

CHALLENGER MOTOR FREIGHT INC. ELGIN MOTOR FREIGHT INC. Year 2 Accessibility Progress Report

INTRODUCTION

As part of our ongoing commitment to fostering a barrier-free and inclusive workplace, Challenger Motor Freight and Elgin Motor Freight are pleased to present the Year 2 Accessibility Progress Report. For the purposes of this plan and progress report, “Challenger” or “Challenger Motor Freight” refers collectively to both entities unless otherwise specified. This document outlines the progress made in implementing the commitments outlined in our 2023–2025 Accessibility Plan, in alignment with the *Accessible Canada Act* (ACA). Since the publication of our Year 1 Progress Report, we have continued to take meaningful action to eliminate barriers, improve communication, and promote awareness of accessibility across our operations.

GENERAL

At Challenger, accessibility remains a foundational value. During 2024–2025, we focused on integrating accessibility into human resources programs, information technology systems, and communication strategies. Our accessibility framework continues to evolve, informed by employee feedback and expert consultation, with a focus on building an informed and confident culture.

We have also participated in Trucking HR Canada's Accessibility Pilot Program, which provided access to expert guidance, tools, and resources. This collaboration helped validate several of our planned initiatives and contributed to the refinement of our accessibility strategy.

In Year 2, we conducted a third company-wide accessibility survey and shared a draft of this progress report with employees who self-identify as having a disability, incorporating their feedback into this report. We also engaged external accessibility consultants to support improvements to our physical environment. In line with the principles of 'Nothing Without Us' from the *Accessibility Strategy for the Public Service of Canada*, we ensure that their insights and experiences are central to our accessibility initiatives.

This progress report is offered in any of the following formats upon request:

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

Challenger Motor Freight values the input of the public, stakeholders, and employees regarding our Accessibility Plan and/or our Progress Report(s). 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.

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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, in 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 had 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

Barrier 1: Underrepresentation of employees with disabilities in our workforce.
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Actions:

- Integrate accessibility and inclusion concepts into new hire and manager training tools.
- Explore disability-specific job boards.
- Implement accessibility training for recruiters.

Progress Update:

- Mandatory Diversity, Equity, Inclusion and Belonging (DEIB) training was added to all new hire bundles through our online training platform.
- The new manager training bundle, which includes DEIB, accessibility, and mental health content, is mandatory for all individuals hired or promoted into a managerial or people leadership role.
- Mandatory training on accessibility, accommodation, and barrier-free recruitment was assigned to all recruiters within the organization.
- Disability-specific job board research was completed and approved by leadership. We will now begin posting all vacancies to these job boards.

These initiatives have strengthened the accessibility of our hiring and onboarding practices, enhanced recruiter readiness, and positioned us to attract a more diverse pool of candidates, including individuals with disabilities.

Barrier 2: Lack of transparent and clear communication about available accommodations.

Actions:

- Improve internal education on accommodations and related resources.
- Promote the Employee and Family Assistance Plan (EAP) across internal communication channels.

Progress Update:

- A one-page guide on accommodations was created and included in the new hire bundle.
- Refresher training on accessibility and accommodations for managers is in development.
- Ongoing EAP promotion was carried out via organizational wide emails, mental health newsletters, and TVs around the facility.
- Established a dedicated accommodations budget in early 2025. This ensures that approved accommodations can be implemented efficiently and without financial delay.

- Began preparing internal communications to clarify how employees can request ergonomic assessments as part of the accommodation process.
- Began reviewing our Leave of Absence (LOA) policies to ensure they adequately address the needs of employees with episodic disabilities.

These steps have contributed to greater awareness of available supports, empowered employees to seek accommodations with confidence, and reinforced Challenger's commitment to fostering a supportive and inclusive workplace environment.

2. Built Environment

Barrier 3: Limited accessibility to the elevator.

Actions:

- Maintain awareness and clarity on accessibility features in the built environment.

Progress Update:

- Badge-enabled elevator access for drivers remains active and functional.
- A follow-up communication to reinforce the availability of elevator access is scheduled for June 2025.

These improvements have made our facilities more accessible, ensuring that all employees can move around the building without barriers. The proactive communication has raised awareness and made it easier for employees to request and receive the accommodations they need.

Barrier 4: No automatic doors in our accessibility washrooms.

Actions:

- Advance planning for infrastructure upgrades to improve washroom accessibility.
- Develop and submit a business case for funding approval.

Progress Update:

- A formal business case for automatic doors was developed and submitted to senior leadership in April 2025.
- Quotes for installation were previously obtained and remain valid.
- A third-party audit by KW Accessibility was scheduled for May 2025 to assess physical accessibility, including washroom access.

These actions have ensured we are well-prepared to move forward with accessibility upgrades as opportunities and resources become available, reinforcing our commitment to improving the built environment.

