

Jazz Aviation LP

Accessibility Plan for Employees

June 1, 2026

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1. General

1.1 Contact Information and Feedback Process

The primary contact at Jazz Aviation LP (“Jazz”) for all matters related to this Accessibility Plan (the “Plan”) is our Equity, Inclusion, and Accessibility Manager (“Accessibility Officer”). The secondary contact is the Manager, Development, Diversity, and Learning.

Outlined below are the various ways for an employee to request an alternate format of this Plan. Employee feedback on this Plan and/or accessibility in general within our work environments is welcomed and can be submitted by the same means.

Mail:

ATTN: Manager, Development, Diversity, and Learning
Jazz Aviation LP
310 Goudey Drive
Enfield, Nova Scotia
B2T 1M6 CANADA

Phone: +1 (905) 671-7471

Email: accessibility@flyjazz.ca

Online: [Form to request alternate formats and submit feedback](#)

Jazz is committed to providing our accessibility plan and our feedback process description in these alternate formats: large print, Braille, audio or an electronic format that is compatible with adaptive technology intended to assist persons with disabilities. Jazz will provide the format requested as soon as possible. Braille and audio formats may take up to 45 days. Large print and electronic formats may take up to 15 days.

1.2 Reviewing and Updating Our Accessibility Plan

Jazz will review our accessibility plan annually to ensure we are moving towards meeting the commitments identified.

Jazz will continue to identify additional opportunities to become a more accessible employer and service provider.

In accordance with the *Accessible Canada Act*, Jazz will publish an annual progress report and publish an updated Accessibility Plan every 3 years.

1.3 About Jazz Aviation LP

Jazz is the largest regional carrier in Canada and the primary operator of Air Canada Express flights to approximately 80 destinations across North America. Jazz is one of Canada's Best Diversity Employers with an award-winning safety culture. These strengths, along with Jazz's proven track record of industry leadership and exceptional customer service, create and deliver value to stakeholders.

Vision: We deliver regional aviation to the world.

Values: Listen, Collaborate, Improve. These values are fundamental to the way we do business.

Our Foundations:

- **Safety:** We keep safety top of mind in everything we do.
- **Diversity:** We are stronger through diversity. We celebrate our individual differences and unique perspectives while working together towards our common goal.
- **Quality:** We challenge ourselves to continuously improve and strive for excellence in all that we do.
- **Accountability:** We understand the impact we have on each other and take ownership for our contribution. We strive to be environmentally responsible and encourage sustainable practices.
- **Ethics and Integrity:** We uphold and model the principles of integrity and ethical behaviour.
- **Wellness:** We work hard in a sustainable way. We look out for each other's mental and physical well-being.

1.4 Our Commitment to Accessibility

Jazz is committed to accessibility, both as an employer in Canada and as an operator of Air Canada Express flights on behalf of Air Canada.

Jazz and Air Canada are partners under a commercial agreement called the Capacity Purchase Agreement (the “Agreement”). Jazz operates regional flights on behalf of Air Canada as Air Canada Express.

Jazz developed a separate Accessibility Plan for all aspects pertaining to Air Canada Express passengers. For more information, refer to the Jazz Accessibility Plan for Air Canada Express Passengers and/or the Air Canada Accessibility Plan.

This document has been prepared in accordance with our obligations under the *Accessible Canada Act* and the Accessible Canada regulations. This Plan outlines our ongoing efforts to enhance accessibility for Jazz employees.

We are committed to the inclusion of employees born with and/or experiencing later onset disabilities and treating everyone in a way that empowers them to maintain dignity while ensuring meaningful work and equity in their employment at Jazz.

Our Accessibility Advisory Committee defines accessibility within the Jazz context as creating workspaces that support individuals to participate and perform at their best, without physical barriers or biased attitudes.

This ongoing and collaborative work of enhancing accessibility within our workplaces is critical to ensuring that we are a leader in our industry. We believe enabling employees to contribute to the best of their abilities will ultimately strengthen our culture and in turn our business.

