KUMON

AODA Multi-Year Accessibility Plan

2026-2030

Preventing and removing barriers to accessibility

Effective date	September 22, 2026
Plan period	2026-2030
Plan owner	Human Resources, in partnership with relevant business owners
Next formal review	No later than September 22, 2031

Our commitment

Kumon is committed to treating all people in a way that allows them to maintain their dignity and independence. We believe in integration and equal opportunity and will work to identify, prevent and remove barriers, meet applicable accessibility requirements, and respond to accessibility needs in a timely manner.

Available in an accessible format upon request.

1. Purpose and Scope

This Multi-Year Accessibility Plan describes Kumon's approach to preventing and removing barriers for people with disabilities and sets out the actions and timeframes that will support continued compliance and improvement. It applies to Kumon's Ontario operations and informs broader accessibility practices for associates and users of Kumon products and services across Canada, where appropriate.

AODA planning requirement

Organizations in Ontario with 50 or more employees must maintain a written multi-year accessibility plan, update it at least once every five years, post it on their website, and provide it in an accessible format upon request. This plan is intended to support those obligations and should be read with Kumon's AODA policy and Accessibility Statement.

2. Accessibility Vision and Principles

Kumon aspires to create inclusive and accessible experiences where learners, caregivers, educators, applicants, associates and visitors can participate with dignity, independence and equal opportunity. Accessibility will be considered as part of service delivery, employment practices, communications, technology and facilities.

- Dignity and independence
- Integration and equal opportunity
- Timely, individualized accommodation
- Accessible by design
- Continuous improvement informed by feedback

3. Governance, Monitoring and Feedback

- Human Resources will coordinate the plan and maintain employment-related accessibility processes and records.
- Business owners for Digital, Communications, Facilities, Procurement, Learning and Operations will be accountable for assigned actions and evidence of completion.
- Progress will be reviewed annually. Material barriers, overdue actions and resource needs will be escalated to leadership.
- The plan will be reviewed and updated at least once every five years, and sooner if there is a significant regulatory, operational or organizational change.
- Accessibility feedback and requests for accessible formats or communication supports may be directed to accessibility@kumon.com. Kumon will consult with the requester and respond in a timely manner.

4. Past Achievements to Remove and Prevent Barriers

The following practices and initiatives are reflected in Kumon's current policy and public Accessibility Statement. They form the foundation for this plan.

Area	Existing foundation
Customer service	Commitment to accessible service, equal access, respect, dignity and independence; support through a dedicated accessibility contact.
Information and communications	Adoption of WCAG 2.2 Level AA as the goal for web pages, applications, PDFs and multimedia assets; ongoing accessibility testing and monitoring; accessibility tools and remediation resources; partnership with Deque.

Area	Existing foundation
Employment	Accommodation notices in recruitment; consultation with applicants; notification to successful candidates; associate accommodation information; individual accommodation plans; return-to-work processes; accessible formats and communication supports; individualized emergency response information; accessibility considerations in performance management, career development, advancement and redeployment.
Training	Accessibility Standards and Ontario Human Rights Code training appropriate to duties, including training for new associates and supplemental training when policies change; maintenance of required records.
Reporting and oversight	Completion of required accessibility reporting and commitment to make reports publicly available.
Procurement / third parties	Accessibility is raised with third-party vendors and accessibility improvements are pursued, while recognizing that third-party content may not be fully controlled by Kumon.

5. Strategies and Actions: 2026-2030

Status labels should be updated during the annual review: Not Started, In Progress, Ongoing, Complete or Deferred with rationale.

5.1 Customer Service

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Maintain accessible customer service practices and provide accommodations that respect dignity, independence, integration and equal opportunity.	Annual and ongoing	Operations / Customer-facing teams	Feedback trends; accommodation response records	Ongoing
Review the process for service disruptions to ensure notices describe the reason, expected duration and available alternatives, where applicable. (i.e Call Centre Agents)	2025	Operations / Facilities / Communications	Approved disruption notice process and sample notice	Planned
Review accessibility feedback at least annually and document corrective actions, owners and target dates.	Annually	Human Resources / Accessibility Program	Annual feedback log and action summary	Planned

5.2 Information and Communications

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Continue progressive improvement of public web pages, applications, PDFs and multimedia toward WCAG 2.2 Level AA, using automated and manual testing proportionate to risk.	2026-2030	Digital / IT / Communications	Audit results; remediation backlog; release evidence	Ongoing
Establish or refresh accessible document standards for Word, PowerPoint, Excel and PDF, including headings, reading order, alt text, colour contrast, meaningful links and accessible tables.	2027	Communications / Digital / Learning	Published standard; templates; spot-check results	Planned

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Provide accessible formats and communication supports upon request, in consultation with the person, and communicate any applicable timing.	Ongoing	All content owners	Request and fulfilment records	Ongoing
Add accessibility checks to the solution delivery lifecycle and procurement intake for digital products and content.	2027-2028	IT / Digital / Procurement	Intake checklist; accessibility acceptance criteria	Planned
Review high-use public content and prioritize remediation based on user impact, usage, criticality and known barriers.	Annual	Digital / Communications	Prioritized inventory and completion report	Planned

