



Cargojet Accessibility Plan 2026-2029

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General



Cargojet is a global leader in providing time-sensitive air cargo services. We are committed to safely and consistently delivering exceptional, flexible, and the best on-time performance for our customers.

We own and operate a full fleet of Boeing long range freighters, exceeding 25 millions of pounds of cargo each week to all major international destinations. Our network is an essential utility, consistently providing a 24 hour a day, 7 day a week operation.

Our dedicated team of flight crews, maintenance, flight operations, ground handlers and customer service representatives, have been chosen for their excellent skills, safety records and professionalism. Our team members feel valued working for an organization that strives to do its best and are motivated to contribute to the success of the organization.

Our main air cargo business is comprised of the following:

- Operating a domestic air cargo network between sixteen major Canadian cities each business day;
- Providing dedicated aircraft to customers on an Aircraft, Crew, Maintenance and Insurance (“ACMI”) basis, operating between points in Canada, North America, South America and Europe;
- Operating scheduled international routes for multiple cargo customers between the United States and Bermuda, between Canada and Europe, between Canada and Asia, and between Canada and Mexico; and
- Providing dedicated aircraft to customers on an *ad hoc* charter basis operating between points in Canada, the United States, and other international destinations

Executive Summary

At Cargojet, accessibility is fundamental to creating a workplace where all individuals can participate fully, contribute meaningfully, and succeed. We recognize that accessible environments, services, and practices benefit employees, customers, and stakeholders while strengthening our organization and the communities we serve.

Cargojet is committed to meeting its obligations under the Accessible Canada Act and advancing accessibility across all areas of its operations. We recognize that accessibility is an ongoing journey requiring continuous evaluation, engagement, and improvement. Through the identification and removal of barriers, consultation with employees and stakeholders, including persons with disabilities, and the implementation of meaningful accessibility initiatives, Cargojet continues to work toward a more inclusive and accessible workplace and service environment. Our goal is to ensure equitable opportunities for all individuals while embedding accessibility into our values, decision-making, and everyday practices.

Our commitment to accessibility is guided by Cargojet's core values of Respect, Equality, Fairness, Teamwork, Empathy, and Diversity. We are dedicated to maintaining a workplace that respects the dignity, independence, and unique experiences of every individual. Through inclusive employment practices, accommodation processes, and ongoing engagement, we strive to identify, remove, and prevent barriers that may affect participation, employment opportunities, and career development.

Accessibility is considered throughout the employee lifecycle, including recruitment, onboarding, training, workplace accommodations, and career development. Cargojet regularly reviews its policies, processes, communications, and workplace practices to improve accessibility and support the full participation of persons with disabilities. New employees receive training that promotes accessibility awareness, inclusion, and respectful workplace practices.

Meaningful engagement and accessible communication are essential to creating an inclusive workplace. Employees are encouraged to provide feedback, request support, and raise accessibility-related concerns through a variety of channels. Cargojet is committed to ensuring concerns can be raised safely, confidentially, and without fear of reprisal, and uses employee feedback to help inform future accessibility initiatives and continuous improvement efforts.

Through ongoing consultation and a commitment to removing barriers, Cargojet will continue to advance accessibility across the organization and foster a workplace where everyone has equitable opportunities to participate, contribute, and succeed.



Cargojet is committed to achieving the highest level of safety and adheres to the Safety Management System (SMS) approach in preventing accidents, eliminating damage to equipment and property, and eliminating injury to personnel by reducing safety incidents and hazards. Cargojet is committed to providing the necessary resources to achieve this objective, and to maintain continuous improvement in its safety processes and results. It is Cargojet's policy to comply with all laws and regulations regarding safety. Pursuant to the SMS philosophy, managers are required to identify laws, regulation and policies that affect their areas of responsibility and to develop systems of compliance. Cargojet supports the best industry practices regarding safety and security and is committed to providing all team members with a safe and healthy working environment. Cargojet's Safety Policy applies to all managers, supervisors and team members of Cargojet and includes all aspects of flight operations, maintenance, ramp and aircraft loading operations and office activities.

Cargojet has a robust safety management system that allows team members to report hazards and other safety incidents. The system allows seamless submission of reports via an SMS application that has easy user interfaces. Daily departmental meetings, regular town halls, periodical station visits by the executive management are carried out to ensure that concerns are addressed on real time and the Mission, Vision and Value statements of Cargojet are reinforced continuously. Cargojet will make every effort to provide a safe and healthy work environment for its team members.