This Plan outlines short- and long-term solutions to address accessibility barriers within our work environments, policies, and practices. Short-term solutions are defined as being actionable within the reporting cycle (1 to 3 years). Long-term solutions are intended to be implemented over 5 to 7 years following the publication of this document and therefore are likely to be carried over into the next plan. Jazz acknowledges the need to continuously evaluate our physical environments, organizational culture, policies, and practices to progressively enhance equity, inclusion, and accessibility.

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The Jazz commitment includes:

- ongoing consultation with our employees
- supporting employee feedback and acting on this feedback
- ongoing barrier identification
- continued collaboration to action identified solutions
- continuing to train our employees
- fostering an equitable, inclusive, and accessible workplace culture.

1.5 A Message from our President

At Jazz, fostering a culture of inclusion is an ongoing commitment that requires listening, learning, unlearning, and taking purposeful action to drive sustainable, positive change. For well over a decade, we have strengthened our policies and practices to promote equity while deepening our understanding of how to create truly inclusive workplaces.

The *Accessible Canada Act* (the “*Act*”) affirms our responsibility to ensure that our environments, policies, practices, culture, and communications do not create unintended barriers for individuals with disabilities.

Jazz fully embraces the intent of the *Act* and is dedicated to continuous improvement in accessibility. We are committed to meaningful action towards the legislative requirements and continuously advancing accessibility within our sphere of influence. Achieving this vision requires creativity and collaboration across internal stakeholders along with continuous consultation and listening to learn what we don’t know.

Doug Clarke
President, Jazz Aviation LP

1.6 Diversity, Equity, Inclusion, and Accessibility (DEIA) Roles at Jazz

- Vice President, Employee Relations
- Director, Human Resources Administration
- Manager, Learning, Diversity, and Development
- Equity, Inclusion, and Accessibility Manager (“Accessibility Officer”)

1.7 Accessibility Governance

In addition to our Accessibility Officer, our governance structure supports the success and sustainability of our accessibility initiatives.

- Steering Committee comprised of the accountable executive and responsible Human Resources leads
- Senior leaders responsible for the various subcategories outlined in this Plan
- Employee Advisory Committee with representation across divisions including both unionized and non-unionized employees
- Operational Working Group to support progress of our passenger accessibility responsibilities related to our customer, Air Canada.

2. Consultations

We acknowledge that progress must be made in the spirit of 'Nothing about us, without us.' We continue to conduct consultations with employees ensuring that persons with disabilities are included in the development, implementation, maintenance, and continuous improvement of accessibility. The consultation process is facilitated by Jazz's Accessibility Officer.

Employees participate in the process through the following methods:

- virtual group discussions
- telephone interviews
- anonymous online questionnaire
- email submissions.

Leveraging the capability of technology platforms, we were able to ensure accessibility of the consultation process. Consultations have been ongoing since the publication of our first Accessibility Plan for Employees.

While Jazz sought direct input from employees with disabilities, we acknowledge that not all employees living with disabilities have self-identified through our workforce census and as such, we have opened several of our consultations to all employees.

Consultations consist of a questionnaire that is located on the internal company intranet and employees are informed through training, internal communications, and posters in

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high-traffic employee areas. This anonymous questionnaire asks for input on barriers in our workplaces with respect to categories outlined below.

- hiring and onboarding
- physical workspaces
- electronic communications
- documents
- training
- internal technology.

In 2025, there was a 200% increase in responses to the questionnaire. Over 60% of the respondents are employees who identify as a person with a disability, chronic illness, or neurodivergence. The largest representation groups amongst the respondents who chose to self-describe their disability were chronic illness and mental health conditions.

Group discussions, telephone interviews, and email correspondence asked for input through the below questions.

- What accessibility progress have you noticed over the last year?
- What accessibility barriers have you experienced or witnessed?
- What could Jazz do to enhance accessibility and inclusion for employees with disabilities?
- How would you describe the current state of inclusion for employees with disabilities?

The Accessibility Officer continuously issues reminders about the consultation channels through various internal communications.

Input from the various methods of employee consultation is reflected in the barriers and solutions outlined in this document.

