

Multi-Year Accessibility Plan 2023-2028

under *Accessibility for Ontarians with Disabilities Act, 2005*,
and O Reg 191/11 Integrated Accessibility Standards

Message from the CEO

Alvarez & Marsal Canada ULC (“**A&M**” and “**we**”) is committed to creating and maintaining an accessible environment for all employees, clients and visitors and to ensuring equal access and participation for persons with disabilities. We are committed to treating persons with disabilities in a way that allows them to maintain their dignity and independence. Our goal is to provide quality services that are accessible to people of all abilities in a way that is consistent with the principles of dignity, independence, integration and equal opportunity while meeting the objectives and requirements outlined in the *Accessibility for Ontarians with Disabilities Act, 2005* (“**AODA**”) and Ontario Regulation 191/11 (Integrated Accessibility Standards Regulation, “**IAS**”).

Overview

The AODA and the IAS were enacted in Ontario to develop specific standards of accessibility for Ontarians regarding:

- Information and communication;
- Employment;
- Transportation;
- Design of public spaces; and
- Customer service.

The purpose of the AODA is to benefit all Ontarians by:

- (a) developing, implementing and enforcing accessibility standards in order to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures and premises on or before January 1, 2025; and
- (b) providing for the involvement of persons with disabilities, the Government of Ontario and of representatives of industries and various sectors of the economy in the development of accessibility standards.

Under the AODA and the IAS, we are required to establish, implement, maintain and document this multi-year accessibility plan (the “**Plan**”), which outlines our strategy to identify, prevent and remove accessibility barriers and meet our requirements under the law.

Key Terms

Both the AODA and the Ontario *Human Rights Code* (the “**Code**”) define “**disability**” as:

- (a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality

of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;

- (b) a condition of mental impairment or a developmental disability;
- (c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- (d) a mental disorder; and/or
- (e) an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

It is important to be aware of both visible and invisible barriers. A **barrier** is anything that prevents a person with a disability from fully participating in all aspects of society because of their disability.

- (a) **Attitudinal** barriers may result from assumptions we make or the way we think or behave.
- (b) **Architectural or structural** barriers may result from design elements of a building such as stairs, doorways, the width of hallways and even room layout.
- (c) **Information and communication** barriers can make it difficult for people to receive or convey information. For example, small print size, low colour contrast between text and background, or unclear language can all cause difficulty.
- (d) **Technology**, or lack of it, can prevent people from accessing information. Everyday tools like computers, telephones and other aids can all present barriers if they are not set up or designed with accessibility in mind.
- (e) **Systemic** barriers can result from an organization's policies, practices and procedures if they restrict persons with disabilities, even unintentionally.

Purpose and Commitment

We will make every effort to ensure that our guidelines, practices, policies and procedures adhere to the guiding principles established in the AODA and the IAS. We are committed to providing quality services that are accessible to all, fostering an inclusive and respectful environment for all people.

The purpose of this Plan is to address identification, removal and prevention of barriers faced by both staff and visitors with varying disabilities as required by the AODA.

In accordance with the requirements set out in the IAS, we will:

- Post this Plan on our website;
- Provide the Plan in an accessible format upon request; and
- Review and update the Plan at least once every five (5) years.

Integrated Accessibility Standards

1. General standards

a. Accessibility policy

We are committed to maintaining an accessibility policy with our statement of commitment and requirements for employees at all levels to meet the accessibility requirements for people with disabilities.

Achievements:

- Our accessibility policy was reviewed and updated in 2023 in accordance with the AODA
- Our accessibility policy is available on our website

Goals:

- Review and update the accessibility policy on an ongoing basis and at least every five (5) years
- Continue to provide the accessibility policy in accessible formats

b. Multi-year accessibility plan

We are committed to developing and implementing this Plan to meet the needs of people with disabilities and the requirements of the AODA.

Achievements:

- Our Plan was last updated in 2023
- Our Accessibility Compliance Report was last filed in [June 2021] as required

Goals:

- Post our updated Plan on our website
- Provide our Plan in accessible formats upon request
- Review and update our Plan every five (5) years or less based on changes to the AODA and feedback
- Complete and file our next Accessibility Compliance Report as required by the AODA

c. Training

We are committed to providing AODA training to all employees, volunteers and third parties, including anyone participating in the development and approval of the A&M policies.

Achievements:

- Our AODA training has been updated as of 2023
- Mandatory AODA training is included in the onboarding process for new employees

Goals:

- We will institute a new refresher training cycle for employees to ensure knowledge updates are communicated.

2. Information and communication standards

a. Feedback, accessible formats and communication supports

We are committed to providing information and communications in a form which is accessible to all persons including those with disabilities.

Achievements:

- We maintain an accessible feedback process on our website, allowing feedback to be submitted [in person, by phone, or email] update language and feedback box
- We arrange for the provision of accessible formats and communication supports for persons with disabilities.

Goals:

- We will train our employees on how to provide documents with accessibility features
- We will continue to revise our information processes through feedback received
- We will design future digital services with the AODA in mind

b. Emergency procedures

We endeavor to maintain a safe workplace for our employees and visitors to our properties. We do so by ensuring that emergency information is available in accessible formats.

