to the NWMO.

The NWMO's designated accessibility representative is the Vice-President of Human Resources and Chief Ethics Officer. You can provide feedback and communicate with the NWMO and the designated accessibility representative using the contact information below.

Mail: 22 St. Clair Avenue East, 4<sup>th</sup> Floor, Toronto, ON M4T 2S3

Email: [accessible@nwmo.ca](mailto:accessible@nwmo.ca)

Tel.: 416.934.9814

Toll free: 1.866.249.6966

Effective July 1, 2026:

Mail: 30 Adelaide Street East, Suite 600, Toronto, ON M5C 3H1

The Vice-President of Human Resources and Chief Ethics Officer (or delegate) can answer any questions on how to receive the NWMO's accessibility plan in an accessible format, as well as provide an accessible description of the NWMO's feedback process for the accessibility plan. Responses to feedback will be returned in the format in which the feedback was received. The NWMO is unable to respond directly to anonymous feedback, but such feedback will still be considered in our efforts to improve accessibility.

## Executive summary

The NWMO's *Accessibility Plan 2026-29* is grounded in the work we have undertaken to further develop and strengthen our diversity, equity, inclusion and accessibility initiatives, ensuring psychological safety in the workplace and building a strong safety culture. This accessibility plan builds on progress made during 2023-26 and is informed by consultations with employees, including people with disabilities.

The NWMO's *Accessibility Plan 2026-29* sets the direction for identifying, removing and preventing barriers within each of the priority areas identified by the ACA:

- » employment
- » the built environment
- » information and communication technologies (ICT)
- » communication (other than ICT)
- » the procurement of goods, services and facilities
- » the design and delivery of programs and services
- » transportation

For each area, the accessibility plan identifies key barriers, acknowledges progress to date and sets goals that reflect the NWMO's operational context. Actions have been prioritized so that the plan is both achievable and realistic, and efforts are aligned across the organization.

Consultations for the accessibility plan focused on employees, including those who identify as having a disability, and their experiences within the NWMO. Feedback highlighted progress in several areas of accessibility and overall engagement. Opportunities for continued improvement include increasing transparency and communication about accessibility initiatives, strengthening related policies and procedures, and enhancing awareness and education across the organization.

The NWMO will implement the identified actions and continue to evolve our practices to meet the needs of employees and members of the public with disabilities. The NWMO will continue to seek feedback and engage people with disabilities to inform the development of policies, programs and processes. Feedback will also inform future progress reports and updated plans, with a focus on continuous improvement towards a barrier-free Canada by 2040.

## Introduction

The NWMO is committed to building a barrier-free organization where accessibility is embedded in our policies, procedures and work environment. This updated plan builds on our [Accessibility Plan 2023-26](#) and focuses on strengthening internal processes and practices. It reflects feedback from employees, including persons with disabilities, who identified remaining cultural and procedural barriers.

The updated accessibility plan aligns with the NWMO's current and ongoing work to create a more equitable organization with a diverse and inclusive workforce:

- » As a federally regulated employer, the NWMO reports annually on workforce demographics. Data from the self-identification questionnaire informs our employment equity report, which analyzes representation gaps and supports our *Employment Equity Plan*. The *Employment Equity Plan* outlines short-term hiring and promotion goals, long-term representation goals, measures to remove systemic barriers, and special initiatives to increase representation of designated groups.
- » Internal partnerships with employee resource groups and committees such as our Inclusion, Diversity, Equity and Accessibility Committee help advance the NWMO's diversity, equity and accessibility goals.
- » External partnerships with organizations like Electricity Human Resources Canada (Equal by 30) and the Canadian Centre for Diversity and Inclusion further strengthen our ability to learn from best practices and enhance our accessibility work.
- » Regular reviews of policies, procedures and practices help identify and remove barriers for under-represented groups.

A goal of our first accessibility plan was to formalize an accessibility policy and accommodation procedure. These have been created, with further work underway to fully realize the goal. Future efforts will be focused on sharing broadly and building education around them to ensure employees are aware and comfortable and fully understand how to best access personalized accommodations.

Together, these efforts reinforce the NWMO's commitment to a diverse, inclusive and accessible workplace.

## Consultations

Employees at the NWMO are regularly consulted through employee resource groups, committees, town hall meetings, surveys and direct engagement with leaders and union representatives.

