



Symcor Accessibility Plan 2026 – 2029





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General

Territory acknowledgement

Symcor has offices and processing centres throughout Canada. From coast to coast to coast, we acknowledge the ancestral and unceded territory of the First Nation, Inuit, and Métis Peoples that call this Land home.

We also acknowledge that our Mississauga corporate head office is situated in the present-day city of Mississauga, which is part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, the Haudenosaunee Confederacy, and the Huron-Wendat and Wyandot Nations. These peoples and their ancestors have inhabited these lands since time immemorial. Today, Mississauga is home to many Indigenous Peoples from around the world.

Symcor recognizes that land acknowledgement is merely a starting point. We must consider our place in history as it continues to unfold, reflect on ways to engage in reconciliation meaningfully, and work together to become a more just, diverse, inclusive and equitable society.



Accessibility

Feedback

To share feedback about barriers or accessibility at Symcor, please contact our Employee Experience Partner:

- **Email:** access@symcor.com
- **Phone:** 905-273-1096
- **Mailing address:** 400-1 Robert Speck Parkway, Mississauga, ON, L4Z 4E7

Note: The Employee Experience Partner is the person designated to receive accessibility feedback at Symcor. Although their role is focused on the employee experience, they're prepared to receive feedback from employees, clients, and anyone else engaging with Symcor.

When you share feedback, you're welcome to include your contact details in your feedback submission—but this is **not required**. Anonymous feedback will be treated equally to feedback shared with contact information.

We'll consider all feedback as we prepare our annual accessibility progress reports and/or accessibility plan update.

Accessibility statement

This plan is accessible to **PDF/Universal Accessibility (UA) standards**.

For alternative formats, please contact access@symcor.com. If email isn't your preferred communication, you can use the phone number or mailing address listed above.



Language in this plan

At Symcor, we understand that disability language is constantly evolving. We also understand that people have different ways to describe their own disability experiences. As a small gesture of inclusion to the diversity of perspectives, this plan alternates between **person-first** and **identity-first** language:

- **Person-first language** is when you name the person before the disability. For example, saying “person with a disability”. Some people use this language because it positions disability as something that’s separate from who they are as a person. They find this empowering because they see disability as only part of their identity.
- **Identity-first language** is when you name the disability before the person. For example, saying “disabled person”. Those who prefer this language appreciate that it positions disability as an important part of their identity. This better reflects how central disability is to their experience of the world.



Executive summary

Symcor's 2026–2029 accessibility plan outlines our continued commitment to identifying, removing, and preventing barriers. It builds on our 2023 plan, reflecting both our progress over the past three years and our priorities for the next phase.

This plan is organized around the seven priority areas identified under the Accessible Canada Act, with particular focus on Information and Communication Technologies (ICT) and Employment.

In ICT, our commitments are guided by regulatory requirements from Accessibility Standards Canada (ASC). Over the next three years, we'll focus on improving the accessibility of our digital properties, documents, mobile applications, and procurement practices while ensuring employees involved in digital technology receive accessibility training. We'll also publish accessibility statements for regulated content and strengthen processes for assessing accessibility in digital procurement.

In Employment, employee feedback made it clear that attitudinal barriers, inconsistent accommodations practices, and gaps in accessibility awareness impact the employee experience. To address this, we're prioritizing accessibility training for all staff, strengthening our accommodations policy, improving recruitment and talent acquisition practices, supporting the creation of an Accessibility Employee Resource Group, and embedding accessibility into performance management, onboarding, and retention practices.

Additional commitments focus on improving physical accessibility across our built environments, particularly washroom accessibility, and strengthening communication practices.



To ensure accountability, each commitment will be supported by a detailed implementation plan that outlines specific actions, timelines, responsibilities, and success measures. Annual progress reports will track achievements, challenges, and next steps, supporting continuous improvement and transparency.

Accessibility is not a one-time initiative—it's an ongoing responsibility and an essential part of how we create a stronger, more inclusive organization. This plan represents our continued commitment to making accessibility a shared priority across Symcor.



