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Canada Malting Co. Ltd. | Accessibility Plan 2026-2029

Accessibility Plan 2026-2029

Canada Malting Co. Ltd.

Publication date: September 30, 2026

Implementation period: October 1, 2026 to September 30, 2029

This plan is written in simple, clear and concise language and uses the headings required by the Accessible Canada Regulations.

General

Canada Malting Co. Ltd. (Canada Malting) is committed to identifying, removing and preventing barriers to accessibility. This plan describes the barriers currently known to us and the actions we will take over the 2026-2029 planning cycle.

The HR Director, Canada is the position designated to receive accessibility feedback on behalf of Canada Malting.

How to provide feedback or request an alternate format

You may contact us to provide feedback, report an accessibility barrier, request this plan or the Accessibility Feedback Process Description in another format, or ask a question about accessibility.

Method	Contact information
Email	NA-HR@souffletmalt.com Subject line: Accessibility Plan Inquiry
Telephone	403-571-7000
Mail	Attention: HR Director, Canada Canada Malting Co. Ltd. 3316 Bonnybrook Road SE Calgary, Alberta T2G 4M9
Online	Accessibility feedback form on the Canada Malting website

Feedback may be submitted anonymously. If contact information is provided, Canada Malting will acknowledge the feedback in the same manner in which it was received. Anonymous feedback will be reviewed but cannot be acknowledged directly.

Alternate formats

This plan and the Accessibility Feedback Process Description are available in print, large print, Braille, audio and an accessible electronic format compatible with adaptive technology.

Print, large-print and accessible electronic formats will be provided as soon as feasible and no later than 15 days after a request is received. Braille and audio formats will be provided as soon as feasible and no later than 45 days after a request is received.

Governance and accountability

- President, North America: executive sponsor and organizational oversight.
- HR Director, Canada: Accessibility Lead, responsible for coordination, feedback, alternate-format requests, implementation monitoring, reporting and records.
- Accessibility Committee: cross-functional review of progress, feedback, new barriers and priorities at least quarterly.
- Human Resources: maintenance of published documents, consultation records, feedback records, implementation evidence and notification records in accordance with applicable requirements.

Employment

Objective

Create a more accessible employment experience from recruitment through the end of employment.

Barriers identified

- Accommodation practices and records may not be applied consistently across locations.
- Managers have different levels of knowledge about accessibility and accommodation.
- Recruitment and onboarding materials may not always explain how to request accommodation.
- Recruitment and onboarding processes have not been reviewed regularly through an accessibility lens.

Actions to remove and prevent barriers

October 2026 to September 2027

- Review accommodation practices and supporting documents.
- Establish consistent guidance for receiving, assessing, documenting and responding to accommodation requests.
- Add an accommodation statement to Canadian job postings and recruitment materials.
- Review recruitment and onboarding processes for accessibility barriers.

October 2027 to September 2028

- Provide accessibility and accommodation awareness training to people leaders.
- Improve guidance for managers when an employee raises a possible need for accommodation.
- Update priority onboarding materials based on the review.

October 2028 to September 2029

- Evaluate the revised accommodation process.
- Review employment-related feedback and identify priorities for the next plan.

Measures of progress

- Accommodation guidance and documents implemented.
- Accessibility language used in Canadian job postings.
- Leader training completion.
- Employment-related barriers identified and addressed.

The built environment

Objective

Identify and reduce physical and environmental barriers at Canadian operations where practical.

Barriers identified

- Older infrastructure may limit access at some locations.
- Accessibility features vary between facilities.
- Entrances, routes, parking, washrooms, meeting areas or common spaces may present barriers.
- Accessibility is not consistently assessed during facility and capital planning.

Actions to remove and prevent barriers

October 2026 to September 2027

- Conduct accessibility reviews of the Calgary, Thunder Bay and Montreal facilities.
- Document identified barriers and any immediate concerns.
- Invite feedback on physical accessibility through the published feedback process.

October 2027 to September 2028

- Develop a prioritized facility accessibility roadmap.
- Assess changes based on safety, impact, feasibility, operational needs and available resources.
- Identify interim measures where a barrier cannot be removed immediately.

October 2028 to September 2029

- Review progress against the roadmap.
- Include accessibility in relevant renovation and capital-project review processes.

Measures of progress

- Facility reviews completed.
- Barriers and interim measures documented.
- Roadmap established.
- Approved improvements completed.

Information and communication technologies

Objective

Improve the accessibility of key digital systems, online content and required publications.

Barriers identified

- Accessibility criteria are not consistently considered when technology is selected or implemented.
- Some digital content, online forms or downloadable documents may not work effectively with assistive technologies.
- Accessibility testing is not consistently part of system or content review.

Actions to remove and prevent barriers

October 2026 to September 2027

- Review key employee-facing systems and major public-facing digital content.
- Review the Canada Malting website, online feedback form and required accessibility publications.
- Confirm that regulated accessibility documents are published in a format meeting the applicable WCAG Level AA requirement.

October 2027 to September 2028

- Add accessibility considerations to relevant technology procurement and implementation processes.
- Develop an accessibility review checklist for major technology initiatives.
- Address priority issues identified in the website and digital-content review.

October 2028 to September 2029

- Evaluate the effectiveness of the accessibility review process.
- Update digital accessibility guidance based on feedback and operational experience.

