

**CARGOJET**



# **Cargojet Accessibility Plan**

## **2023-26**

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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 commitment, dedication and on-time performance to the air cargo industry in Canada is the key reason why Cargojet was chosen as one of Canada's 50 Best Managed Companies as well as being awarded with the Shipper's Choice Award for the best Air Cargo Carrier in Canada for the past number of years. Our main air cargo business is comprised of the following:

- Operating a domestic network air cargo co-load network between fifteen major Canadian cities;
- Providing dedicated aircraft to customers on an Aircraft, Crew, Maintenance and Insurance ("ACMI") basis, operating between points in Canada, USA, Mexico and Europe; and
- Operating scheduled international routes for multiple cargo customers between the USA and Bermuda, between Canada and Germany; and between Canada and Mexico.

## Executive Summary

Cargojet recognizes that we have an impact on society and our stakeholders, and likewise that stakeholders impact our business and operations. We continue to follow best practices within the industry and provide seamless communication of inclusivity and equal opportunities to everyone.

We ensure that all new hires are informed of Cargojet's core values and founding principles of **Respect, Equality, Fairness, Teamwork, Empathy, and Diversity** by having access to Cargojet's corporate policies and acknowledging these values.

It is Cargojet's policy to foster an environment that respects people's dignity, ideas, and beliefs, thereby ensuring equity and diversity in employment. We demonstrate our commitment to this by providing a supportive work environment and a corporate culture that welcomes and encourages equal opportunities for all our team.

New hires continue to receive a comprehensive orientation that includes policies and procedures designed to promote resources available to all team members, which include the following: Group Benefits Program, Early and Safe Return to Work policies, Code of Ethics and Corporate Team Policies Booklet. All new hires are also required to participate in diversity training and sign off on an acknowledgement form confirming completion.

Cargojet continues to offer an Employee Assistance Program (EAP) to all employees regardless of their employment status. The EAP is a voluntary and confidential service that helps team members, and their families cope with stress, mental illness and other issues. Qualified program consultants are available 24/7 to provide practical work-life support and strategies to address these concerns. This program is more prevalent and in need now during this pandemic than ever before.

Also available to all our employees is Cargojet's Open Door Policy and Confidence Line Ethics and Workplace Hotline, which reflects our commitment to transparent and flexible communications between managers and team members. This in turn helps build a culture of trust amongst all. This policy encourages team members to: ask for counsel or feedback; express a complaint or concern; make suggestions for change or discuss other personal topics.

The open-door policy is also intended to provide all team members with a means of sharing concerns, up to the President & CEO level. Cargojet is committed to integrity and ethical behaviour in the workplace and fosters a fair and safe work environment for all team members. We believe it is of paramount importance that our team members are provided with an avenue to anonymously report workplace issues with a means of communicating concerns to an independent third party to maintain confidentiality.

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.

To ensure open communication is maintained at all levels of business and to provide all team members with direct communication with Head Office, the program "Adopt a Base" was introduced in 2020. Members of the Executive and Senior Team will become mentors and the Head Office liaison for Station Managers, local employee committee's and our local teams. This has allowed more direct communication with each base and our team members. These mentors will be more responsive to everyone's needs and concerns and host biweekly calls with the Management team at the local bases to provide updates on the organization.

Together we will continue to ensure Cargojet has 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 outline 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 discussed 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. We based 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.
- We have started reviewing all training and development programs taking into consideration accessibility, and therefore, they are provided in alternative 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.
- Working with the external key stakeholders at each of our offices/facilities on improving on a barrier free public transportation network. We have started this discussion with the city officials for Hamilton which is our largest base.

In alignment with our commitment, we have added the below message during the recruitment & selection process:

- Job Posting: 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 Letter: Cargojet has an accommodation process in place and provides accommodations for employees with disabilities. If you require a specific accommodation because of a disability or a medical need, please contact by email at [hrhelp@cargojet.com](mailto:hrhelp@cargojet.com) so that arrangements can be made for the appropriate accommodations to be in place before you begin your employment.

# The Built Environment

Cargojet will work to ensure that elements of the built environment, including building interiors and exteriors, are designed to facilitate barrier-free access to goods or services. The company remains committed to addressing existing barriers and preventing new barriers in the built environment. After a thorough review of the policies, programs, practices, and services, and through feedback and consultations, the following barriers were identified that continue to exist in the built environment at the company:

- Establish a process to review Cargojet's built environment to confirm accessibility for Person with Disabilities is consistent with our standards in our monthly Health and Safety inspections.
- Entrance ramps located at the front of buildings - Ongoing
- Automatic door openers - Ongoing
- Accessible washrooms
- Additional workstations provided at accessibility friendly lower floors where the current building design doesn't include elevators to access upper floors – Ongoing
- Implementing ergonomic accessories on request (e.g., adjustable height furniture, monitor risers)
- Improving wayfinding in all offices and warehouses (enhanced signage etc.)