To broaden input from people with disabilities, two organization-wide surveys were conducted to assess barriers to inclusion and overall engagement. These surveys highlighted both progress and remaining barriers, while ensuring privacy through options for anonymous participation.

The first survey explored employee perceptions of accessibility and inclusion. The second, a formal engagement survey, examined experiences related to career development, work environment, benefits, recognition and well-being.

Survey results showed progress in areas such as flexible and hybrid work arrangements where time is split between office-based and remote work locations, which many employees identified as essential for supporting health, productivity and autonomy. Employees also noted increased openness in conversations about mental health, accessibility and accommodation, supported by initiatives such as lunch-and-learn events and resource sharing.

A consistent theme was the need for more transparent, ongoing communication about accessibility efforts.

Additional themes identified included:

- » The absence of a formal written accommodation procedure in our governance management system, leading to inconsistent awareness and understanding of how to request and access accommodations.
- » A need for expanded training and awareness for both employees and managers to better support disability inclusion.
- » Ongoing barriers to self-identification and disclosure, driven largely by concerns about stigma and potential negative consequences.
- » Challenges related to the built environment and access to ergonomic equipment, which continue to limit full participation for some employees.

Future consultation cycles may expand to include external stakeholders and members of the public, and will seek feedback aligned with the seven priority areas of the ACA.

## Monitoring and reporting

The NWMO will continue to work with people with disabilities and internal partners to develop a prioritized implementation plan. The implementation plan will include costing and resource allocations to support the deployment of key activities. New research, emerging best practices and metrics will combine to measure the success of the plan. This will be supported by ongoing consultations to measure the NWMO's progress against our commitments and to inform future activities necessary to creating a barrier-free organization.

The results of internal surveys and consultations will continue to be analyzed and used to inform measures and benchmarks to establish a framework for accessibility. This data will be important for identifying gaps and helping to prioritize actions to remove and prevent barriers to accessibility.

The NWMO will provide updates between plans through annual progress reports, as required by the ACA. These progress reports will include updates on actions committed to in the accessibility plan, how consultation with people with disabilities continues to inform the accessibility plan, and how feedback received through the feedback process has been considered and incorporated.

## Priority area 1: Employment

Under the ACA, accessibility in employment focuses on identifying, removing and preventing barriers across the full employment life cycle. This includes recruitment, hiring, onboarding, retention, training, performance management and advancement. Barriers may be physical, technological, attitudinal, procedural or related to workplace culture.

The NWMO is committed to fair and accessible employment practices in all stages of the employment cycle that respect the dignity and independence of current and prospective employees with disabilities. The NWMO continues to make advancements in the area of employment for people with disabilities, aligning our efforts with our *Recruitment Procedure* — a procedure to ensure that our recruitment activities are fair and equitable, and that decisions related to hiring are made without bias with regard to colour, disability, gender, national origin, race, religion, sexual orientation or any other analogous ground. These commitments are also outlined as goals in our *Employment Equity Plan*.

In our *Accessibility Plan 2023-26*, we identified several action items to incorporate more accessibility considerations in recruitment efforts. Among these were the inclusion of accessibility considerations in updated policies and processes — specifically the formalization of an accommodation procedure — and the continuation of general and focused training and education on accessibility. These initiatives continue to be actively maintained, monitored and improved as part of the organization's standard procedures and commitment to accessibility.

### Barriers in employment as identified by consultation participants

The internal consultation survey supported the conclusion that there continue to be systemic physical and procedural barriers to employment and self-identification for persons with disabilities at the NWMO.

Consultations identified that some employees do not know where or how to seek accommodations at work. Others feel that the process contains multiple barriers (i.e., numerous forms, too many people to disclose to, too lengthy) or that it is inconsistent, and that a strong burden of proof is placed on those living with the disability. In addition, supervisors/managers may not be knowledgeable about accessibility or accommodation policies/processes.

The consultation process also demonstrated employees' support for increased representation within the workforce of persons with disabilities, as well as for ensuring recruitment efforts were reflective of the diverse candidate market. Despite a small uptick in representation in 2025, persons with disabilities continue to be under-represented at 3.8 per cent of our workforce, which is below the external labour market availability benchmark of 10.9 per cent.

## **Accessibility goals in the area of employment**

The NWMO has identified short-term hiring and promotion goals to reduce under-representation, long-term goals to achieve full representation, measures to remove any barriers identified in the NWMO's employment systems, and special measures to increase the representation of persons with disabilities.