Introduction

Welcome to Symcor’s 2026 – 2029 accessibility plan!

In accordance with the [Accessible Canada Act \(ACA\)](#), this plan is a follow-up to our original 2023 accessibility plan. We’re pleased to share our progress over the past three years and our updated commitments for identifying, removing, and preventing barriers over the next three years.

This plan is an important part of Symcor’s larger commitment to fostering an inclusive environment for employees, clients, and visitors—where anyone can show up to fully engage as their most authentic selves.

Structure of this plan

Following the ACA, our progress and commitments are organized by seven priority areas:

1. Information and communication technologies (ICT)
2. Employment
3. Built environment
4. Communication other than ICT
5. Procurement of goods, services, and facilities
6. Design and delivery of programs and services
7. Transportation



The focus of this plan

Regarding the first area, ICT, there are [defined regulations from Accessibility Standards Canada \(ASC\)](#) driving our commitments. We're working towards these important goals to comply with regulations and improve the accessibility of our digital properties, devices, and networks.

Following feedback from our employee engagements, we're also prioritizing employment by focusing on key sections of [ASC's voluntary employment standard](#). The guidance from this standard will help us address barriers that are impacting the employee experience.

For all other areas, we've identified important commitments that will address known barriers and improve accessibility at Symcor.



Progress to date

Since our original plan was published in 2023, we've made significant progress towards our accessibility goals. Here's an overview of key milestones, organized by year.

2023 – 2024

Information and communication technologies (ICT)

- **Engaged accessibility vendors:** Held ongoing discussions and collaborations with specialized accessibility service providers to integrate best practices into product and software development. Through these collaborations, we've explored and adopted solutions to validate web content accessibility.
- **Designing accessibility into product development:** Worked with Solution Consultants, Product Managers, and Product Owners to begin actively incorporating accessibility into ideation, design, and development—not as an afterthought.
- **Expanded accessible client communications:** Implemented solutions to help produce accessible documents across client communication services.

Employment

- **Trained leadership:** In partnership with Rick Hansen Foundation Accessibility Advisory Services, Symcor delivered mandatory accessibility and inclusion training for senior leaders and people managers, reinforcing that creating an inclusive, barrier-free workplace is a core leadership responsibility.



- **Provided specialized training for key groups:** Provided an extended version of the Rick Hansen accessibility training to the Accessibility Steering Committee and Working Group. This version included discussions on universal design.

Additionally, Symcor's Real Estate and Facilities teams participated in the Accessible Spaces 101 training offered through Athabasca University and the Rick Hansen Foundation. This self-paced online course examines the impact of the social and physical environment on disabled people and promotes practical application of universal design principles.

- **Created an intranet accessibility page:** Launched an accessibility page on our company intranet, providing employees with valuable information and resources related to accessibility.
- **Improved accessibility statement:** Refreshed our accessibility statement in job postings. We expanded the statement to include language around accommodating applicants during recruitment and beyond. We also repositioned the statement to lie in the introduction to Symcor section, highlighting accessibility as a core value of our organization.

Built environment

- **Added visual fire alarms:** Added visual notifications to our fire alarm systems at Mississauga, Toronto, and Calgary locations.
- **Installed automatic door openers:** Installed automatic door openers to all accessible doors in our Winnipeg and Calgary locations.
- **Conducted accessibility audit:** Audited all Symcor locations for accessibility. The gap analysis report for each site will be used to inform action plans for improvement.



Communication other than ICT

- **Built a centralized accessibility resource hub:** Built an online repository with practical tools, templates, and sample documents to support employees in applying accessibility best practices. We also introduced a feedback mechanism so employees can suggest improvements to the repository's content, usability, and accessibility.
- **Provided accessible document guidance:** Developed Microsoft-based templates and tips to help employees create accessible documents, presentations, emails, and communications.
- **Created assistive technology resources:** Compiled and distributed information on assistive technologies and built-in accessibility features in commonly used applications.
- **Clarified support pathways:** Provided clear contact information for accessibility ambassadors and HR supports to assist employees with questions or issues.

