2023 ACCESSIBILITY PLAN

June 2023

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1. General

Executive Summary

As a federally regulated employer, Day & Ross Inc. ("Day & Ross") is governed by the Accessible Canada Act and Regulations, with the goal of making Canada barrier-free by January 2040. This involves identifying, removing, and preventing any barriers for people with disabilities that arise because of where or how they work.

Day & Ross is using an integrated framework to enable collaborative work across the company to develop, monitor and continually improve our Accessibility Plan as we identify, remove, and prevent barriers for persons with disabilities and to monitor progress to address legislated requirements.

Overview of Organization

Founded in 1950 and headquartered in Hartland, New Brunswick, Day & Ross serves a range of freight and delivery solutions to top brands across North America. Day & Ross is recognized consistently as one of Canada's Best Managed Companies, and has been named a Top Company for Women to Work for in Transportation for the past five years. Our commitment to quality, safety and sustainability is rooted in our family values and our care for employees, partners and the communities where they work and live.

Accessibility Statement of Commitment

Day & Ross is committed to ensuring equal access and participation for people with disabilities. We are committed to treating all people in a way that allows them to maintain their dignity and independence. We will do so by removing and preventing barriers to accessibility and by meeting our accessibility requirements under the Accessible Canada Act and Regulations and in alignment with our business practices, capabilities and values.

We will always consider the seven guiding principles during the decision-making process in the development of our accessibility plan as outlined in Section 6 of the Accessible Canada Act:

1. all persons must be treated with dignity regardless of their disabilities;
2. all persons must have the same opportunity to make for themselves the lives that they are able and wish to have regardless of their disabilities;
3. all persons must have barrier-free access to full and equal participation in society, regardless of their disabilities;
4. all persons must have meaningful options and be free to make their own choices, with support if they desire, regardless of their disabilities;
5. laws, policies, programs, services and structures must take into account the disabilities of persons, the different ways that persons interact with their environments and the multiple and intersecting forms of marginalization and discrimination faced by persons;
6. persons with disabilities must be involved in the development and design of laws, policies, programs, services and structures; and

7. the development and revision of accessibility standards and the making of regulations must be done with the objective of achieving the highest level of accessibility for persons with disabilities.

How Information Was Gathered

A team of stakeholders within Day & Ross was appointed to understand the Accessible Canada Act and Regulations and how their respective areas of the business need to comply. They compiled a list of barriers in each of their areas.

Accessible New Brunswick and Abilities to Work in Ontario were also engaged to conduct assessments in four Day & Ross locations to help identify barriers against baseline standards. The four locations assessed were head office, a new terminal, an older terminal, and a large terminal including a yard, a maintenance area, and offices. External consultants will be engaged throughout the accessibility process to help identify, prevent, and overcome barriers.

All employees were offered the opportunity to provide input and be a part of ongoing input as Day & Ross works towards becoming barrier-free.

Feedback Process
To request the Day & Ross Accessibility Plan or Feedback Process in an alternate format (print, large print, braille or audio) or to provide feedback on our Accessibility Plan, please contact:

Accessibility Specialist
Day & Ross
398 Main St, Hartland, NB E7P 1C6

EMAIL: Accessibility@dayross.com

We welcome inquiries and feedback on the barriers experienced when dealing with Day & Ross or feedback that will help to inform our future Accessibility Plan. Feedback and inquiries will be reviewed with relevant members of the Day & Ross team in a timeframe consistent with the requirements under the Accessible Canada Act and Regulations. All questions and feedback will be acknowledged in same format in which it was received.

Alternative Formats

You can request alternative formats of this Accessibility Plan by contacting: accessibility@dayross.com. An electronic version of this Accessibility Plan can be downloaded immediately from our website.

Day & Ross will provide alternative formats as soon as possible. We commit to providing them within these timelines:

- Print & Large print (larger text): 15 days
- Braille (a system of raised dots that people who are blind or with low vision can read with their fingers): 45 days
- Audio (a recording of someone reading the text out loud): 45 days

2. Areas Described Under the Accessible Canada Act

The Built Environment

Day & Ross is a complex transportation and logistics business responsible for receiving, planning, coordinating, and controlling the movement of our customers' freight across many miles to arrive at the destined location in good quality, on-time, and efficiently. In Canada alone, Day & Ross owns 25 locations and leases 85 locations, including terminals, office, and yards. All Day & Ross locations should be accessible for employees, drivers, owner-operators, customers, suppliers as appropriate and the public.

Barriers:

Parking Areas and Ramps
- Not all Day & Ross locations have designated accessible parking spaces, and those locations with designated spaces do not meet all the accessible parking standards.

Entrances, Corridors, Ramps
- Several locations have ramps, entrances, and corridors that are not fully accessible. Some locations require signage, grip flooring, automatic door openers, or other minor adjustments. Others require renovations to accommodate larger and barrier-free spaces.