5.3 Employment

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Maintain accommodation language in job postings and notify selected applicants that recruitment accommodations are available upon request.	Ongoing	Talent Acquisition / Hiring Managers	Posting templates; interview communications	Ongoing
Notify successful candidates and associates of accommodation policies and provide updates when policies change.	At hire and upon change	Human Resources	Offer/onboarding materials; policy notices	Ongoing
Maintain a documented individual accommodation plan process, including accessible formats, communication supports and individualized workplace emergency response information where required.	Ongoing; annual process check	Human Resources / Managers / Facilities	Completed plans; review dates; process audit	Ongoing
Maintain a disability-related return-to-work process and coordinate accommodations through individualized planning.	Ongoing	Human Resources / Managers	Return-to-work plans and case documentation	Ongoing
Document how accommodation needs are considered in performance management, career development, advancement and redeployment.	2027	Human Resources / People Leaders	Updated manager guidance and process documentation	Planned
Conduct an accessibility review of core employment documents and self-service processes, prioritizing onboarding, benefits, performance and learning.	2027-2029	Human Resources / HRIS / Learning	Review inventory; remediation records	Planned

5.4 Training

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Provide required AODA standards and Ontario Human Rights Code training as appropriate to duties, as soon as practicable, and keep required records.	At onboarding and ongoing	Human Resources / Learning	Completion report with dates and audience	Ongoing

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Provide role-specific accessibility learning for content authors, recruiters, people leaders, procurement participants, digital teams and facilities contacts.	2027-2029	Learning / Functional owners	Curricula; attendance/completion records	Planned
Provide supplemental training when accessibility policies, standards or procedures materially change.	As needed	Human Resources / Learning	Change notice and completion record	Ongoing

5.5 Procurement and Third Parties

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Incorporate accessibility criteria and features when procuring or acquiring goods, services or facilities, except where it is not practicable; document the rationale when applicable.	2027 and ongoing	Procurement / Requesting department	Procurement checklist; exception rationale	Planned

5.6 Design of Public Spaces

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
When constructing or significantly redeveloping public spaces subject to the Design of Public Spaces Standards, incorporate applicable accessibility requirements into planning, design and project closeout.	As projects arise	Facilities / Real Estate / Project owner	Design review and project closeout evidence	As applicable
Maintain accessible elements of facilities through preventive and corrective maintenance and address temporary disruptions through communication and alternatives where feasible.	Ongoing	Facilities	Inspection, maintenance and disruption records	Ongoing

5.7 Self-Service Kiosks

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
When designing, procuring or acquiring self-service kiosks, consider accessibility features and user needs at the earliest stage and document decisions.	As kiosks are acquired or redesigned	Procurement / IT / Operations	Requirements and procurement records	As applicable

5.8 Transportation

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Kumon does not currently operate a transportation service within the scope contemplated by the transportation standard. Applicability will be reassessed if operations change.	Annual applicability review	Legal / Human Resources / Operations	Documented applicability review	Monitor

5.9 Other: Governance and Continuous Improvement

Action	Timeframe	Accountable owner	Evidence / measure	Initial status
Complete an annual review of this plan, including progress, evidence, new barriers, feedback, accountabilities and priorities for the coming year.	Annually	Human Resources / Business owners	Annual review record and updated action tracker	Planned
Review and update this published plan at least once every five years and make it available in an accessible format upon request.	No later than September 22, 2031	Human Resources / Communications	Approved and published updated plan	Planned
Maintain required AODA compliance reporting and supporting records.	Per applicable reporting cycle	Human Resources / Legal / Authorized certifier	Submitted report and retained support	Ongoing

6. Annual Review Checklist

- Confirm the status of each action and document evidence.
- Review accessibility requests, feedback, complaints and identified barriers.
- Confirm that accommodation, emergency response and return-to-work processes remain current.
- Review digital accessibility findings and remediation priorities.
- Confirm completion of required training and maintenance of training records.
- Review procurement and facilities activity for accessibility considerations.
- Confirm applicability of kiosks, transportation and design of public spaces requirements.
- Identify overdue items, assign corrective actions and escalate material risks.
- Update the public plan when required and retain the approved review record.

7. Availability of the Plan and Contact Information

This plan will be posted publicly and will be provided in an accessible format upon request. Kumon will consult with the person making the request to determine a suitable accessible format or communication support.

Accessibility contact

Email: accessibility@kumon.com
Please describe the information, service or format you require. Kumon will respond as promptly and thoroughly as practicable.

8. Approval and Document Control

Field	Details
Document owner	Human Resources
Approver	Tausha Brideau, HR Business Partner
Effective date	September 22, 2026
Version	1.0
Annual review month	September
Next formal five-year review	No later than September 22, 2031
Public posting location	Accessibility - Kumon

9. Source Documents and Notes

- Kumon Accessibility for Ontarians with Disabilities Act (AODA) Handbook Policy.
- Kumon Accessibility Statement.
- Ontario Ministry for Seniors and Accessibility, Sample Multi-year Plan Template.

Implementation note: This plan is an operational compliance document and should be reviewed by Kumon's legal/compliance stakeholders before publication. Bracketed fields must be completed. The annual review should validate actual practices, applicability and evidence rather than relying only on policy language.