In addition to the consultations outlined above, employee consultations for this plan were conducted by sharing the identified barriers and solutions with volunteers. Their input was considered and, in many cases, incorporated into this final draft.

3. Employment

3.1 Accessibility Measures

- All accessibility features are optimized within our recruitment hiring platform.
- Learning opportunities for unconscious bias are consistently offered to hiring managers and members of the recruitment team.
- A document provided to employees who are new to the interview process, prior to conducting any interviews, covers human rights legislation and Employment Equity topics.
- Bona fide job requirements are continuously reviewed to ensure they are appropriately adjusted as work conditions change.
- All job postings include a commitment to accessibility and accommodation.
- The recruitment process provides opportunity for candidates to request accommodations to assist with their application, where possible.
- We maintain privacy and confidentiality with respect to disclosure of disability through the recruitment process when a candidate self-identifies.
- Recruiters collaborate with candidates with disabilities to ensure accessibility throughout the interview and hiring process and offer solutions to maximize candidate success.
- Candidates are provided detailed information outlining expectations for the interview and recruitment process including examples of the question format and how best to respond.
- Recruitment notifications for virtual interviews include a statement encouraging candidates to use Google Chrome to turn on live captioning.
- When requested, Microsoft Teams is leveraged as an alternative platform for interviewing as it offers live captioning.
- All interviews are conducted using a standardized, behavioural-style interview guide. Recruiters and hiring managers use an interview scoring grid that enhances equity and objectivity.
- Offer letters include a statement on our commitment to accessibility.

3.2 Barriers and Solutions

Barrier: Job descriptions are not consistently formatted with accessibility in mind.

Short-term solution:

- Conduct an internal review of job posting descriptions to enhance accessibility formatting.

Barrier: The extent of accessibility in the application process is not fully known.

Short-term solution:

- Research options for a third-party assessment of our application process, to seek opportunities to enhance accessibility.

Long-term solution:

- Consult with external subject matter experts to determine opportunities to enhance accessibility when navigating our application steps.

Barrier: Awareness of aviation jobs is lacking within the disability community.

Short-term solution:

- Post job openings with virtual disability community boards.

Long-term solutions:

- Meet with external disability career support organizations, seeking opportunities to build awareness of aviation careers and accessibility barriers.
- Attend disability-targeted career fairs to educate on aviation careers.

Barrier: Aviation careers have many bona fide requirements that cause inherent barriers.

Long-term solution:

- Continuously review job requirements to assess validity as work environments and conditions change.

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Barrier: There is an opportunity to strengthen disability confidence to enhance accessibility and equity in hiring and promotion.

Short-term solution:

- Create continuous training opportunities for recruiters and hiring managers to build disability confidence.

Long-term solution:

- Include unconscious bias into any new, corporate, internally developed leadership training, specific to the topics of promotions.

4. The Built Environment

Head office is the only facility owned and operated by Jazz. All other Jazz workplaces are located within leased premises, putting the responsibility of built environment accessibility on landlords. Some locations such as airports fall under Airport Authorities, which are federally regulated and submit required Accessibility Plans. Jazz is committed to supporting accessibility enhancements within all facilities where we are a tenant in leased premises.

4.1 Accessibility Measures

- Accessible parking at our head office exceeds provincial requirements, ensuring additional spaces for employees requiring temporary accommodations.
- Elevators within all owned and leased office locations are accessible, in accordance with provincial regulations.
- At our head office location, we own snow removal equipment with Jazz staff providing snow removal services during regular operating hours. Additionally, contracted operators provide 24-hour coverage ensuring the safest and most accessible paths of travel for people to enter and exit the building in winter weather conditions.
- All manually operated doors within our head office location are equipped with lever-style handles.
- Select office locations are equipped with advanced visual alarm systems to enhance safety and accessibility for all employees.
- Fire warden training and documentation related to emergency evacuations explicitly mention supporting people with disabilities and instructions to ensure accessibility.
- An Accessibility policy includes a section related to “Building Emergency Evacuation”, outlining the process for employees to identify a need for a personalized emergency evacuation plan. Our Health Services team will support employees in developing an individualized plan that will be communicated to our Chief Fire Warden. Such requests can be made for permanent or temporary needs.
- All office-space renovations prioritize provincial accessibility legislation.
- An initial assessment of our head office facility was conducted to understand opportunities for accessibility improvements.