Cargojet's Code of Ethics, which is currently published on the Corporate Team Policies handbook and company web site, highlights our anti-discrimination policy and our intent to remain an equal opportunity employer that fosters a collegial working environment in which all team members are treated with dignity and respect.

Cargojet's business and work environment will continue to support our six core founding principles of equality, diversity, fairness, respect, empathy, and teamwork.

Together we will continue to ensure Cargojet achieves the highest standards in the marketplace.

Our Commitment to Accessibility



Cargojet is committed to providing a barrier-free environment for all stakeholders, including clients, employees, job applicants, suppliers, and any visitors who enter the premises, access information provided by the company, or use the company's goods and services. This accessibility plan contains details of Cargojet's policies, practices, and services in relation to the identification and removal of barriers. This plan is also used to establish prevention measures against new barriers emerging to ensure a barrier-free environment at the company.

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

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

Scope

This Accessibility Plan outlines Cargojet's policies, programs practices, and actions we are taking to identify, remove and prevent barriers in seven focus areas:

1. Employment
2. The Built Environment
3. Information And Communication Technologies (ICT)
4. Communication, Other Than Information And Communication Technologies
5. The Procurement Of Goods, Services and Facilities
6. The Design And Delivery Of Programs And Services
7. Transportation





Consultations

Cargojet recognizes that persons with disabilities are equal participants in all areas of life. The company is guided by the recognized principles of the *Accessible Canada Act*:

- All persons must be treated with dignity regardless of their disabilities;
- All persons must have the same opportunity to make for themselves the lives that they can and want to have regardless of their disabilities;
- All persons must have barrier-free access to full and equal participation in society, regardless of their disabilities;
- All persons must have meaningful options and be free to make their own choices, with support if they desire, regardless of their disabilities;
- Policies, programs, services, and structures must consider the disabilities of persons, the different ways that persons interact with their environments, and the multiple and intersecting forms of marginalization and discrimination persons face;
- Persons with disabilities must be involved in the development and design of policies, programs, services, and structures; and
- 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.

Accordingly, the company is committed to ensuring that persons with disabilities are involved in during the preparation of this accessibility plan.

As part of the consultation process, the senior leadership team at Cargojet discuss different success strategies on an ongoing basis. We further sent an email survey to all team members companywide requesting input on the potential barriers and suggestions that can be faced by persons with disabilities in each of the seven focus areas, placing a priority on lived experiences.

Employment

Cargojet understands that improving workplace accessibility and ensuring an accessible recruitment and selection process for applicants with disabilities can contribute to a more diverse and welcoming workplace culture.

The company has implemented the following policies, programs, practices, and services to identify, remove, and prevent new and existing barriers in relation to employment:

- Candidates are informed that accommodations are available during the recruitment and selection stages.
- Cargojet has a robust workplace accommodation process offered to all existing employees that is accessible throughout the employment lifecycle. The accommodation process is managed by an expert third party agency for full transparency and unbiased assessment.
- Cargojet continues to consider accessibility when developing and delivering training and development programs. Training is available through a variety of accessible learning formats, such as eLearning, Instructor-Led Training, Interactive classroom training, On-the-Job Training, guided tutorials online tests and surveys, and Video-Based Training.

The company remains committed to addressing existing barriers and preventing new barriers in employment. The plan in the next three years is to work on the below areas where barriers continue to exist:

- Ongoing review to identify potential roles within the safety sensitive work environment that Cargojet operates in.

In alignment with our commitment, we continue to include the following accessibility statements throughout its recruitment & selection process:

- Job Postings: Cargojet welcomes and encourages applications from people with disabilities. Accommodations are available on request for candidates taking part in all aspects of the selection process.
- Offer Letters: Cargojet is committed to providing reasonable accommodations for employees with disabilities. If you require an accommodation due to a disability or medical need before or during your employment, please contact Human Resources at askhr@cargojet.com. Cargojet will review your request and work with you to arrange appropriate accommodations, where required.

The Built Environment

Cargojet actively works to ensure that elements of the built environment, including building interiors, exteriors, and other work areas, are designed to facilitate barrier-free access. The company remains committed to addressing existing barriers and preventing new barriers in the built environment. The company is planning on implementing the following augments to aid in facility accessibility:

- Entrance ramp located at the front of the building - ongoing implementation
- Automatic door openers - ongoing implementation
- Elevator access for upper floors of buildings with only stair access - ongoing implementation

Most Cargojet offices and facilities are co-located at airports across Canada, which can introduce unique accessibility challenges. We will continue to work closely with all stakeholders in eradicating barriers as they are identified. The estimated costs to make identified infrastructural improvements such as elevator access, are likely to have considerable impact on capital expenditure budgets. As such, said improvements are likely to take place over a several year period.



