



## Accessibility for Ontarians with Disabilities (AODA) Multiyear Plan

At AMS, *Talent is our world* – Our people are our biggest asset, and people are at the centre of everything we do.

Here at AMS, we live by three core values, and these values shape the way in which we interact with one another, with our clients, and they serve as the foundation of what we aspire to be:

**Passionate** – *We are committed to doing our best work every day.*

- Seeking new ways to learn and grow
- Considering problems from diverse and varying angles to simplify complexity
- Taking pride in finding solutions and delivering high quality results
- Focusing energy on a common and agreed purpose
- Inspiring others to achieve their goals, even though challenging times

**Bold** – *We have the confidence to thoughtfully challenge ourselves and our clients to go further.*

- Embracing uncertainty and taking calculated risks to make progress
- Communicating authoritatively, whilst maintaining the trust of others and supporting them through change
- Taking accountability for actions and empowering others to do the same
- Providing constructive feedback to help others grow, and accepting the same in return
- Applying knowledge, insights, and experience in new ways to deliver improvements for the future

**Authentic** - *Respect everyone's individuality and contribution while also valuing what we can only achieve together.*

- Doing the right thing, even when it is difficult
- Considering and caring about the impact of our decisions on others
- Respecting all individuals by acting inclusively and seeking other voices
- Being honest and transparent with our actions
- Treating people fairly
- Admitting mistakes or limitations and seeking to overcome them



When it comes to accessibility and inclusion, we encourage our employees to bring their *authentic* selves to work every day, and that means we have a duty to ensure that we are always striving to create and maintain an inclusive workplace so that all employees at AMS feel included. At AMS, inclusion is embedded in our policies, in the way we work, and the way in which we conduct our business. We take a progressive and proactive approach in breaking down barriers to accessibility and inclusion.

## **Diversity, Equity, Inclusion and Belonging (DEIB) Mission Statement**

*At AMS, DEI&B are an integral part of who we are and at the heart of everything we do.*

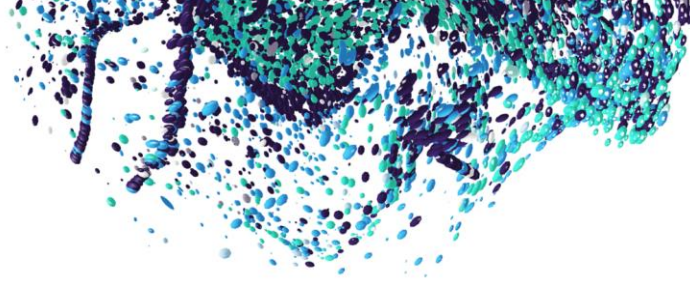
We are hugely passionate and committed to making long-term, significant change and creating a culture of inclusivity, where everyone feels a sense of belonging and can bring their true, authentic selves to work. For our employees, this means a safe environment they can flourish in, where meaningful community connections are built, career development opportunities are provided, and our employee's valuable contributions are celebrated at all levels.

## **Accessibility Policy Statement**

AMS is committed to providing an accessible, inclusive, and respectful, work environment for persons with disabilities. At AMS, we value individual differences and with respect to accessibility needs, we are committed to protect the dignity and independence of persons with disabilities so they are given equal opportunity and are integrated into our ways of working, programs, and policies.

All AMS policies are created with the intent to protect, respect, and promote the dignity and independence of all employees including people with disabilities by preventing and removing barriers to participation, ensuring equal access, and by meeting the accessibility requirements mandated by the Accessibility of Ontarians with Disabilities Act (the "AODA"), in accordance with the Ontario Human Rights Code (the "OHRC").

If you have any questions about this policy, please do not hesitate to reach out to the **Employee Relations Team** at [ER.Americas@weareams.com](mailto:ER.Americas@weareams.com).



## **Introduction**

AMS is committed to fulfilling our requirements under the AODA. This accessibility plan outlines the steps we are taking to meet those requirements and to improve opportunities for people with disabilities within our organization.

Our plan shows how we will play our role in making Ontario an accessible province for all Ontarians. This plan will be reviewed and updated at least once every 5 years.

Upon hire, our employees are assigned AODA training materials and we, as an organization, are responsible for ensuring they complete assigned trainings in accordance with the provincial mandate.

We maintain records of the training provided including the dates on which the training was provided, the number of individuals to whom it was provided and dates of completion

Training materials are updated as required and reviewed annually by the Employee Relations Team.

## **Accessibility and Inclusion at AMS**

At AMS, we take a progressive approach to accessibility and inclusion. We have several policies, processes and initiatives which identify, prevent, and address barriers to accessibility further described below.

**Our DEI&B Centre of Excellence (CoE)** sets the overall Strategy for DEI&B at AMS both globally and regionally.

The DEIB CoE provides Subject Matter Expertise, supports, and facilitates our Employee Resource Groups (ERGs), and brings external thinking and proficiency to client teams. It is also responsible for diversity data capture and analysis, accessibility, our Milestone Moments Calendar, and key projects such as our D&I Alliance, Bias interventions, and our Attraction Playbook.