4.2 Barriers and Solutions

The barriers and solutions outlined below in this section reflect progress commitments specific to our head office location.

Barrier: The full extent of accessibility within the built environment is unknown.

Short-term solutions:

- Conduct a built environment assessment with input from employees with disabilities.
- Prioritize a list of identified built environment improvements and establish a timeline to implement.

Long-term solution:

- Action the list of identified improvements.

Barrier: Awareness is lacking among employees of the options for accessible parking across work locations.

Short-term solution:

- Update the intranet information on employee parking to include mention of accessible parking.

Barrier: Lack of clear, formalized workspace review process contributes to extensive timeline between raising a request for workspace review, identifying, and implementing solutions.

Short-term solution:

- Increase awareness on workplace ergonomics at Jazz, the purpose of an ergonomic assessments, and the process of escalation to request 3rd party ergonomic hazard assessment.

Long-term solution:

- Review and update the current ergonomic procedures and resources.

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Barrier: Accessibility perspective is lacking from the investigation of reported occupational safety and health hazards and injuries.

Long-term solutions:

- Integrate the consideration of accessibility factors into relevant portions of the Jazz Occupational Hazard Prevention Program.
- Increase awareness, knowledge, and accountability of accessibility for safety management investigators and Health and Safety committee members.

5. Information and Communication Technologies (ICT)

5.1 Accessibility Measures

- Accessibility is consistently considered when designing and developing new in-house applications.
- Our public website meets the WCAG 2.1 guidelines with a score of 100.
- All essential information on our intranet, including the mobile application, is available in accessible formats. The Intranet is compatible with a screen reader and is compliant with WCAG 2 standards.
- A list of available adaptive technology is published on the company intranet. The list is easily located and aims to empower employees with disabilities to access work tools needed to be successful.
- Our Health Services, Information Technology, Human Resources, and Procurement teams have worked collaboratively on many successful accommodations, to provide adaptive technology for employees with various disabilities.
- Accessibility learning modules are available to all employees through the intranet learning centre, including how to optimize accessibility within our Microsoft applications.
- OpenDyslexic and Atkinson Hyperlegible fonts were added to the Corporate Windows-based devices and Microsoft applications for all Jazz employees.
- All internal corporate communications are delivered digitally, enabling employees to leverage accessibility tools for customizable options to receive and review the content.
- Jazz utilizes Windows and the Microsoft suite of services which have many accessibility features embedded. Narrator is included on all Jazz-issued devices.
- HR and IT policies are each available as a page on the intranet as an alternative to PDF versions, to increase accessibility of the content.
- An Accessibility Guide and tip sheets are available to all employees through the company intranet. The guide sets expectations for considering accessibility in meetings, training, digital signage, and document or email creation.
- All corporate video content is captioned, allowing the content consumer a choice of English, French or no closed captioning.
- Accessibility formatting is prioritized in all social media posts.
- Plain language is consistently used in all non-technical corporate communications and social media content.

5.2 Barriers and Solutions

Barrier: Many employees do not know the accessibility features available in current systems.

Short-term solution:

- Develop a communications campaign to promote accessibility resources, training, and system features available to employees.

Long-term solution:

- Create an Accessibility Community on the company intranet to increase communications outreach on accessibility features. This community will also raise awareness of accessibility overall and empower informed champions to promote accessibility within their divisions.

Barrier: There is a lack of knowledge on the importance of consistently including accessibility in digital content and applications.

Short-term solutions:

- Explore system level offerings of various communication platforms to assess opportunities to incorporate accessibility into internal corporate communications.
- Enhance consistency of accessible formatting within internal corporate communications.
- Provide transcripts for all newly developed corporate videos with dialogue.
- Conduct an accessibility audit on the employee intranet to confirm compliance with ICT regulations and ensure new content consistently meets accessibility requirements.
- Provide training on the fundamentals of digital technology accessibility to employees involved in development, maintenance, and procurement of digital content and applications.
- Ask digital content contributors to incorporate the accessible formatting suggestions outlined in the Accessible Communications guide.