All Cargojet offices and facilities are co-located at airports across Canada. We will continue to work closely with all stakeholders in eradicating barriers identified.



# Information and Communication Technologies (ICT)

Cargojet understands that communication to and with the company is vital to an individual's access to the company's goods or services. With digital presence of various applications and webpages, we recognize the importance of creating an inclusive online user experience for all.



Cargojet is committed to continuous improvement and process improvement. We believe use of technology to make work efficient and accessible. We have provided touch pads to the operations teams and flight crew to be able to carry out their tasks and responsibility at a touch of a button in a paperless environment.

The company remains committed to addressing existing barriers and preventing new barriers in relation to information and communication technologies. After a thorough review of the policies, programs, practices, and services, and through feedback and consultations, the following barriers were identified that continue to exist in relation to information and communication technologies at the company:

## Barriers in ICT:

- Limited skills and knowledge amongst the Digital team to ensure accessibility.
- Different platforms and vendors using a variety of design and formats, so level of accessibility varies from each.
- No current process or guideline to ensure digital products are accessible.

The company will take the following actions in the short term (6 months to 1 year) to address these identified barriers, to be achieved in after this plan is published:

- Test website pages, applications, and digital products and services to ensure user accessibility.
- Establish a digital accessibility team that will collaborate with Cargojet's Accessibility Committee to ensure proper training and processes are followed as it relates to website pages, and third-party applications.

The company will take the following actions in the long term to address these identified barriers, that will take until 2025 or more to achieve after this plan is published:

- Ensure all websites and web content conform to the WCAG (Web Content Accessibility Guidelines) 2.0 Level A and Level AA requirements.
- Conduct regular testing with employees and customers to continually help identify and remove barriers in our web applications.

# Communication (other than ICT)

Cargojet interacts with our team members, vendors, clients and stakeholders in many ways including in-person, online through social media channels, print and by phone. We are committed to ensuring this communication is accessible and inclusive.

After an initial review of our current practices, the following barriers were identified that continue to exist in relation to communication other than ICT at the company:

- Communication can be difficult for those hearing impaired through phone for anyone requiring customer service assistance.
- A Signer is currently not provided for at any of Cargojet's public meetings or events for those individuals who are hearing impaired .

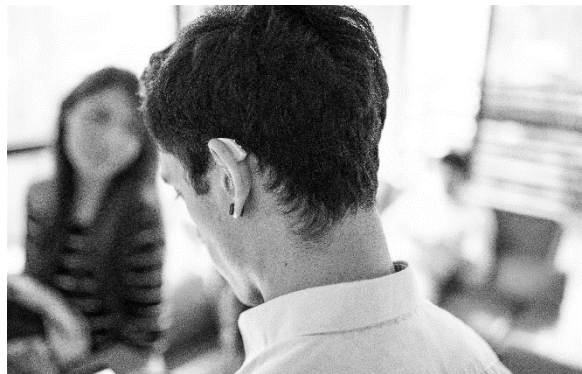
The company will take the following actions in the short term to address these identified barriers, to be achieved in the next 6 months or other such reasonable time period after this plan is published:

## Social Media Content:

- Making our contact information and website address visible on platforms;
- Writing posts in plain language without acronyms
- Adding alt-text for images
- Making sure photos have sharp color contrast and using closed captions for videos and transcripts where possible.

During the feedback and consultations as it relates to Communication, the following actions will be prioritized and are aimed to be complete in the long term by 2025:

- Provide accessibility training and guidelines for those who work on communication activities.
- Cargojet will provide or arrange accessible formats of communication and key documents in a timely manner that considers the person's accessibility needs upon request.
- Increase the accessibility of all social media channels.
- Ensure all captions for all corporate videos are available and easily accessible and a Signer is made available for anyone requiring sign language at any public meetings or events.



# The Procurement of Goods, Services and Facilities

Cargojet's procurement team works with multiple vendors globally and recognizes the proper tendering process and its importance. We recognize that we have a responsibility to adopt and introduce Policies which govern our business fairly.

Our robust Procurement Policy manual is designed to support our commitment towards enabling compliance with laws and regulations, providing equitable access to the provision of services to and on behalf of Cargojet.