We have our ERGs, who provide a safe and supportive space for their community members, and also provide awareness-raising events and activities, challenge our current processes, and act as a two-way communication channel between members of the ERG and the DEIB CoE team.

AMS is committed to complying with all applicable federal and provincial standards and provisions. An employee with a disability who believes that he or she needs a reasonable accommodation to perform the essential functions of their job can contact their manager or the People Operations team for support.



## Our Commitment to Accessibility and Inclusion

In 2025, AMS promises to:

### Develop Belonging

We will continue to develop our inclusive culture, building a sense of Belonging across AMS, working to involve and engage all colleagues, irrespective of where they are based. We will work hard to ensure that we reach as many colleagues as we can via a range of different methods, with a focus on intersectionality.

### Enable ERGs

We will set our Employee Resource Groups up for success, uplifting underrepresented voices and empowering them to make meaningful change across the business. We will partner together to educate colleagues on important topics, develop communities and ally groups, and embed global governance to hold ourselves and our leaders accountable.

### Embed Equity

We will strive for bias free and equitable approaches across our core people processes - hiring, performance, promotion, and attrition. We will utilize the employee diversity data we collect (where allowed by local law) to identify barriers and potential bias impacting underrepresented groups, and then agree actions to address and remove.

### Drive representation

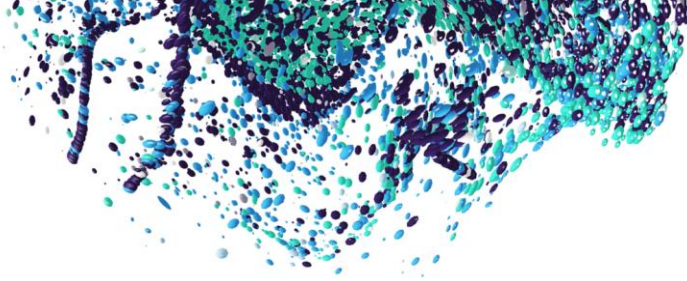
We will work towards becoming representative of the communities in which we serve, with a particular priority on improving the ethnicity/ race representation globally at a senior level. We will continue to promote transparency around where we are making progress and where we have more work to do.

## Past Achievements to Remove and Prevent Barriers

Over the last few years, AMS has completed the following accessibility initiatives:

### Client Service

AMS offers many Talent Acquisition solutions to our clients, one of them being **Recruitment Process Outsourcing (RPO)**. We partner with some of the biggest companies worldwide across



various sectors. We pride ourselves on offering cutting edge solutions to our clients, and to ensure our clients attract and source the right talent by offering our clients the tools, resources, and advice to create a diverse and inclusive workforce.

Our solutions target our clients' **attraction strategy**, ensuring that it is as broad and inclusive as possible. We identify, and make recommendations to remove biases from their sourcing, screening, assessment and hiring processes. We support their brand attractiveness with veterans as well as the LGBTQ+ community (or LGBTQ+ veterans for that matter). To AMS, DE&I is about unlocking the power of a more diverse workforce to give your business a competitive edge.

How do we help our clients overcome challenges they face with respect to DEI&B in their workforce? At AMS, we embed DEI&B into all our RPO programmes to create a genuinely diverse and inclusive hiring process, and make quantifiable, measurable progress for our clients. The solutions we offer our clients are tailored to their needs and organizational goals.

How do we measure our success? *It's simple – the success of our clients, is our success!* Our clients' satisfaction, and continued partnership demonstrates that AMS continues to be instrumental in creating diverse and inclusive workforces for our clients.

## Information and Communications

AMS is a global organization in which our teams collaborate across countries, regions, and time zones. We are constantly exchanging information and collaborating with different teams, clients and candidates, and the accessibility of information is an important component of effective communication.

To ensure that our employees with accessibility requirements can access information and communicate purposefully and effectively, we use various platforms and tools within our organization:

- a) **Outlook** – Accessibility features available for use based on individual needs (Screen Reader, Translate, Dark Mode, Immersive Reader, Read A Loud, text prediction, etc).
- b) **Microsoft Teams** – Video calls and chat. Including closed captioning, transcription, and recording features.
- c) **Marketing & Company Branding** – a change led by our Disability & Neurodiversity ERG in 2023. We received feedback that our company font (Georgia) was not accessible and so we, as a company, have adopted Calibri as our official company font. Our dynamic algorithm graphic on our website was also reported to be not accessible, so we have



removed that from our homepage. We also ensure that our social media posts include high colour contrast making it more visually accessible.

- d) **Accessible Company Website** – Reviewed by our DEI&B CoE, our website is regularly reviewed for accessibility opportunities. We hire third-party disabled consultants to review and test our processes and website so that we can find opportunities to be more accessible and inclusive as an organization.