Barrier: Accessibility is not consistently optimized within ICT projects, purchases, and systems.

Short-term solutions:

- Continue to ensure that new systems, including hardware and software, purchased or developed in-house, meet modern accessibility standards.
- Audit all public-facing and internal web pages for accessibility in accordance with ICT regulations and remediate identified gaps.
- Obtain a conformity assessment with a gap analysis against the ICT Standard when purchasing products or services related to new or updated web pages.
- Ensure all future procurement processes for products or services in connection with the development or provision of employee-facing web pages obtain a conformance assessment with a gap analysis.

Long-term solutions:

- Continue to assess how to better incorporate digital accessibility into ICT projects at their outset.
- Continue to seek opportunities to update legacy applications and integrate accessibility updates in the lifecycle management process for existing information technology solutions, tools, and equipment, including web content.
- Conduct an accessibility review of applications when updates are launched with vendors. Request a Voluntary Product Accessibility Template (VPAT) indicating WCAG 2.1AA compliance.
- Publish web accessibility statements in accordance with regulations.

6. Communication (other than ICT)

No accessibility barriers were identified in this area, as our internal forms of communication leverage digital platforms, enabling employees to use available accessibility tools and features to receive and review information. We will continue to review this area for barriers.

7. The Design and Delivery of Programs and Services

7.1 Accessibility Measures

- An Accessibility Policy is published on the intranet, outlining expectations and guidance on how all employees can contribute to creating a more accessible workplace.
- In accordance with regulations, Jazz has a policy for Workplace Violence and Harassment Prevention including protections for employees with disabilities and a confidential reporting mechanism.
- The Flexible Work Arrangements Policy provides management and administrative employees with creative solutions for employees who need more time or flexibility to meet needs and responsibilities.
- A Hybrid Work Arrangements guideline offers flexible conditions allowing employees to perform at their best.
- Robust policies exist for temporary and permanent workplace accommodation.
- We provide a simple, equitable, and dignified process for every employee to request accommodation at any stage of the employment lifecycle. Jazz's Health Services team includes case management professionals and an occupational health nurse, providing confidential support to employees who disclose a disability throughout the accommodation process. We lead with empathy and respect while maintaining the integrity of the accommodation policy and process.
- Jazz offers competitive and comprehensive benefits coverage for employees including all standard accessibility products as identified by our provider, in many cases exceeding industry standards.
- The list of mental health practitioners covered under employee benefit plans is extensive, beyond traditional care providers.
- We continuously meet with our benefits consultant to benchmark positive and emerging practices related to inclusive benefits.
- Our benefits provider adheres to all relevant accessibility legislation and has published an accessibility plan and policy. Benefits information is available to employees through our service provider's website and employees can request benefits information in alternate formats.

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- Language is included in all corporate training notices to support accommodation requests.
- All corporate training scripts for instructor-led online learning remind participants about the accessibility features available in the platform being used.
- Internal notifications for online corporate training include a statement encouraging employees to use Google Chrome to turn on live captioning.
- All new internally developed training with an audio component is captioned.
- New employee orientation includes an introduction to the organization, familiarization with the corporate culture, and addresses our accessibility commitment and goals.
- Mandatory Diversity in the Workplace training provides all employees with training on accessibility, disability awareness, equity, and inclusion.
- Employees who interact with or make decisions in relation to passengers with disabilities receive mandatory Accessible Transportation for Persons with Disabilities (ATPDR) training on a three-year cycle.
- A 'Mental Health Toolbox' is incorporated into a Leadership 101 course available to managers.
- Managers from two of our largest operational groups have received Safe-Talk Start (suicide awareness) training.
- The Inclusive Leadership learning series covers topics such as microaggressions, unconscious bias, equity, inclusion, accessibility, accommodation, and ableism. The training is mandatory for all senior leaders and managers with more than 20 direct reports. The training is available on a voluntary basis to all other employees.
- Ally tips and mental health tips are issued regularly to employees.
- Platforms are regularly created for employees living with disabilities, chronic illness, and neurodivergence to share their experiences with the purpose of reducing stigma and increasing belonging.
- An Accessibility page is included on the company intranet, to ensure visibility of our commitment, plans, progress, policies, and resources.
- All office spaces include a room designated as a "quiet space". They offer a low sensory, private space available for a variety of purposes that benefit all employees, including those with disabilities.
- Our workforce census allows for employees to self-identify as a person with a disability. Workforce representation data is reviewed annually to understand gaps for employees with disabilities in addition to other, federally defined designated groups.