3. Information and Communication Technologies (ICT)

Barrier 5: Limited accessibility expertise within our IT team.

Actions:

- Evaluate opportunities to increase the IT team's familiarity with accessibility practices.

Progress Update:

- We are currently researching training options for IT team members.

Although accessibility training is not yet mandated under the ACA, we recognize it is a proposed amendment and are proactively preparing to meet and exceed future compliance standards.

Barrier 6: Underutilization of accessibility capabilities in the tools and software we employ.

Actions:

- Assess potential technology solutions and procurement standards that support accessibility.

Progress Update:

- Based on feedback from Year 1, quotes for attachable magnifiers for ISAAC tablets were obtained and are available for purchase on an as-needed basis.
- We are currently researching accessibility criteria to inform future IT procurement decisions, including reviewing best practices and standards from external sources.

These efforts mark an important first step in building a more accessible digital infrastructure and ensuring that future technology decisions are guided by inclusive design principles.

4. Communication Other Than ICT

Barrier 7: Lack of standardized procedures for providing alternate communication formats.

Actions:

- Clarify and communicate how alternate formats for documents can be requested.

Progress Update:

- A communication outlining the process for requesting alternate formats was drafted and will be shared internally in the next reporting cycle.
- A formal procedure for providing alternate formats is currently under development, with responsibilities and process mapping underway.

We are laying the groundwork for a more consistent and transparent process, helping to ensure that all employees can access information in the format that best meets their needs.

Barrier 8: Limited use of plain language in communications.

Actions:

- Explore ways to incorporate plain language principles across employee-facing content.

Progress Update:

- Plain language principles continue to be reinforced through DEIB and accessibility training delivered to managers.
- Initial review of core HR documents and policies has begun to identify areas for simplification and clarity.
- Research into plain language style guides is ongoing, with a focus on identifying best practices from external sources.

Promoting plain language across training and policy development is helping create a more inclusive communication culture where all employees can easily understand key information.

5. Procurement of Goods, Services and Facilities

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

We will continue to review and refine our procurement policies to reinforce the requirement that accessibility must be considered when procuring goods and services. By proactively integrating accessibility requirements into our procurement policies and guidelines, we further strengthen our commitment to creating an inclusive and accessible environment.

6. Design and Delivery of Programs and Services

Barrier 9: Lack of a standardized measure to assess the accessibility of our internal and external programs, events, and engagements.

Actions:

- Distribute and implement accessibility checklists for all event planners.
- Begin development of ACA training specific to event organizers.

Progress Update:

- Accessibility checklists continue to be used by the Social and Corporate Events Committees, and a reminder was sent in March 2025 to ensure consistent application.
- ACA training for event organizers is in development and is expected to be launched in the next reporting cycle.
- The DEIB/Wellness Committee was restructured to streamline oversight of inclusive event planning and provide input on accessibility considerations.

Strengthening tools and training for inclusive event planning has helped embed accessibility considerations into day-to-day programming and improved coordination among teams responsible for employee engagement.

7. Transportation

Barrier 10: Difficulty for drivers in entering transport trucks due to repetitive and high steps.

Actions:

- Promote availability of ergonomic truck modifications through the accommodation process.
- We will install swivel seats, where applicable, to improve access to truck cabs.

Progress Update:

- We have identified and vetted a vendor for both the extended tractor steps and swivel seats, with approval from our Director of Maintenance. We now have a reliable source for procurement and installation, ensuring that the necessary modifications can be made promptly and efficiently.
- Drivers who require these modifications can access them through the established accommodation process, which is communicated during onboarding and through ongoing HR support.

Providing access to ergonomic truck modifications supports driver safety and inclusion, helping to reduce physical barriers and accommodate a broader range of mobility needs within our fleet operations.

CONSULTATIONS

In line with Challenger's dedication to creating an inclusive workplace, we have implemented changes based on extensive feedback from our employees, including those with disabilities and allies. This progress report has been reviewed by these employees to ensure it accurately reflects their insights and addresses their needs effectively.

We gathered feedback and input in 3 different ways:

- **Anonymous Company-Wide Survey:** We re-distributed an extensive survey to all employees, encouraging individuals with disabilities and allies to participate. The survey covered various aspects of accessibility and received responses from more than 40 participants. This allowed us to gather diverse perspectives and valuable insights on accessibility barriers and potential solutions within our organization.
- **Employees with Disabilities Revision:** We provided employees who have self-identified as having a disability(s) with the draft of the accessibility plan and progress report(s). We encouraged and welcomed any feedback, revisions, identification of any barriers we may have missed, and suggestions for additional goals they would like to see included.
- **External Disability Audit:** KW AccessAbility, a third-party organization specializing in accessibility, conducted an on-site assessment of our Cambridge facility in May 2025. This included a physical walk-through of both the shop and main office areas, as well as a review of our current Accessibility Plan and our Year 1 and 2 Progress Reports. The purpose of the audit was to evaluate our physical environment, identify potential barriers, and provide expert feedback on how we can continue advancing accessibility within our operations.