## Employment

With regards to internal hiring for AMS, all candidates who are interested in applying to our open roles and need support are welcomed to reach out to our **Talent Acquisition Team** at

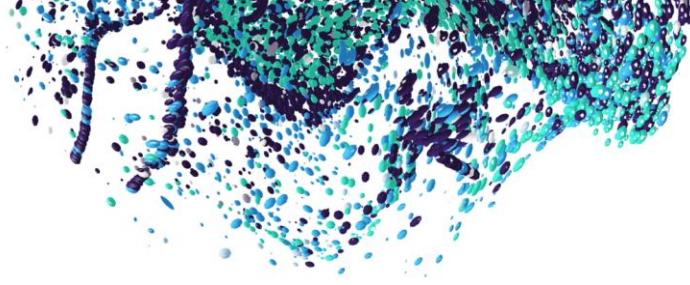
[TalentAcquisition.GeneralEnquiries@weareams.com](mailto:TalentAcquisition.GeneralEnquiries@weareams.com).

Our commitment to accessibility and inclusion does not end at the onboarding stage. We continue to provide our people managers the tools and resources they need to help support the success of their teammates with accessibility needs.

- a) **Accessibility Requests** - Each accessibility request is carefully reviewed by the Benefits team and ER Team to determine solutions and accommodations which best meet the unique needs of our employees and our business.
- b) **Flexible Work** – Work life balance is a priority at AMS, and we empower and encourage our employees to find a work schedule which works best for them, so that our employees can work in a way which affords them flexibility while completing their job duties. We do expect our employees communicate their work schedule to their manager so that all expectations are clear. This is a way of working AMS has proudly endorsed for many years, even pre-pandemic. Our hybrid working model continues to be a valuable benefit of life at AMS.

## Training

In 2023, AMS acquired HirePower, which springboarded the growth of our Canadian operation based in Toronto, Ontario. Prior to 2023, training was delivered in accordance with our global framework, but we did not offer Canada specific training due to the very small size of our Canadian operation (the provincial requirements were not yet applicable to us based on the company size/headcount).



As a result of the HirePower acquisition, our headcount grew to 160+ employees, which means that effective 2024, AMS was required to comply with provincial training requirements.

In 2023, the Employee Relations Team in collaboration with the Risk, Compliance, and Learning and Development Team identified the provincial accessibility training requirements for AMS employees residing in Ontario, developed the training program, and launched it using Ignite (our in-house Learning Management System – LMS).

- a) **AODA Training** – A mandatory training in the province of Ontario, was assigned to all AMS Canada employees commencing September 2023 is assigned annually as required and to new-joiners during onboarding.
- b) **Ignite Training** – At AMS, we believe education is important to the success of our employees and our Learning and Development team has built a wealth of online courses and modules to equip and educate our employees on DEI&B including Bias & Conscious Inclusion, Inclusive Leadership, Passport to Hire, Microaggressions and Allyship, etc. Some training courses are automatically assigned annually based on our Global Training Calendar, while others are available on Ignite.

Our Global ER, HR Business Partnering, Compliance and Learning and Development Teams are consistently reviewing training materials to ensure that we are compliant across each region.

- c) **Equipping our People Managers** – We encourage people managers to consider any accessibility requests their team members may have and to forward them to the Benefits team/ER Team for consideration. Our people managers have regular touchpoints with their team mates to ensure that all team members are included and set up for success at AMS. Our HR Business Partners create meaningful partnerships with our people managers so that managers and their teams feel supported and are given the tools and resources they need to succeed.

## Strategies and Actions

Here are the initiatives our organization will focus in 2024 and in years to follow:

### Customer Service

AMS will continue to offer innovative Talent Acquisition solutions to our clients, in accordance with the needs of our clients. We are in the business of building workforces which represent the



values, requirements and goals of our clients and we will continue to strengthen our existing client partnerships as well as forge new ones. This will include our continuing to offer our clients DEI&B focused solutions with the intention to help create and maintain accessible and inclusive workforces.

## Information and Communications

AMS is committed to making our information and communications accessible to people with accessibility requirements.

- a) In 2024, our Disability & Neurodiversity ERG will focus on developing a **Workplace Adjustment policy** which will help identify and eliminate barriers to inclusion within the organization. This year in 2024, they will release a 100-person survey which will help the ERG identify what barriers to inclusion our employees are experiencing. These results are maintained on our Accessibility Roadmap described below.
- b) Our Disability & Neurodiversity ERG also maintains a monthly **Accessibility Road Map** in which they identify specific barriers and detail how and when we can resolve them. The Workplace Adjustment Policy and the Accessibility Road Map in tandem will help hold AMS accountable in maintaining an inclusive workplace for employees with disabilities.
- c) The HR Operations team in tandem with the Onboarding team are currently using **DocuSign** as an e-signature alternative for employment agreements and onboarding correspondence.
- d) Our Internal Weekly Digest was also assessed to be not accessible, and our Disability & Neurodiversity ERG will be collaborating with our Internal Communications team to find alternative means to share important information within the organization.

## Employment

Our ER Team is committed to serving as regional SMEs within Canada, and will continue to research, develop and update policies, educate other teams, and will communicate provincial requirements to the wider organization, with the intention to align to our global policies and ways of working, while remaining compliant in Ontario, Canada.

## Training

AMS is committed to providing training in accordance with Ontario's accessibility laws and the Ontario Human Rights Code as it applies to people with disabilities. We will continue to ensure





that our new hires, and current employees complete all required trainings in a timely manner. We will continue to review all trainings annually to ensure that they are updated when appropriate.