Information and Communication Technologies (ICT)

Cargojet is committed to continuous improvement and innovation through the effective use of technology. The organization continually seeks opportunities to enhance operational efficiency, improve user experience, and increase accessibility for employees, customers, and business partners.



As part of its commitment to accessible and efficient digital operations, Cargojet has implemented technologies that support paperless work processes and access to critical information. Following a review of its digital services, existing practices, and stakeholder feedback, Cargojet has identified the following ICT accessibility barriers:

- Limited accessibility knowledge and expertise within Digital and Technology teams, affecting consistent implementation of accessibility requirements.
- Multiple platforms, systems, and third-party solutions with varying accessibility standards, creating inconsistent user experiences.
- Lack of a formal accessibility governance framework, including standards, processes, and accountability to support accessible digital products and services.

To address these barriers in the short term (6-12 months), Cargojet will:

- Conduct accessibility assessments of websites, applications, and digital services to identify barriers and prioritize improvements.
- Establish a Digital Accessibility Program with defined accountability, training, governance, and standardized accessibility processes.
- Develop and implement accessibility standards and procedures across the lifecycle of digital products and services, including third-party solutions and procurement activities.
- Create a roadmap to address identified accessibility gaps and achieve compliance with applicable accessibility requirements.

To address these barriers in the long term, Cargojet will:

- Progressively enhance digital products, services, and content to align with WCAG accessibility requirements and evolving industry standards.
- Embed accessibility into technology governance, project delivery, procurement, vendor management, and ongoing maintenance processes.
- Conduct regular accessibility reviews, testing, and stakeholder engagement to identify and address barriers and support continuous improvement.
- Maintain ongoing accessibility training and monitor legislative, regulatory, and best practice developments to ensure continued compliance and awareness.

Communication (other than ICT)



Cargojet communicates with team members, customers, vendors, partners, and other stakeholders through a variety of channels, including in-person interactions, telephone, email, printed materials, corporate newsletters, digital signage and TV screensavers, social media, and other digital communications. We are committed to improving the accessibility and inclusiveness of our communications and recognize that accessibility is an ongoing journey.

Following a review of our current communication practices, the following barriers were identified:

- Individuals who are deaf, deafened, or hard of hearing may experience barriers when communicating by telephone.
- Sign language interpretation is not routinely available for corporate videos, public meetings, or company events.
- Accessible communication practices, including plain language, alternative (alt) text for images, captions for videos, and consistent accessibility standards across digital communications, have not yet been fully implemented.

Planned Actions

Cargojet will work toward:

- Developing accessibility guidelines for corporate communications.
- Increasing the use of plain language where appropriate.
- Incorporating alternative (alt) text for images on social media and other digital platforms where feasible.
- Exploring the use of closed captions and transcripts for corporate videos where appropriate.
- Reviewing newsletters, digital signage, TV screensavers, and public-facing communications to identify opportunities to improve accessibility.

Ongoing Commitment

Cargojet is committed to:

- Providing accessibility awareness and guidance to team members responsible for corporate communications.
- Providing or arranging accessible formats and communication supports upon request, in accordance with applicable accessibility legislation.
- Continuing to improve the accessibility of newsletters, social media, digital signage, TV screensavers, and other corporate communications.
- Considering sign language interpretation or other communication supports for public meetings and events when requested and where appropriate.
- Regularly reviewing communication practices to support continuous improvement and evolving accessibility standards.

The Procurement of Goods, Services and Facilities

Cargojet recognizes that its accessibility obligations extend to its business activities. Cargojet is committed to identifying, removing, and preventing barriers both in how we approach procurement and, where possible, in the goods, services, and facilities we acquire.

Over the 2026–2029 period, Cargojet will:

- Embed accessibility requirements across the full procurement lifecycle — planning, solicitation and award, and contract management and close-out — for competitive and non-competitive purchases.
- Revise the Procurement Policy manual and standard solicitation and contract templates, including RFPs, to require that suppliers meet applicable accessibility requirements.
- Consult persons with disabilities, and accessibility subject-matter experts where relevant, when defining procurement requirements, and include accessibility conformance testing where appropriate.
- Where accessibility requirements cannot be met for a specific procurement, document a written justification setting out the steps taken, risks considered, alternatives assessed, and the approval obtained, and retain it in the procurement file.
- Ensure procurement information, portals, and supplier-facing platforms are themselves accessible to persons with disabilities.



