

CHALLENGER GROUP OF COMPANIES

2026-2028 ACCESSIBILITY PLAN

GENERAL

Challenger Motor Freight, Elgin Motor Freight, and Transit Logistics Solutions (collectively referred to in this plan as “Challenger” unless otherwise specified) is committed to promoting a culture of inclusivity and accessibility as an integral part of our company values. We believe that providing access to all is crucial not only for the growth and competitiveness of our organization in the transportation sector but also for contributing to a barrier-free Canada for everyone. To achieve this, we are developing an accessibility framework that will improve the experience of both our employees and the public with our services, products, and facilities.

We acknowledge that creating a barrier-free environment takes time, and therefore, we are dedicated to ongoing efforts to identify, remove, and prevent barriers. Our Accessibility Plan, developed in compliance with the *Accessible Canada Act*, will serve as a guide to meet our accessibility commitments and build an accessibility-confident culture.

We recognize the importance of understanding the needs of those with disabilities, and for this reason, we have involved employees who identify as having a disability in the development of our plan through an anonymous company-wide survey designed for employees with disabilities and allies alike, as well as by inviting those who self-identify as having a disability to provide direct feedback on the plan.

This accessibility plan is offered in any of the following formats upon request:

- Print;
- Large print;
- Braille;
- Audio; and
- Electronic.

Challenger values the input of the public, stakeholders, and employees regarding our Accessibility Plan. Your feedback is crucial to our efforts in promoting accessibility and inclusivity. Please utilize one of the contact methods below to provide your inquiry or feedback. We will promptly respond to all feedback received. If you require assistance while submitting your feedback, please inform us, and we will strive to accommodate your requirements.

For feedback or questions, please contact:

Alex Mocevic, HR Business Partner
Phone: 519-653-9770 ext. 2357
Email: accessibility@challenger.com
Website: Challenger.com

Mailing Address
300 Maple Grove Road
Cambridge, Ontario
Canada N3E 1B7

DEFINITIONS

Accessibility: Refers to the needs of persons with disabilities being intentionally and thoughtfully considered when products, services and facilities are built or modified so they can be used and enjoyed by all.

Barrier: The *Accessible Canada Act* 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.”

Disability: The *Accessible Canada Act* 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, interaction with a barrier, hinders a person’s full and equal participation in society.”

ADDRESSING AREAS IDENTIFIED IN THE ACCESSIBLE CANADA ACT

In line with the *Accessible Canada Act* (“ACA”), we have diligently identified barriers within our organization that hinder accessibility in the 7 key areas outlined in Section 5 of the ACA. With a firm belief in the importance of equal access and participation, we are determined to take proactive measures to address these barriers and ensure an inclusive experience for everyone.

1. EMPLOYMENT

Barriers: Although meaningful progress has been made, individuals with disabilities remain underrepresented in our workforce.

We also recognize that awareness of accommodation supports, accessibility resources, and inclusive recruitment practices can continue to improve.

Actions:

- Continue posting job vacancies with inclusive accommodation statements that encourage applications from individuals with disabilities.
- Maintain accessible and barrier-free recruitment practices, including flexible interview formats and accommodation support throughout the hiring process.
- Post vacancies on disability-specific job boards to broaden outreach and improve representation.
- Assess the feasibility of implementing voluntary applicant self-identification for employment equity and accessibility insights, where legally appropriate and operationally feasible.
- Continue accessibility, accommodation, and barrier-free recruitment training for recruiters, hiring managers, and leaders.
- Continue promoting awareness of accommodation supports, including ergonomic assessments, workplace adjustments, flexible arrangements where appropriate, and Employee and Family Assistance Program resources.
- Review accommodation-related processes and communications to ensure clarity, consistency, and accessibility.
- Explore opportunities to gather accessibility-related feedback throughout the employee lifecycle, including onboarding and offboarding.

2. BUILT ENVIRONMENT

Barriers: Physical accessibility barriers continue to exist across some of our facilities, including challenges related to door access, washroom accessibility, shared spaces, fixture placement, and general mobility throughout certain environments.

As a transportation organization operating across multiple sites, accessibility needs may vary by location, and some facilities present structural limitations that require long-term planning.

Actions:

- Prioritize accessibility improvements to physical spaces based on identified barriers, operational feasibility, and available resources.
- Continue evaluating automatic door access opportunities at key entrances, washrooms, meeting spaces, and other commonly accessed areas.
- Review washroom accessibility across facilities to identify opportunities for improved independence and usability.
- Assess placement of fixtures such as light switches, dispensers, emergency equipment, and shared-use amenities to improve accessibility.
- Evaluate communal spaces, office layouts, and workstation configurations to ensure accessibility for individuals using mobility devices or assistive equipment.
- Ensure accessibility considerations are incorporated into future renovations, infrastructure upgrades, relocations, and lease evaluations.
- Conduct accessibility assessments of facilities, as appropriate, to identify and prioritize additional built environment improvements.

3. INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

Barriers: Accessibility expertise within technology functions remains limited, and accessibility features within existing tools and systems may not be fully understood or utilized. This can create barriers for employees who rely on assistive technology or accessible digital tools.

Actions:

- Provide accessibility-focused training for IT team members to increase awareness of assistive technologies, adaptive software, and digital accessibility best practices.
- Develop accessibility considerations for future technology procurement and software evaluations.
- Require accessibility documentation, where appropriate, from vendors when assessing new technology solutions.
- Promote awareness of built-in accessibility features within current workplace tools and software.
- Continue evaluating assistive technology solutions that may improve accessibility for employees, including role-specific equipment where needed.
- Review digital platforms and employee-facing systems to identify opportunities for improved accessibility.