Common Areas
- Lighting improvements are required throughout many owned and leased facilities; poor lumens persist in many of our terminals. On review, a not insignificant number of common areas in the Day & Ross network – including washroom and lunchroom facilities – are not accessible (e.g. do not have grab bars, lower toilet seats, sinks, and counter areas).

Signage
- Signage at Day & Ross locations across the country varies depending on various factors, including the age of the facility and must be evaluated and updated to meet accessibility needs.

Environmental
- By removing snow and ice in a timely manner, we can ensure all individuals are best able to access Day & Ross' locations.

Next steps:
Build an action plan with timelines to remove the above-noted barriers. Continue to evaluate, identify, remove, and prevent other barriers within the Built Environment.

Employment

Day & Ross will ensure that people with disabilities have opportunities to participate in all aspects of employment to the fullest extent possible.

Barriers:

Recruitment
Recruitment processes that ensure people with disabilities experience no adverse impact in the process.

- **Role Requirements –** Review role requirements to ensure all physical, cognitive and sensory elements are identified and where accommodations are evident, clearly outline and communicate to candidates.

- **Candidate Experience** Review language in job postings and application processes for reading comprehension level and jargon and to ensure people with disabilities are represented in job postings.

- **Application Process** - Pressure test job application requirements to determine a barrier-free way to review experience and applicant skills with job requirements and development of barrier-free interview questions and rating scale.

- **Interview Accommodation –** Review current practices to provide accommodation for interviews. Include a statement on job postings indicating the company's willingness to accommodate.

Workplace and Ergonomics
Ensure that the needs of people with disabilities is a part of workplace set up and that tools and resources exist for all employees are to meet ergonomic needs.

- **Workplace set-up –** Review current workplace design by location type and evaluate where physical tools, supports and resources are required to meet the needs of people with disabilities.

Training
Training and Development design, content and deployment anchored with a diversity and inclusion lens.

- **People Leader Competence** - Mandatory training to improve knowledge around disabilities and barriers and to drive a culture of inclusion. Included is the Accommodation process and coaching tools for People Leaders and all employees to allow for open conversation about barriers and needs.

- **Development and Deployment of Training** – Review training delivery methods to ensure they meet the needs of people with disabilities.

- **Awareness of issues critical to People with Disabilities –** Establish training to increase awareness with our employees, drivers, owner operators, customers and

partners to support a culture of inclusion with particular focus on the needs of those with disabilities.

Inclusion of People with Disabilities
Voices of People with Disabilities in our organization should be included in policy and program design to support culture of inclusion.

- **Platform/Process to hear from People with Disabilities –** Leveraging employee feedback and external consultation, ensure that the voices of People with Disabilities are represented in policies, practices and programs that affect our team members. Additionally, as an on-going platform for people with disabilities to share their experiences, help with education design and delivery, represent other employees with disabilities as required, and participate in the review and input into policies and processes, and other matters that would contribute to Day & Ross becoming barrier-free.

Talent Processes
Talent processes that are transparent, consistent and allow for 2-way communication.

- **Clear and Objective Performance Measures –** Ensure that performance measurements and objectives are understood, that any accommodation is embedded into the success criteria for the individual, and an open two-way communication path in place to support the individual and process.

Next steps:
Build an action plan and timelines to remediate these barriers. Continue to identify, remove and prevent additional barriers**.**

Information and Communication Technologies (ICT)

There are many tools and resources available to support people with disabilities with their use of technology for both personal and work purposes. We are continuously evolving to ensure we meet WCAG standards and overcome any accessibility barriers.

Barriers:

IT Accessibility Features Communication and Education

- **Support team has limited experience with supporting and troubleshooting accessibility options.** Training to support IT Analysts may be required in order to communicate, troubleshoot, enable and make required adjustments to accessibility options required for users with disabilities.

- **Individuals aren't aware of accessibility features available at Day & Ross for in-person and remote meeting resources. The need to request accessibility features also limits the ability of employees and guests with disabilities to use them.** When Day & Ross IT Support is trained in accessibility features, employees will be able to have the proper support when contacting IT to have the applicable supports put in place for the working environment.

Hardware and Equipment

- **Lack of accessible technologies in commonly used meeting and collaboration spaces can limit the ability of facilitators and attendees to participate meaningfully.** When Day & Ross in-person and remote meeting experiences are equipped with better technology accessibility features, all employees, guests, and facilitators will be able to participate in training, conferences, and other events hosted by Day & Ross in a more inclusive way.

- **Most people do not know about accessibility features and technology available in operations devices. The need to request accessibility features in operations devices and how to request them can limit use, involvement, and contribution.** When accessibility features in Day & Ross operations devices are better equipped, well known and available, users will be able to interact with Day & Ross with technology accessibility features readily available.

- **Existing IT hardware catalog contains no selectable option for users with a disability.** Working with our preferred hardware vendors, an updated list of available hardware and updates to our hardware catalog are needed to facilitate the procurement of required equipment to help users with a disability.