To align with the feedback we heard, the NWMO is committed to greater communication efforts around accessibility, including the newly established accommodation procedure, training and education opportunities, and the importance of self-identification.

## **Planned action to achieve accessibility goals**

The NWMO's Human Resources (HR) team will continue to review employment systems, policies and practices when workforce analyses show representation gaps or trends in promotions, hiring or departures. HR will identify potential barriers to inclusion and implement actions to close these gaps. Hiring goals for equity-seeking groups will be based on labour market availability, and will continue using employment programs, networks and job boards to support hiring people with disabilities.

In support of increasing representation, the NWMO will expand training for hiring managers on accessible recruitment, assessment, selection, onboarding and accommodations. We will continue embedding accessibility principles throughout our recruitment and hiring practices.

Our HR team, along with our occupational health nurse, will assess and monitor the newly formalized accommodation procedure to ensure it meets employee needs and supports continuous improvement.

## Priority area 2: The built environment

Under the ACA, the built environment includes physical spaces such as offices, meeting rooms, entrances, pathways, signage and emergency systems. Barriers may be architectural, sensory, organizational or related to design and maintenance.

In our *Accessibility Plan 2023-26*, we committed to improving accessibility in the built environment. Initiatives such as a hybrid work model, flexible work arrangements, ergonomic assessments and a transition to open office were identified as having a positive impact on persons with disabilities. These initiatives continue to be actively maintained, monitored and improved as part of the NWMO's standard procedures and commitment to accessibility.

### Barriers in the built environment as identified by consultation participants

Internal consultations identified some physical and sensory challenges that may limit full and equal participation for employees. Examples included the importance of quiet zones with the recent transition to an open office format without assigned seating. Additional feedback was received on how some NWMO spaces continue to lack best practices when it comes to the built environment.

Outside formal surveys, the NWMO received feedback from employees about emergency preparedness, with an emphasis on the importance of accessible emergency evacuation procedures.

### Accessibility goals in the area of the built environment

The NWMO endeavours to make the built environment more accessible through layout and use of space, equipment, and where possible, renovations. We continue to advocate for leased office space to be considered in any future renovations or redesigns to ensure accessibility for any individuals using the space. The NWMO is moving our head office to a new location in Toronto and will review our new office space's accessibility.

External consultation with persons with disabilities and the general public will be leveraged to help in understanding accessible spaces for future building, renovation and redesign of NWMO workspaces.

Future work models such as hybrid working arrangements will be taken into consideration to assess impacts on people with disabilities.

The NWMO will work to strengthen communication practices related to emergency and evacuation procedures for persons with disabilities.

## Priority area 3: Information and communication technologies

Under the ACA, information and communication technologies (ICT) include software, hardware, digital tools, applications, electronic documents and communication platforms. ICT accessibility ensures that employees and the public can use digital systems without barriers.

In our *Accessibility Plan 2023-26*, we identified action items to ensure ICT accessibility is aligned with national standards through a comprehensive assessment of current digital platforms. This initiative continues to be actively maintained, monitored and improved as part of the organization's standard procedures and commitment to accessibility.

### Barriers in ICT as identified by consultation participants

Barriers to accessibility in ICT can stem from a lack of knowledge of existing accessibility supports. This barrier was further identified in the internal consultation results. NWMO employees highlighted that they are not very comfortable knowing where to start the process of seeking technology support for an accommodation.

Internal consultation survey results also identified limitations related to unreliable technology as a potential barrier to realizing the full scope of ICT accessibility.

### Accessibility goals in the area of ICT

The NWMO will develop processes to highlight accessibility-related support as part of our internal training and information sharing. Making these features better known across the organization is a way to improve accessibility by leveraging existing supports.

### Planned action to achieve accessibility goals

The NWMO will continue to advance ICT accessibility by aligning with government standards. We will also conduct regular testing and compliance checks using the [W3C Web Content Accessibility Guidelines](#).

Microsoft Office has accessibility features for enhanced inclusivity, and the NWMO recognizes that many of these tools are currently underused. We plan to close this knowledge gap and ensure all employees can fully benefit from the accessibility capabilities built into the Microsoft Office Suite.

## **Priority area 4: Communication (other than ICT)**

Communication (other than ICT) refers to non-digital information shared through written, verbal, visual or physical formats, including print materials, signage, public notices, employer-to-employee communications and customer-facing information. In alignment with the ACA, communication must be accessible, understandable and inclusive.