Procurement of goods, services, and facilities

- **Engaged accessibility-focused vendors:** Engaged vendors that provide accessibility tools, services, and expertise.
- **Added accessibility requirements to contracts:** Incorporated accessibility assessment criteria into vendor agreements wherever feasible.

Design and delivery of programs and services

- This area isn't relevant to Symcor's current operations.

Transportation



- This area isn't relevant to Symcor's operations.

2024 – 2025

Information and communication technologies (ICT)

- **Initiated digital audit:** Engaged an accessibility vendor to audit our internet and intranet for accessibility barriers.

Employment

- **Promoted organizational awareness of accessibility:** Distributed an enterprise-wide communication for National Accessibility Week to raise awareness of accessibility and inclusion. Also promoted and shared webinars and resources through partnerships with Canadian Centre for Diversity and Inclusion and the Rick Hansen Foundation. Launched an accessibility resource hub to centralize tools, guidelines, and policy documents for employees.
- **Supported employee well-being and mental health:** Introduced new mental health benefits and expanded coverage. Also rolled out virtual care services to improve access to health professionals, implemented a well-being platform with self-guided resources and assessments, and expanded paramedical coverage to include greater access to psychologists, social workers, and therapists.

Lastly, ran an internal awareness campaign during World Mental Health Month focused on non-visible disabilities and reducing stigma.

- **Targeted outreach and inclusive hiring:** Partnered with Autism Nova Scotia and Ready, Willing and Able to refine recruitment processes to better support and include neurodivergent candidates.



Built environment

- **Identified specific site barriers:** Through the gap analysis report from the site audits in 2023, we identified barriers related to wayfinding (signage), adaptive equipment needs, door accessibility (weight/size), and accessible parking. We've initiated collaboration with facilities teams, vendors, and landlords to create actions plans to address them.

Communication other than ICT

- This area wasn't a focus for this period.

Procurement of goods, services, and facilities

- **Added accessibility considerations into the requirements gathering phase:** Factored in end-user accessibility needs when defining solution and service requirements.
- **Provided accessible documentation:** Created accessible formats for the documentation involved in the sourcing and bidding process.

Design and delivery of programs and services

- This area isn't relevant to Symcor's current operations.

Transportation

- This area isn't relevant to Symcor's operations.

2025 – 2026

Information and communication technologies (ICT)



- **Completed digital audit and initiated remediation:** An accessibility vendor completed audits of Symcor’s internet and intranet sites and identified barriers related to templates, content, and website functionality. We’ve engaged another vendor to support remediation of the identified findings, with the work targeted for completion by the end of 2026.

Employment

- This area wasn’t a focus for this period.

Built environment

- **Washroom accessibility upgrades:** Our Montreal site completed washroom upgrades for two gendered washrooms.

Communication other than ICT

- **Closed captions/subtitling:** Adjusted visual communications to include subtitles/closed captions for employee videos loaded to SymTV or Intranet.
- **Intranet:** Enabled built-in auto closed captions feature on Simpplr platform (Intranet).
- **Alternative formats:** Provided options for signing/audio dictation/talk-to-text for employee events.



Procurement of goods, services, and facilities

- **Created Supplier Code of Conduct:** Developed and published a code of conduct to be attached to RFX materials as appropriate. The code does not call out accessibility specifically, but reinforces the expectation that vendors comply with all applicable laws and provide their services with inclusive and non-discriminatory practices.

Design and delivery of programs and services

- This area isn't relevant to Symcor's current operations.

Transportation

- This area isn't relevant to Symcor's operations.



Consultation

To develop a meaningful accessibility plan, we need to understand barriers from the lived experience perspective. We used a couple approaches to collect feedback from those most impacted.