Our Procurement Policy includes a Supplier Code of Conduct and sets out the principles and expectations from all Cargojet employees and representatives when providing goods and services to or acting on behalf of Cargojet. The Code acts as an extension of the Cargojet Team Policies and is in line with Cargojet's ESG (Environment, Social and Governance) commitment which includes, but is not limited to, sourcing goods and services from Suppliers who respect human rights, ethics, and the environment through responsible policies and practices along with a key focus on responsible governance towards data management, information monitoring and compliance.

Specific requirements may also come through the procurement and contracting process and may address issues identified in the Code. In the event of a conflict or inconsistency between the Code and the agreement, the agreement will prevail.

Cargojet is working towards the Policy and related Supplemental Documents to be made available on a shareable platform or portal for easy accessibility.



# 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 ensure that all team members were aligned with this purpose, Cargojet launched an awareness and education campaign.

Cargojet’s founding principles of “Fairness”, “Diversity”, “Respect”, “Equality”, “Empathy” and “Teamwork” are paramount. These are the very cornerstones for our business philosophy and the true reasons for our 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. A two-module diversity training was launched in 2019 to all employees in set stages. 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 continue to be the foundation of our company and represent who we are today. These values continue to guide behavior, our attitude, and us while we focus on defining us as a team.

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 (Human Resource Information System) 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

While transportation is the seventh pillar of accessibility importance in the Accessible Canada Act, Cargojet does not operate or provide public transportation services, and therefore, not applicable.

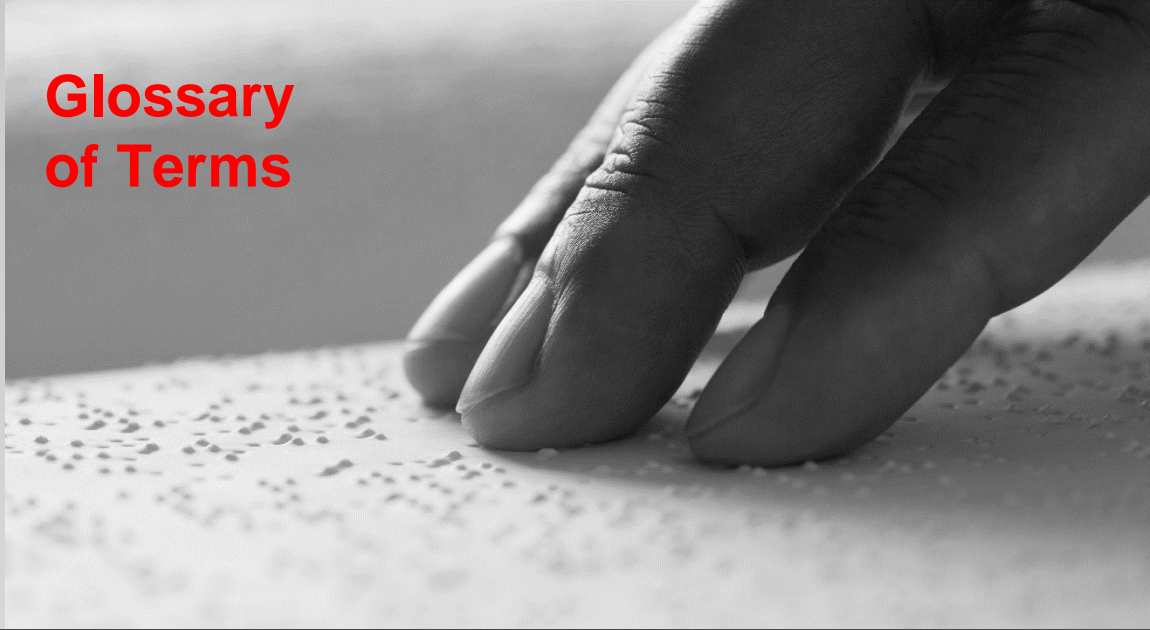


Notwithstanding the above, Cargojet is committed to create a culture of accessibility, where respect and inclusion are embedded in all aspects of the workplace and where all employees are empowered and supported to achieve their full potential. Aligned to this objective, Cargojet has rolled out two modules focused on Diversity in the workplace and Unconscious Bias for all team members.

Date: June 1, 2023

(Accessibility plan) completed by: *Paul Jain*

# Glossary of Terms



<b>Accessibility</b>	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.
<b>Accessible Canada Act</b>	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
<b>Barrier</b>	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.
<b>Captions</b>	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.
<b>Disability</b>	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:

**Pauline Dhillon, Chief Corporate Officer**



905.501.7373 ext. 1135



905.501.9494



[pdhillon@cargojet.com](mailto:pdhillon@cargojet.com)



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*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](mailto:cargojet@cargojet.com)
- Mail: 2281 North Sheridan Way, Mississauga, ON, Canada, L5K 2S3

[www.cargojet.com](http://www.cargojet.com)