In our *Accessibility Plan 2023-26*, we identified action items to improve accessibility requirements to ensure our information, communications systems and platforms are accessible. These included ensuring communications are available in accessible formats to meet the needs of D/deaf or hard of hearing persons in Canada, as well as those who are visually impaired or have neurological or cognitive disabilities. These initiatives continue to be actively maintained, monitored and improved as part of the organization's standard procedures and commitment to accessibility.

### **Barriers in communication (other than ICT) as identified by consultation participants**

Broadly speaking, when communication is initiated, it is not always inclusive of all types of individuals. This is often the case for individuals who are D/deaf or hard of hearing, who are visually impaired, or who have neurological or cognitive disabilities and may be disadvantaged by overly complex language. Policies, procedures and tools can be enhanced to support internal and external communications activities.

Recent internal consultation results did not provide direct feedback on this priority; however, past consultations identified communication as an area that could benefit from more awareness and education.

### **Accessibility goals in the area of communication (other than ICT)**

The NWMO is committed to making company information and communications materials accessible to D/deaf persons in Canada.

### **Planned action to achieve accessibility goals**

To improve access to clear and equitable communication products across all written, verbal and physical formats available to employees and the public, the NWMO will continue to use plain language in alignment with federal communication standards. Additionally, tools will be given to all employees to enhance accessible communication across the NWMO.

The NWMO will incorporate new accessibility requirements to ensure our information and communications systems and platforms are accessible and provided, upon request, in accessible formats that meet the needs of D/deaf and hard of hearing persons in Canada. Education and awareness will also be embedded in future training and resources for employees to support those who are D/deaf or hard of hearing.

## **Priority area 5: The procurement of goods, services and facilities**

Procurement refers to the acquisition of goods, services and facilities required for the NWMO's operations. Under the ACA, procurement processes must incorporate accessibility requirements, criteria and evaluation measures.

In our *Accessibility Plan 2023-26*, we identified actions to improve accessibility in the procurement of goods, services and facilities. These actions included training and building awareness, as well as including persons with disabilities at the design stage. These initiatives continue to be actively maintained, monitored and improved as part of the organization's standard procedures and commitment to accessibility.

### **Barriers in the procurement of goods, services and facilities as identified by consultation participants**

Some disabilities can be satisfactorily accommodated in the workplace through technological and equipment solutions. However, barriers to acquiring these solutions can include lack of awareness about the process and the amount of time the procurement process for these solutions can take. Consultations confirmed that employees may feel uncomfortable or may not know the process for procuring goods and services when seeking accommodation.

### **Accessibility goals in the area of the procurement of goods, services and facilities**

The NWMO commits to engage people with disabilities, where appropriate, in the design stage as we evaluate the usability and accessibility of products, tools or equipment prior to acquisition.

Future updates to the NWMO's procurement process will streamline procurement procedures for accommodations, including procuring medically supported equipment for safe and inclusive participation in the workplace.

A long-term goal is to promote accessibility and inclusion within the supply chain and look for ways to recognize companies that have adopted an accessibility policy, practice or strategy.

### **Planned action to achieve accessibility goals**

Better awareness of procurement procedures for all employees, with a specific focus on accommodation requirements, may address this barrier. The NWMO will look at appropriate methods for offering such training.

Future goals under the plan for this priority area include reviewing the procurement process for ways in which exceptions can be made to expedite requests that support accessibility.

## Priority area 6: The design and delivery of programs and services

This priority area addresses how organizations design, deliver and continuously improve programs and services to ensure they are accessible to all users. Under the ACA, programs and services must be designed to identify, remove and prevent barriers for people with disabilities.

In our *Accessibility Plan 2023-26*, we identified several action items to improve accessibility, including the formalization of an accommodation procedure and efforts to encourage self-identification. These initiatives continue to be actively maintained, monitored and improved as part of the organization's standard procedures and commitment to accessibility.

### Barriers in the design and delivery of programs and services as identified by consultation participants

Consultations identified a barrier in employees' feelings of discomfort around self-identification. The lack of a formal written accommodation procedure was also identified as a barrier.

Addressing accessibility is often hampered by incomplete datasets of persons with disabilities. Emphasis on the importance of self-identification will help support the collection of up-to-date information to enable the NWMO to better address accessibility issues faced by persons with disabilities.

