



2026 ACCESSIBILITY PLAN

June 2026

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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 eight 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 dedicated Accessibility Task Force was established at Day & Ross, consisting of key stakeholders from various departments. Their mandate was to thoroughly review the Accessible Canada Act and its associated regulations, and assess compliance requirements specific to their business functions. As part of their efforts, the team identified and documented a comprehensive list of accessibility barriers within their respective areas.

Accessible New Brunswick was engaged to conduct assessments in two Day & Ross locations to help identify barriers against baseline standards. The two locations assessed in New Brunswick were Saint John and Bathurst older terminals including a yard and offices. External consultants will continue to be engaged throughout the accessibility process to help identify, prevent, and overcome barriers. In 2025, Day & Ross employee and Accessibility lead Charlene Prosser received an Accessible NB Award, an honour that celebrates individuals and organizations making meaningful improvements to accessibility in New Brunswick.

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

For guidance and support in accommodating individuals with disabilities, we actively collaborate with respected organizations, including: Ability New Brunswick Inc.; Community Industries Employment Vocational Association (CIEVA); Fredericton Works, Neil Squire; New Brunswick Interpreting Services; Pathways Abilities Society; Sun Life Financial; Telus Health; The Georgetown Hearing Clinic; Workplace Medical Corporation; and Your Chapter Therapy. Through our partnership with these groups, we ensure our accessibility initiatives are informed by authoritative advice and best practices, enabling us to create an inclusive environment that meets the needs of all.

Alternative Formats and Feedback Process

To request the Day & Ross Accessibility Plan in an alternate format or to provide feedback on our Accessibility Plan, please contact:

EMAIL: Accessibility@dayross.com

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

An electronic version of this Accessibility Plan can be downloaded immediately from our website. Day & Ross will provide alternative formats 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

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.

2. Areas Described Under the Accessible Canada Act

The Built Environment

Day & Ross is a transportation company that manages the safe, timely, and efficient movement of customer freight across long distances. In Canada, Day & Ross operates 25 owned and 85 leased sites, including terminals, offices, and yards. All Day & Ross locations should be accessible to agency, employees, drivers, owner-operators, customers, suppliers, and the public.

Barriers:

Parking Areas and Ramps

- Not every site is equipped with designated accessible parking spaces, which can present significant challenges for individuals with mobility issues.

Entrances, Corridors, Ramps

- Some entrances, corridors, and ramps are not fully accessible. Improvements such as better signage, grip flooring, and automatic door openers are needed. Some areas require renovations for barrier-free access.

Common Areas

- Lighting can be enhanced in many facilities. Some washrooms and lunchrooms are not accessible, lacking features like grab bars, lower toilets, sinks, and counters.

Signage

- Signs vary by location and need review to ensure they meet accessibility needs and requirements.

Environmental

- Prompt removal of snow and ice is important for safe access Day & Ross' locations.

Next steps:

Create an action plan with timelines to address these barriers. Continue to assess and remove obstacles to accessibility as part of ongoing improvements.

Employment

Day & Ross is committed to providing people with or without disabilities the opportunity to fully participate in every aspect of employment.

Barriers:

Recruitment

- Ensure people with disabilities have equal opportunities to apply and participate in employment.
- Review job postings and application steps to make them easy to understand and free of bias.
- Evaluate our hiring process to find and remove any barriers for people with disabilities.
- Clearly state in job ads that interview accommodations are available.
- Regularly review our recruitment and selection process.

Workplace and Ergonomics

- Assess and adapt workspaces to support the needs of people with disabilities.
- Provide necessary tools and resources for ergonomic comfort.

Training

- Design and deliver training that supports diversity and accessibility.
- Provide required training for staff and leaders about disability inclusion and accommodation.
- Make training methods accessible for everyone.
- Raise awareness about issues faced by people with disabilities among employees, partners, and customers.

Inclusion of People with Disabilities

- Include people with disabilities when designing policies and programs.
- Use feedback from employees with disabilities to improve practices and training.
- Set goals to increase workplace accommodation and reduce lost time.

Talent Processes

- Make performance goals clear, include accommodation as needed, and maintain open communication with employees.
- Update employment equity questionnaires to use clear and inclusive language.

Next steps:

Create an action plan with timelines to address these barriers. Continue to assess and remove obstacles to accessibility as part of ongoing improvements.

Information and Communication Technologies (ICT)

There are a variety of tools and resources that help people with disabilities use technology for work and personal needs. We strive to meet Web Content Accessibility Guidelines (WCAG) standards and remove accessibility barriers.

IT Support

- Training is required, so IT staff can help users with disabilities use accessibility options/features.

Hardware & Equipment

- Meeting spaces lack accessible technology, limiting participation.
- Accessibility features in operational devices are not well known or easy to request.
- The IT hardware catalog does not have options for users with disabilities.
- Some equipment, like printers, is not physically accessible.

Software & Applications

- Internal software lacks clear information and easy access to accessibility features.
- Support requests are difficult for people with disabilities; tools lack features like speech-to-speech.
- Communication tools do not have enhancements for hearing challenges, such as closed captioning.
- Software does not provide clear instructions or alternatives to text.
- Mouse navigation is required, causing barriers; keyboard and accessible device support is needed.
- Cloud software interfaces are not accessible for visually impaired users.

Next steps:

Create an action plan with timelines to address these barriers. Continue to assess and remove obstacles to accessibility as part of ongoing improvements.

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. While progress has been made on internal resources, employees may find it 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. An email address (accessibility@dayross.com) has been set up to support direct communications with the company.

Next steps:

Create an action plan with timelines to address these barriers. Continue to assess and remove obstacles to accessibility as part of ongoing improvements.

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.