Achievements:

- We provide emergency information to our employees in accessible formats upon request

Goals:

- If and when we make emergency procedures public, we will provide those in accessible formats

c. Website content

We are committed to maintaining accessible external-facing web content.

Achievements:

- Our website is AODA compliant

Goals:

- We will continue to make updates to our web content as needed
- We will consider applying AODA guidelines to our intranet

3. Employment standards

a. Recruitment

We are committed to inclusive recruitment practices that foster a strong and diverse workforce. We accomplish this by removing barriers to recruitment that attract talented employees.

Achievements:

- We include the following notice on all job postings: *A&M's entrepreneurial culture celebrates independent thinkers and doers who can positively impact our clients and shape our industry. The collaborative environment and engaging work—guided by A&M's core values of Integrity, Quality, Objectivity, Fun, Personal Reward, and Inclusive Diversity—are the main reasons our people love working at A&M. Inclusive Diversity means we embrace diversity, and we foster inclusiveness, encouraging everyone to bring their whole self to work each day. It runs through how we recruit, develop employees, conduct business, support clients, and partner with vendors. It is the A&M way. A&M complies with all accessibility legislation and human rights regulations and provides accommodations to candidates upon request. Please contact Human Resources at HR@alvarezandmarsal.com with any questions.*
- We notify all applicants who are selected to advance through the recruitment process about available accommodations
- We notify all prospective employees about available accommodations when we make employment offers

Goals:

- We will include a notice about accommodations for applicants on all active job postings
- We will ensure the online job application form is AODA compliant

b. Information for employees

We are committed to retaining our talented workforce by providing appropriate supports and accommodations where necessary.

Achievements:

- We provide employee training in videos that include both audio and closed-captioning
- We provide MacOS, Adobe reader, Google Chrome, Microsoft Edge, Microsoft office 365, Microsoft Teams, Safari, Windows 10/11, Zoom, laptops with touch screens, X1Yoga with a stylus, mobile phones with voice memo apps, noise cancelling earphones, quiet spaces to work, 4k screens, ergonomic equipment, Dragon Naturally Speaking and any other device requested under the AODA.

Goals:

- We will ensure all training modules are AODA compliant
- We will continue to provide accessibility supports for our employees

c. Workplace emergency response

As soon as we become aware of the need for an individualized emergency response, we consult with the employee to provide them information as soon as possible.

Achievements:

- We provide individualized emergency response plans that are confidential and disclosed only with employee consent on a need to know basis

Goals:

- Provide a process through which self-identifying employees can report changes to their emergency needs
- Review and revise existing plans as often as required under the AODA

d. Accommodation and return to work

We are committed to fair and accessible employment practices. We provide accommodations that take into account individual accessibility needs.

Achievements:

- Our accommodation practices were reviewed in 2023
- We provide accommodation and return to work processes for employees with disabilities

Goals:

- Continue to update our policies as needed

e. Performance management and career development

We are committed to guiding our employees' development fairly and by taking into account the needs of employees with disabilities.

Achievements:

- We provide accommodation to employees with disabilities throughout all stages of employment

Goals:

- Continue to update our policies as needed

4. Design of public spaces

We are committed to providing facilities which are accessible to persons with disabilities. We will ensure all newly constructed facilities and existing facilities which undergo major renovation will be designed to meet requirements under the AODA and the Ontario *Building Code Act* (the "**Building Code**").

As part of our preventative and emergency maintenance, A&M will regularly monitor and inspect accessible elements of our public spaces. Upon identifying any deficiencies, we will report issues to building management immediately for timely action and maintenance. A&M also conducts regular fire drills and other emergency evacuation exercises as required. In the event of temporary disruptions affecting our accessible elements in public spaces, A&M will provide notice in advance where possible, and in the event of unexpected disruptions, as soon as reasonable under the circumstances. Notice will be provided by [e.g. postings in a conspicuous public space and via email.]

Achievements:

- We have met requirements for service counters

Goals:

- Continue to ensure that any new developments meet AODA and Building Code requirements

5. Customer service

We are committed to excellence in serving customers of all abilities.

Achievements:

- We have trained our employees on providing accessible customer service, including interacting with persons with disabilities and working with service animals, assistive devices and support persons
- We keep records of all employee training
- We welcome support persons and service animals on our premises
- We have provided information regarding temporary disruptions in service

Goals:

- We are updating employee training for 2023 and will train all new employees in accordance with updated training
- We will continue to revise our customer service based on feedback received
- We will review emergency procedures to ensure all customers are assisted in an emergency

Measuring Progress

We will continually monitor and update our progress with respect to this Plan by:

- Comparing our action plan goals against real-time results;
- Reviewing customer feedback on this Plan and our customer service and making adjustments accordingly; and
- Reviewing and revising this Plan as needed and at least every five (5) years.

For comments about this Plan, or to request accessible formats, please contact Human Resources at: HR@alvarezandmarsal.com.