### Accessibility goals in the area of the design and delivery of programs and services

The NWMO is committed to addressing barriers faced by people with disabilities. Any new programs or services will be reviewed to incorporate accessibility considerations at the design phase. Ongoing reviews of our HR-related policies will continue through a lens of equity, diversity, inclusion and accessibility.

### Planned action to achieve accessibility goals

The NWMO has formalized our existing accommodation practices into a written accommodation procedure. The next phase of work involves developing and disseminating clear internal guidance, tools and support resources to help employees and leaders navigate the accommodation process in an accessible and consistent manner. A key focus moving forward will be broad communication and education to ensure employees are aware of the procedure, feel comfortable using it, and fully understand how to access personalized accommodations.

An ongoing identified action item within the *Employment Equity Plan* is continued education about the importance of self-identification.

As part of a broader diversity initiative, the NWMO piloted an assessment tool to ensure governance considers accessibility early in its development process. The intention of the tool is to extend the reach of accessibility and inclusion awareness to any person responsible for creating a policy. The further rollout of this assessment tool will support the HR review of policies and procedures with a lens of accessibility.

## Priority area 7: Transportation

Under the ACA, the transportation priority area focuses on identifying, removing and preventing barriers related to the movement of persons within and between work environments. For the NWMO, this includes employee travel, accessibility of transportation arrangements for business travel, and access to off-site facilities or external venues.

### Barriers in transportation as identified by consultation participants

Outside the consultation, additional feedback received from employees highlighted the need for greater clarity regarding transportation-related support, particularly for persons with disabilities. Some employees noted challenges navigating transportation arrangements during business travel or when attending off-site meetings, training or public engagement activities. Participants also indicated the importance of providing accessible travel guidance.

### Accessibility goals in the area of transportation

The NWMO is committed to continually improving our travel policies and procedures to ensure any barriers to accessibility are identified and solutions are made available where possible.

### Planned action to achieve accessibility goals

The NWMO will develop and disseminate clear internal guidance, tools and support resources for employees and leaders to facilitate accessible accommodation and transportation options when required for health- or disability-related needs.

## Training and development

The NWMO continues to prioritize accessibility training to ensure all employees, including leaders, have a strong understanding of accessibility principles. Building an inclusive culture that supports persons with disabilities requires sustained awareness, empathy and organizational learning. Through consultations, employees expressed appreciation for expanded training offerings that better reflect the diversity of the NWMO and the broader Canadian population.

Over the years, the NWMO has delivered a range of accessibility awareness initiatives, including information sessions on the importance of self-identification and an accessible scavenger hunt hosted by AccessNow that was designed to help employees view their environment through an accessibility lens. These initiatives support our ongoing efforts to strengthen accessibility competencies across the organization.

The NWMO will continue to advance inclusion, diversity, equity and accessibility initiatives aimed at increasing the representation and inclusion of persons with disabilities. Additionally, the organization has formalized and expanded our days-of-note and awareness calendar, a list of days to be acknowledged throughout the year with a lens of diversity, equity and inclusion, to include key disability-related dates, reinforcing continuous learning and alignment with our organizational values.

## Conclusion

The NWMO's *Accessibility Plan 2026-29* continues to build on work we have undertaken to make the organization more inclusive and accessible.

Safety is a key priority for the NWMO. Identifying and addressing accessibility issues in the workplace is an important element in creating a physically and psychologically safe and inclusive environment.

While much work has already been done, much work remains ahead. This accessibility plan aims to identify necessary steps towards organizational changes to create a barrier-free workplace. This is a long-term effort, and meaningful change can only come from a combination of individual and systemic changes, both of which take time, resources and a willingness to engage. The NWMO remains committed to advancing accessibility and fostering a workplace that reflects the diversity of the Canadian population.

Progress on this accessibility plan will be monitored and reported publicly by June 1, 2027. Feedback from employees and the public will continue to shape future updates, supporting our shared goal of a barrier-free NWMO and contributing to a barrier-free Canada by 2040.

## Glossary

The ACA defines a **barrier** as “anything — including anything physical, architectural, technological or attitudinal, anything that is based on information or communications, or anything that is the result of a policy or a practice — that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.”

The ACA defines a **disability** as “any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person’s full and equal participation in society.”

For more information,  
please contact:

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