Employee engagement

From the employee perspective, we hosted a barrier identification focus group. To create a safe and private space for employees to share their feedback, we worked with [Untapped Accessibility](#), a Canadian consulting firm that specializes in accessible engagement. Untapped consultants with lived experience of disability and chronic illness created and facilitated the session. To cater to different needs and engagement styles, they built in two options for sharing feedback:

- Breakout group discussions
- Anonymous barrier identification survey

In total, 14 employees participated. Feedback from both channels was consolidated and summarized, highlighting the following themes:

- Attitudinal barriers are the most commonly reported barriers at Symcor, impacting employees with non-apparent disabilities.
- Physical accessibility varies across our sites, resulting in inconsistent experiences.
- There's opportunity for improved organizational communication to ensure employees receive clear and consistent information about supports, events, and opportunities.



- Employees are experiencing barriers with some of our workplace policies and practices.
- Some of the supporting workplace tools at Symcor have limited accessibility features.

Feedback mechanism

Our [accessibility feedback mechanism](#) is another channel for reporting barriers. Unfortunately, this has seen little activity since its release. To ensure the channel gets used as intended, we've created a commitment in the action plan to promote its availability with more strategic communications.



Action plan

This section shows our accessibility commitments for the next three years. All commitments are high-level. They set direction for the more practical work that's needed to realize the goal.

For insight into how we'll approach the practical work, see the monitoring and evaluation section.

Information and communication technologies (ICT)

As mentioned, the commitments in this area are driven by defined regulations from Accessibility Standards Canada (ASC).

Provide digital accessibility training

We'll provide training on the fundamentals of digital technology accessibility to all employees who are involved in developing, maintaining, and/or purchasing digital technologies.

Achieve by: December 5, 2027, with refresher training every three years.

Ensure new and updated web pages conform with ICT Standard

We'll ensure all new and updated web pages conform with clauses 4-7 and 9 of the ICT Standard.

Achieve by: December 5, 2028.



Ensure new and updated digital documents conform with ICT Standard

We'll ensure all new and updated digital documents conform with clauses 4-7 and 10 of the ICT Standard.

Achieve by: December 5, 2028.

Ensure mobile applications conform with ICT Standard

We'll ensure all **newly published** non-employee facing mobile applications meet clauses 4-7 and 11 of the ICT Standard (newly published means published on or after December 5, 2028).

Achieve by: December 5, 2028.

For **existing** non-employee facing mobile applications, we'll conduct or obtain a conformity assessment with gap analysis against the ICT Standard.

Achieve by: December 5, 2028.

Publish accessibility statements for regulated content

We'll publish an accessibility statement on all regulated content that:

- Describes accessibility features.
- Highlights non-conforming digital technologies (with plans to address the gaps).
- Explains how users can access barrier-free alternatives.

Achieve by: December 5, 2028, with plans to review statements every three years and revise as needed.



Obtain conformity assessments for procurement

We'll ensure we have a clear process for obtaining a conformity assessment with gap analysis against the ICT Standard for any products or services that we purchase for the development or provision of:

- Web pages
- Non-employee facing mobile applications

Achieve by: December 5, 2028.

Employment

The commitments in this section are informed by employee feedback and guidance from [voluntary employment standard from ASC](#).

Establish an accessibility training plan for all staff

Feedback from our employees emphasized attitudinal barriers. They want to see accessibility training for all staff, including specialized training for managers. This aligns with the employment standard from [Accessibility Standards Canada \(ASC\)](#), which emphasizes staff training on topics like:

- Anti-ableism
- Accessibility
- Duty to accommodate
- Accessible information and communication
- Allyship and bystander intervention
- Elimination of barriers in the workplace

We'll create a training plan for staff that focuses on these topics.



Call to action for Accessibility Employee Resource Group

Feedback from our employee consultation also highlighted the opportunity for an Accessibility Employee Resource Group (ERG). This aligns with guidance from the employment standard, which emphasizes supporting self-organized networks for employees with disabilities.

To encourage the launch of an Accessibility ERG, we'll develop and share a clear, inclusive call to action that invites disabled employees and allies to express interest and help shape the initiative. Leaders of our four current ERGs will support the new ERG leader.