- **Existing shared IT infrastructure (i.e., printers) may not be accessible for users with disabilities.** Floor model printers and other equipment may be too high so the control panel may not be accessible. More accessible locations and new equipment that is accessible will eliminate this barrier.

Software and Applications

- **Individuals don't know accessibility features available on internal systems and applications, and the need for individuals to request internal systems accessibility features be turned on is limiting.** When internal applications accessibility features are made available and are more well known by all individuals, they will be better able to utilize the resources.

- **Lack of accessibility technologies on internal system and applications.** When Day & Ross internal applications are better equipped with accessibility features all individuals will be better able to utilize the resources.

- **The methods to log an IT or Support request need to support accessibility features.** Existing service catalog and Global IT Service Desk are not equipped with accessibility features (i.e. Speech to Speech service).

- **Support process should be updated to offer people with disabilities an option to log High or Critical request**. Existing process requires someone to call the Global IT Service Desk for any High and Critical incidents.

- **Communication tools do not allow enhancement for hearing challenges.** Lack of closed captioning can inhibit the ability to actively participate in communication channels.

- **Lack of clear direction when inputs are required from users in Software.** Software/Applications should be able to provide direction; the instruction should be clear and able to view for the user - with alternatives than text instruction to orally communicate instruction to the user.

- **Software systems should permit alternatives to mouse navigation.** Many users experience accessibility issues with using a mouse as an input device. These users need the ability to navigate software systems with their keyboard input / other accessibility friendly devices.

- **Cloud software with no enhanced interface for visually impaired.** Software providers to provide more robust accommodation of people who require options to interface with systems to allow people with visual impairment to interact with Day & Ross in a barrier-free environment.

Next steps:
Build an action plan and timelines to remediate these barriers. Continue to identify, remove, and prevent additional barriers**.**

Communication Other than ICT

Barriers

Accessible Day & Ross Webpage and Intranet Page

- The Day & Ross website and customer service channels could benefit from additional accessible technology. Customers are not well aware of the accessibility features currently available. It may be difficult for the public and customers to know where and how to find information about the company's accessibility status, including services, locations, employment, etc. For employees, it could also be difficult to know where and how to find information about accessible resources within the company.

Accessibility Features of Software and Equipment

- Much of the company's current software either does not have accessibility features or such features are not well understood by employees. Employees need to be aware of the availability of the resources in order to make the best use of them and to be empowered to do their best as employees.

Accessibility of Internal Documents and Templates

- The communication of information is not consistently accessible for internal audiences. Some corporate communication channels and documents are developed and shared in inaccessible formats or contain inaccessible elements. Many internal documents and templates are not currently accessible via screen reader.

Accessibility of External Documents and Publications (including Accessibility Plan and Updates)

- The communication of information is not consistently accessible for internal audiences. Day & Ross will produce the Accessibility Plan in Braille, audio, and large print format within timeframes outlined in the Accessible Canada Act. Other external-facing documents and forms must be assessed to evaluate ways to improve accessibility.

Feedback Related to Accessibility
- Customers, employees and the public need to have a means to provide feedback related to Accessibility at Day & Ross, anonymously or otherwise, including at Day & Ross facilities, communication, information technology, employment, procurement, design and delivery of programs and services, or transportation.

Procurement of Goods, Services and Facilities

People with disabilities may face barriers when inquiring about or engaging with Day & Ross for the procurement or supply of goods, services and facilities. The desired state is for Day & Ross to make it standard practice to consider accessibility at the early stages of procurement or supply of all goods, services, and facilities to help prevent barriers. It will also be important for procurement processes to include a statement of expectations from vendors and to ensure accessible equipment and tools are available from suppliers in a timely manner.

Design and Delivery of Programs and Services

The identification of barriers under any of our programs and services for customers and employees fall under other pillars of the Accessible Canada Act and Regulations, such as Employment for employee services and Information and Communication Technologies for both employees and customers. As new programs and services are developed, external partners and internal employees with disabilities will be engaged to review and prevent barriers.

Transportation

This "transportation" subheading applies to other federally regulated businesses (such as telecommunications providers) and not only to transportation providers. Day & Ross does not provide transportation services to the public or to employees. Based on our understanding, accessible transportation does not apply.

3. Definitions

Accessible, Accessibility, Accommodation, Barrier, Disability

Accessible: a place that is easily reached, an environment that is easily navigated, a program or service that can be easily used or obtained, script that is easily understood, technology that is useable for all. This includes areas or aspects of the environment that have been adapted for use by people with disabilities.

Accessibility: a combination of factors that influence a person's ability to function within an environment regardless of disability; equal access to society for everyone.

Accommodation: the modification of a work environment for an employee who is ill, injured, or has a disability so they can perform job functions safely and efficiently.

Barrier: 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: any impairment, including a physical, mental, intellectual, cognitive, learning, communication, or sensory impairment—or a functional limitation—whether permanent, temporary, or episodic in nature, evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society.