Measures of progress

- Digital reviews completed.
- Priority barriers identified and addressed.
- Accessibility checklist adopted.
- Required publications available in an accessible format.

Communication, other than information and communication technologies

Objective

Make information easier to access and understand.

Barriers identified

- Documents may not consistently use accessible headings, fonts, contrast, spacing, link text or alternative text.
- Plain language is not used consistently.
- Employees may have limited awareness of accessible document, meeting, presentation and multimedia practices.
- Alternate formats may not be considered when content is created.

Actions to remove and prevent barriers

October 2026 to September 2027

- Develop accessible communication and document guidance.
- Create accessible templates for common documents where practical.
- Establish and communicate the alternate-format request process.

October 2027 to September 2028

- Provide practical guidance or training to employees who prepare key communications.
- Improve accessibility practices for presentations, meetings, training and multimedia.
- Review priority public-facing materials.

October 2028 to September 2029

- Review the effectiveness of the guidance.
- Update templates and practices based on feedback and recurring issues.

Measures of progress

- Guidance and templates available.
- Training or practical guidance delivered.
- Alternate-format requests completed.
- Communication barriers identified and addressed.

The procurement of goods, services and facilities

Objective

Include accessibility in relevant purchasing decisions early enough to prevent barriers.

Barriers identified

- Procurement templates may not prompt consideration of accessibility.
- Accessibility may be considered only after a product, service, technology or facility has been selected.
- Vendors may not be asked for accessibility information.

Actions to remove and prevent barriers

October 2026 to September 2027

- Review relevant procurement practices and templates.
- Identify purchasing categories where accessibility is most relevant.
- Develop practical accessibility questions for selected purchasing decisions.

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October 2027 to September 2028

- Add accessibility considerations to relevant templates and evaluations.
- Request accessibility information from vendors where appropriate.
- Provide guidance to employees responsible for applicable purchasing decisions.

October 2028 to September 2029

- Review how accessibility considerations were used and identify further priorities.

Measures of progress

- Review completed.
- Relevant templates updated.
- Accessibility information considered in applicable decisions.

The design and delivery of programs and services

Objective

Reduce barriers in priority employee-facing and public-facing processes.

Barriers identified

- Accessibility is not consistently considered when processes or services are designed.
- Some processes may rely on a single method of participation or communication.
- Feedback channels may not be consistently promoted.

Actions to remove and prevent barriers

October 2026 to September 2027

- Identify priority employee-facing and public-facing processes for review.
- Review how accessibility feedback and requests are received.
- Identify processes that rely on one method of communication.

October 2027 to September 2028

- Implement practical improvements in priority processes.
- Offer alternate methods of access or communication where appropriate.
- Include accessibility considerations in selected new or revised processes.

October 2028 to September 2029

- Evaluate implemented improvements and identify priorities for the next plan.

Measures of progress

- Priority reviews completed.
- Barriers documented.
- Alternate access or communication methods introduced.
- Feedback considered.

Transportation

Canada Malting does not currently provide transportation services to members of the public as part of its business activities. If transportation becomes applicable to Canada Malting during this plan period, we will assess related barriers and include accessibility in the applicable policies, programs, practices and services.

Consultations

At the time this document was prepared, Canada Malting had not completed consultation with persons with disabilities specifically for this updated Accessibility Plan.

Canada Malting recognizes that the Accessible Canada Act requires regulated organizations to consult persons with disabilities when preparing each accessibility plan and to explain how that consultation occurred. Canada Malting is taking steps to complete consultation and incorporate the findings into the final published version of this plan.

The final consultation record will describe:

- the dates and methods of consultation;
- how the consultation was made accessible;
- the general nature of the participants, while protecting personal information;
- the barriers and themes identified;
- recommendations received; and
- how the feedback changed or confirmed the actions in this plan.

Canada Malting will also continue consultation during the plan period and will report on consultation activities and resulting actions in its Accessibility Progress Reports.

Implementation schedule

Period	Primary activities
October 2026 to September 2027	Establish governance; complete and document consultation; implement the feedback process; consolidate website content; review employment practices; begin facility, technology, communication, procurement and process reviews.
October 2027 to September 2028	Deliver training; develop the facility roadmap; implement approved priorities; add accessibility to

Period	Primary activities
	relevant technology and procurement processes; improve accessible communications and digital content.
October 2028 to September 2029	Evaluate results; review feedback and consultation findings; identify remaining and emerging barriers; prepare the next Accessibility Plan.

Monitoring and reporting

Canada Malting will monitor actions, feedback, alternate-format requests, barriers identified, training completion, facility and digital reviews, approved improvements and reporting obligations. Progress will be reviewed by the Accessibility Committee and summarized in Accessibility Progress Reports.

Canada Malting will publish required accessibility documents on its main public website through a clearly labelled Accessibility link and will notify the Accessibility Commissioner through the My Accessibility Portal within 48 hours after publication, as required.

Leadership commitment

“Accessibility is a shared responsibility and an important part of Canada Malting’s commitment to safety, respect, inclusion and operational excellence. We are committed to listening to persons with disabilities, considering the feedback we receive, addressing identified barriers and making meaningful and sustainable progress across our Canadian operations.”

Julien Plenchette
President, North America
Canada Malting Co. Ltd.