4. COMMUNICATIONS OTHER THAN ICT

Barriers: Not all organizational communications consistently reflect accessible communication principles. Barriers may exist for individuals requiring alternate formats, plain language, or communication approaches that accommodate diverse learning, cognitive, sensory, or language needs.

Actions:

- Identify appropriate service providers to support alternate format requests.
- Develop and formalize procedures for requesting alternate communication formats.
- Identify appropriate service providers or resources to support alternate format requests where needed.
- Continue promoting plain language principles in internal and external communications.
- Review policies, procedures, forms, and key employee communications to improve readability, clarity, and accessibility.
- Collaborate with internal stakeholders, including communications and marketing teams, to strengthen accessible communication practices.
- Assess training materials to ensure accessibility and alignment with diverse adult learning needs.
- Continue sharing awareness resources and educational materials related to disability inclusion, neurodiversity, mental health, and accessible communication.

5. PROCUREMENT OF GOODS, SERVICES, AND FACILITIES

We have not identified any systemic barriers in our procurement practices that currently hinder accessibility.

However, we recognize that procurement decisions play an important role in preventing future barriers and supporting inclusive design across the organization.

Actions:

- Continue evaluating procurement practices to ensure accessibility remains an important consideration when purchasing goods, services, technologies, and facilities.
- Incorporate accessibility considerations into vendor evaluations and purchasing decisions where applicable.
- Consider accessibility requirements when selecting tools, equipment, furniture, communication platforms, training resources, and workplace services.
- Encourage collaboration between relevant departments, including Human Resources, IT, Operations, and Facilities, when accessibility considerations may impact procurement decisions.

By proactively considering accessibility during procurement, we aim to reduce barriers before they arise and support a more inclusive workplace environment.

6. DESIGN AND DELIVERY OF PROGRAMS AND SERVICES

Barriers: Without consistent accessibility evaluation practices, internal programs, events, services, and employee initiatives may unintentionally create barriers for participation.

As a geographically diverse organization operating in transportation, warehousing, maintenance, and corporate environments, accessibility considerations must be embedded into how programs and services are developed and delivered.

Actions:

- Maintain and continue using accessibility checklists or evaluation tools when planning internal events, programs, and employee initiatives.
- Continue developing accessibility awareness for employees responsible for designing or coordinating programs, services, and workplace initiatives.
- Review wellness, engagement, learning, and employee support initiatives to ensure accessibility considerations are appropriately incorporated.
- Assess the accessibility of internal learning materials, presentations, and training delivery methods to support diverse learning styles and accommodation needs.
- Continue promoting inclusive planning practices across employee events, meetings, engagement initiatives, and workplace programming.

7. TRANSPORTATION

Barriers: As a transportation organization, certain aspects of our operations may create accessibility barriers for drivers and other employees working in transportation environments.

Barriers may include physical access challenges related to entering and exiting equipment, repetitive movement requirements, communication methods used in operational training, and accessibility limitations within vehicle-related tools or environments.

Actions:

- Continue making ergonomic truck modifications available through the accommodation process, including extended tractor steps, folding steps, swivel seats, or other approved equipment where appropriate.
- Continue evaluating vehicle-related accessibility solutions that reduce physical barriers for employees performing transportation-related duties.
- Ensure accessibility considerations are incorporated into operational training delivery, including adjustments to communication methods, scheduling, training format, and instructional supports where appropriate.
- Continue providing accommodation supports for drivers and operational employees based on individual needs and medical documentation, where applicable.
- Assess accessibility opportunities related to transportation tools, systems, and equipment used by employees in operational roles.
- Continue evaluating operational best practices that improve accessibility, safety, and inclusion for transportation employees.

CONSULTATIONS

In alignment with Challenger's commitment to creating an inclusive and accessible workplace, this Accessibility Plan was developed through consultation with employees, including individuals with disabilities, in accordance with the principle of *Nothing Without Us*.

We recognize that individuals with disabilities are best positioned to identify barriers and provide meaningful insight into practical accessibility improvements. Their lived experiences remain essential to the development, implementation, and ongoing refinement of our accessibility initiatives.

We gathered feedback and input in several ways:

Anonymous Company-Wide Accessibility Survey

We distributed an accessibility survey to employees across the organization, encouraging participation from employees with disabilities, allies, and those with lived or observed experience relating to accessibility barriers.

This survey provided valuable insight into employee experiences, perceived barriers, awareness gaps, and opportunities for improvement across multiple accessibility areas.

Direct Employee Feedback

Employees who have self-identified as having a disability were provided with opportunities to review accessibility-related materials and provide feedback, comments, and suggestions regarding organizational barriers and improvement opportunities.

This direct consultation helped ensure lived experiences were meaningfully reflected in the development of this plan.

Internal Cross-Functional Consultation

Human Resources collaborated with internal stakeholders across relevant departments to identify operational accessibility opportunities, existing supports, and practical initiatives for inclusion.

This included consultation regarding facilities, operations, training delivery, accommodations, employee wellness, communications, and workplace systems.

Accessibility planning is an ongoing process, not a one-time exercise.

To support continuous improvement, Challenger will continue:

- maintaining mechanisms for accessibility feedback from employees and the public;
- monitoring and responding to inquiries submitted through our designated accessibility contact channels;
- conducting ongoing accessibility consultations;
- reviewing progress against commitments outlined in this plan; and
- publishing required progress reports in accordance with legislative requirements.

We remain committed to creating a workplace and service environment where accessibility is continuously strengthened, barriers are proactively addressed, and inclusion remains embedded in how we operate.