The Design and Delivery of Programs and Services



Inclusivity By Design

Cargojet is committed to the vision of a barrier-free Canada. As part of this journey, we have adopted an approach of considering “Inclusivity by design” in everything we do. To support this commitment, Cargojet continues to promote awareness and education initiatives that reinforce accessibility, diversity, equity, and inclusion across the organization. .

Cargojet’s founding principles of “Fairness”, “Diversity”, “Respect”, “Equality”, “Empathy” and “Teamwork” are paramount. These are the very cornerstones of our business philosophy and the reasons for our continued success. To reinforce the founding principle of Diversity, and to foster our growth as an organization and leaders, Cargojet implemented learning modules to all employees, ensuring we remain focused on our core values, which have continued to shape the culture of Cargojet. We continue to provide a two-module diversity and inclusion training to employees. The first module focuses on how diversity encompasses all the ways that we are diverse from each other, including factors like ethnicity, culture, religion, age, gender, sexual orientation, and sexual identity. This course educates participants about acceptable and unacceptable workplace attitudes and behaviors, including discrimination, harassment, and bullying, identifies appropriate ways to respond, and provides practical strategies to support an inclusive workplace environment where everyone feels safe and respected. The second module emphasizes how unconscious bias affects everyone. The course examines how biases in the workplace can affect individuals and organizations and identifies ways to mitigate the negative effects. These principles guide our behaviours and attitudes and continue to be the foundation of our company.

Cargojet continues to outline its commitment to the principles of employment equity by further explaining these goals in our Employment Equity Self-Identification Survey and Employee Equity Fact Sheet. Our self-identification survey is continuing to be included in our onboarding package, along with the new hire checklist to ensure completion and return. This continues to result in a high number of participations from employees for reporting purposes. The self-identification survey and fact sheet are frequently reviewed to better conform to the standards and to become more comprehensible for employees.

To capture accurate data for employment equity purposes, our HRIS continues to have an employee self-service function, which allows employees to update their personal information in relation to the designated groups in real-time.

Transportation

Transportation is not a key area of activity for Cargojet, as we do not offer public passenger transportation.



Notwithstanding the above, Cargojet is committed to create a culture of accessibility, where respect and inclusion are embedded in all aspects of the workplace and where all employees are empowered and supported to achieve their full potential.

Date: August 19, 2026

(Accessibility plan) completed by: Kyle Classen

Glossary of Terms



Accessibility	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 a person with an impairment, including a physical, mental, intellectual, cognitive, learning, communication, or sensory impairment, or a functional limitation.
Accessible Canada Act	is legislation that was enacted with the goal of removing barriers and achieving accessibility within areas of federal jurisdiction on or before January 1, 2040. It came into force on July 11, 2019
Barrier	are defined by the Accessible Canada Act as anything that hinders the full and equal participation in society of persons with an impairment. The impairment could include a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation. The barriers could be physical, architectural, technological, or attitudinal. They could also be based on information or communications or the result of a policy or a practice.
Captions	are the displayed text on videos that enable people to read dialogue and sound. Closed Captions (CC) can be turned on or off by the user. In virtual meeting platforms such as Zoom or Microsoft Teams, operate through built in speech-to-text-software.
Disability	is defined by the Accessible Canada Act as any impairment, including a physical, mental, intellectual, cognitive, learning, communication, and sensory impairment, or functional limitation that is either permanent, temporary, or episodic in nature. It can be evident or not in interaction with a barrier to hinder a person's full and equal participation in society.

Contact Information

Cargojet welcomes any feedback from the general public, team members, clients, and other interested parties. Any feedback or questions regarding this plan or requests for copies of the accessibility plan OR progress report in an alternative format can be addressed to the following designated company representative:

Courtney Ilola – Director, Marketing



905-501-7373 ext. 1616



cilola@cargojet.com



2281 North Sheridan Way, Mississauga, ON, Canada, L5K 2S3

Feedback can be provided anonymously if desired and can be received in the following formats:

- Toll Free: 1.866.551.5529
- E-mail: cargojet@cargojet.com
- Mail: 2281 North Sheridan Way, Mississauga, ON, Canada, L5K 2S3

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