Initiate ERG-led awareness campaign

To further address attitudinal barriers, we'll raise awareness of invisible disabilities through an internal communications campaign during Disability Employment Awareness Month (DEAM).

Align accommodations policy with the employment standard

Employees also highlighted barriers in our accommodations process. For example, the inflexible requirements around medical documentation. To address this, we'll review our accommodation policy and procedure and align it with accommodation guidance from the employment standard and best practices.

Broaden demographic data in our annual engagement survey to include disability

To increase transparency and better track disability representation at Symcor, we'll add disability demographic questions to our annual staff engagement survey.



Add accessibility-related questions to job exit interviews

To improve retention of our workers with disabilities, we'll introduce accessibility-related questions into our job exit interviews. This will help us understand if there are barriers related to employee decisions to leave Symcor.

Improve the accessibility of our performance management process

To ensure our performance management process is grounded in accessible practices, we'll develop clear accessibility guidelines and embed them into all program materials and manager sessions. For example, guidelines that:

- Ensure employee performance is assessed only after appropriate accommodations have been provided.
- Include bias checkpoints in calibration discussions to prevent disadvantaging employees with disabilities.
- Distinguish between performance gaps and disability-related impacts.

Share accommodation information during orientation

To promote the availability of accommodations and ensure new employees have the time and tools necessary to formulate a request, we'll update the Welcome module in Dayforce to include information on our accommodations policy and guidelines.

Address accessibility in talent acquisition process

To ensure our talent acquisition process also considers accessibility best practices, we'll:

- Create job postings that apply plain language principles and use screen-reader compatible formats.



- Include a clear statement in job postings that explains our commitment to accessibility, including examples of things we've done to improve accessibility. The statement will also encourage applicants to request accommodation if needed.
- Offer multiple application methods, such as online, phone, or in-person, to accommodate candidates who may face barriers with digital platforms.
- Provide an active offer of accommodations to all candidates, with examples of common requests such as accessible interview locations, and extended time for assessments.
- Train recruiters and hiring managers on accessibility best practices, including recognizing and removing barriers throughout the recruitment process.
- Regularly review and update talent acquisition policies to ensure ongoing compliance with accessibility standards and feedback from candidates with disabilities.
- Use accessible technologies for candidate management systems and ensure the platforms are WCAG-compliant.

Built environment

Symcor is committed to providing a barrier-free environment by ensuring all facilities are fully compliant with provincial and federal legislation. We're also focused on designing facilities that promote dignity and independence for all clients and employees.

Improve washroom accessibility



Our first built environment focus is to improve washroom accessibility across our sites. Where Symcor has operational control of a site, we've allocated funding to make the necessary renovations. These include:

- Adding automatic door openers
- Making space layout changes
- Providing more universally accessible washrooms

Where needed, we'll work with our landlords to address washroom accessibility at our leased sites.

Communication other than ICT

Promote accessibility feedback mechanism

To promote greater uptake of our accessibility feedback mechanism, we'll create a communications campaign to drive employee awareness of this channel and its purpose.

Improve accessibility of internal and external communications

We'll also improve the accessibility of our internal and external communications by working to adopt the following into our communications and branding guidelines:

- Plain language principles.
- Guidance around alternative formats.
- Instructions for alternative text and colour contrast.

Procurement of goods, services, and facilities



- Not a focus for this period.

Design and delivery of programs and services

- This area isn't relevant to Symcor's operations.

Transportation

- This area isn't relevant to Symcor's operations.



Monitoring and evaluation

Implementation plans

As mentioned, the commitments in this plan are high level. They're intended to guide our overall direction and priorities. To ensure meaningful progress, each commitment will be supported by a detailed implementation plan that outlines specific actions, timelines, responsibilities, and success measures over the 3-year period. We'll use these implementation plans to track progress and adjust our approach as needed.

Progress updates

In alignment with the Accessible Canada Act, we'll provide annual progress updates that summarize key achievements, challenges, and next steps, helping to ensure continuous improvement and sustained momentum.



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