To track our progress and ensure the successful implementation of the changes outlined in our Accessibility Plan, we will maintain this ongoing survey initiative. This initiative will encompass all employees, regardless of disability status. In addition, to promote accessibility awareness and encourage feedback, members of our HR and leadership team have included a link to the Accessibility Plan and the feedback form in their email signatures since June 2023 and have continued to do so. This ensures that all employees have convenient access to the plan and can easily provide input and suggestions to further enhance accessibility within our organization. The HR team continues to monitor and respond to any emails that come through to the designated accessibility inbox, ensuring that all feedback is addressed promptly and effectively.

FEEDBACK

The feedback received provided valuable insights into the current state of accessibility within our organization. We received feedback from employees, including those with disabilities and their allies, which has been crucial for identifying existing barriers and areas for improvement. The most common responses are as follows:

Awareness and Communication Gaps

- Many respondents reported being unaware of existing accessibility-related policies and resources, including how to request accommodations or alternate formats.
- While the majority felt the company was doing enough to support accessibility, they also indicated a need for increased visibility of available supports.

We will continue to communicate how to request accommodations and alternate formats. We will also review our intranet and internal communication channels to ensure key accessibility processes are easy to find and understand.

Tools and Support

- A few respondents suggested that having larger computer screens or password manager tools would help improve productivity and reduce strain.
- Remote work options were identified as a helpful form of support by some individuals.

We will explore the feasibility of offering larger monitors or other assistive equipment through our existing accommodation process. We will also continue to consider flexible work arrangements as part of individual medical accommodations, where supported by documentation and operationally feasible. We will also ensure employees are aware of how to initiate this process through clear communication.

Inclusive Dialogue and Trust

- A small number of respondents noted that open discussions about disability and accessibility are still rare in some parts of the organization.
- One response highlighted that trust in the company is critical in encouraging disclosure and meaningful dialogue, suggesting continued focus on psychological safety.

We will work to normalize discussions around disability and accommodations through our DEIB and Wellness Committee and future awareness campaigns. Ongoing training for leaders will continue to

emphasize inclusive leadership, empathy, and creating a psychologically safe workplace for all employees.

External Accessibility Audit – KW AccessAbility

The audit conducted by KW AccessAbility provided objective, third-party insights into the physical accessibility of our Cambridge facility and the overall structure of our Accessibility Plan. This evaluation has been instrumental in identifying gaps and validating areas of strength in our approach to accessibility. Common feedback themes include:

- **Placement of fixtures:** Light switches, electrical outlets, AEDs, first aid kits, soap dispensers, and paper towel dispensers were often placed at heights that may not be easily accessible for individuals using mobility devices. Adjustments to height and location were recommended to improve reachability.
- **Automatic door access:** Several doors - including those at building entrances, washrooms, meeting rooms, and office spaces - were noted as lacking push-button access on one or both sides. These were flagged as priority areas for improving independent access throughout the facility.
- **Washroom and kitchenette design:** The audit highlighted several opportunities to enhance washroom and kitchenette accessibility, including removing obstructions under sinks, adding push-button access, ensuring sufficient space for mobility aid users, and modifying fixtures such as soap dispensers and taps for easier use.
- **Facility layout and social inclusion:** The lack of elevator access to the second-floor lunchroom in the maintenance building was noted as a barrier to inclusion, as it restricts access to communal meal areas. Recommendations also included ramp installations and layout adjustments to improve mobility throughout the site.
- **Digital accessibility and recruitment:** The auditor emphasized the importance of ensuring web content has appropriate alternative text and offered services to review Challenger's digital accessibility. They also recommended outreach to college and university accessibility offices to enhance disability-inclusive recruitment practices.

These findings will guide our next phase of accessibility improvements across Challenger.

Recommendations that are financially and operationally feasible will be prioritized for implementation as resources become available. Additionally, these considerations will be embedded into our planning processes when evaluating future infrastructure upgrades, including any renovation projects or the leasing of new office spaces. By proactively addressing these areas, we aim to reduce physical barriers, promote independence, and foster a more inclusive environment for all employees and visitors.

In addition to the physical walkthrough, KW AccessAbility conducted a thorough review of our Accessibility Plan and Year 1 and 2 Progress Reports. They noted that the reports were comprehensive, clearly structured, and demonstrated meaningful progress aligned with the *Accessible Canada Act*. The consultant indicated there were relatively few recommendations for improving the documentation itself, recognizing that our plan already outlines clear commitments and tracks well against our stated goals. Their feedback affirmed that our approach is both thoughtful and action-oriented, providing a solid foundation as we move into the final year of the plan.