7.2 Barriers and Solutions

Barrier: There is a lack of understanding in how non-apparent disabilities such as mental illness, chronic illness, and neurodivergence manifest in the workplace.

Short-term solutions:

- Continue delivering relevant internal training mentioned above.
- Add the Mental Health Toolbox to the intranet training catalogue as a stand-alone virtual module.
- Continue to increase awareness through internal webinars and communications.

Long-term solutions:

- Engage in discussions with operational training leaders to determine how the Mental Health Toolbox can be incorporated into operational training.
- Determine the process to make Living Works Start training (online suicide awareness) available more widely.
- Research the learning tools offered by the Hidden Disabilities sunflower program and leverage where possible.

Barrier: Accessibility is inconsistently integrated into training across divisions.

Short-term solution:

- Follow-up with operational training developers, to determine opportunities for incorporating more accessibility into training.

Long-term solution:

- Create a communications plan to raise awareness among full-time and part-time operational trainers on the importance of accessibility in training.

Barrier: Inconsistent knowledge by employees and managers of Accommodation Policy and process.

Short-term solution:

- Develop a webinar to increase awareness of the accommodation policy and process.

Long-term solution:

- Create a better understanding of the value of workplace accommodation through management training.

Barrier: Micro-cultures across divisions can create a barrier to inclusion, employees are not consistently communicating and interacting inclusively.

Short-term solution:

- Develop a training module for civility and incivility that can be added to Learning and Development's training catalogue, for ad hoc training requests or as a response to an investigation of workplace harassment.

Barrier: Employees may not be aware they can request workplace adjustments to enhance their productivity and sense of inclusion.

Short-term solutions:

- Adjust wording in the performance management (check-in) questionnaire to enhance ease for administrative and management employees to request workplace supports and adjustments.
- Create a reference guide for people managers with questions to ask employees that enhances access and equity.

Long-term solution:

- Determine how follow-up can be done when an employee requests support through the performance management (check-in) questionnaire.

Barrier: There is opportunity to better understand accessibility gaps within the delivery of programs and internal services.

Short-term solutions:

- Continue to promote our anonymous employee input survey on accessibility barriers within the workplace.
- Continue to enhance understanding of gaps through ongoing employee consultations.

8. The Procurement of Goods, Services and Facilities

8.1 Accessibility Measures

- Wording is included in procurement documentation outlining our commitment to equity, inclusion, and accessibility. We endeavour to ask suppliers to review and acknowledge the terms and conditions. Specifically, a section on “Accessibility Requirements” is included in our Request for Proposals (“RFP”) template and a statement outlining our commitment to accessibility is included in the Procurement Policy Manual.
- We ask potential suppliers to submit examples of how their companies support diversity and inclusion through the bidding process.
- We continue to engage with Air Canada to identify opportunities for synergies in accessible sourcing of devices in service of their passengers with disabilities.

8.2 Barriers and Solutions

Currently, no accessibility barriers have been identified in our procurement policies, processes, or tools. We will continue to monitor and evaluate these areas to identify improvements and embed accessibility requirements in future requests for proposals and contracts.

9. Transportation

Jazz provides transportation for employees in the form of transportation for crews (taxis and shuttles). Due to regulations required to hold a position as a crew member at Jazz, crew members using Jazz provided transportation do not have physical or other limitations when using company provided transportation. Barriers were not identified.