



ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES – MULTI-YEAR ACCESSIBILITY PLAN

Part 1: Introduction and Background Information

KPMG

For over 150 years, our professionals have provided consulting, accounting, auditing, and tax services to Canadians, inspiring confidence, empowering change, and driving innovation. Guided by our [core values](#), KPMG employs nearly 8,000 people in over 40 locations across Canada, serving private- and public-sector clients. KPMG is [consistently](#) ranked one of Canada's top employers and one of the best places to work in the country.

KPMG is a Canadian leader in delivering Audit, Tax, and Advisory services. KPMG responds to clients' complex business challenges across the country and around the world.

KPMG's Commitment to an Inclusive and Accessible Work Environment

"Inclusion & diversity foster innovation, and we're proud of the progress we have made towards building an inclusive and diverse culture at KPMG. Our unique experiences, perspectives and values that make up our teams will only make us better as a firm, both supporting our people, the clients we serve and the communities we live in."

Elio Luongo, CEO, 2018

As stated in KPMG's Canadian Code of Conduct, and Values, all KPMG people have a shared commitment to create an inclusive environment where everyone can thrive. We are committed to fostering equality and to a culture that is free from discrimination whether based on race, ethnicity, sexual orientation, disability, age, marital status or religious belief or any other prohibited ground.

KPMG is committed to treating all people in a way that allows them to maintain their dignity and independence. We believe in inclusion and equal opportunity. We are committed to meeting the needs of persons with disabilities in a timely manner and will do so by preventing and removing barriers to accessibility and meeting accessibility standards in accordance with legislative requirements.

Multi-Year Accessibility Plan: Updated June 2021

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KPMG's Commitment to Accommodation

KPMG is committed to making every reasonable effort to accommodate people with disabilities, provided such accommodation does not cause KPMG undue hardship.

Business Case for Accessibility

According to the 2017 Canadian Survey on Disability, more than 6 million Canadians (22% of the population) identify as having a disability. Only 59% of Canadians with disabilities aged 25 to 64 are employed compared to 80% of Canadians without disabilities. It is anticipated that the population with physical disabilities that impair mobility, vision, or hearing will grow to reach 3.6 million by 2030. There is a market for talent within the group of working-aged Canadians who are not working but whose disability does not prevent them from doing so.

Nearly every Canadian will face a challenge to their accessibility at some point in their lifetime. In 2016, for the first time in Canadian history, adults at the age of 65 and older outnumbered children. Statistics Canada predicts that by the year 2031, 25% of Canadians will fall into the 65-plus demographic.

Furthermore, a large majority of disabilities have their onset during the prime working years of 18 to 54 – which results in significant relevance for the workplace.

In addition, persons with disabilities also represent a sizeable portion of our economy. Persons with disabilities directly account for about \$165 billion, or 14.3% of the total consumer market in Canada. By 2030, this share will grow to 21%, with spending rising to \$316 billion annually.¹

Inclusivity and accessibility are not only legislative requirements; they align with KPMG's core values. Preventing and removing barriers to KPMG's services and in our workplace makes sound business and economic sense. An accessible KPMG allows KPMG to provide services to our communities and retain diverse talent; supporting our firm's competitive advantage.

Part 2: Accessibility at KPMG

Accessibility Plan:

KPMG established a Multi-Year Accessibility Plan outlining our strategy to identify, remove and prevent barriers and increase accessibility for persons with disabilities, in accordance with legislative requirements.

The objective of the Multi-Year Accessibility Plan is to not only to support KPMG's compliance requirements across Canada, but it also reinforces KPMG's commitment to treating all people in a way that allows them to thrive and maintain their dignity and independence. We believe in inclusion and equal opportunity.

¹ The Business Case To Build Physically Accessible Environments Conference Board Research 2018
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Barrier Assessment – Methodology:

KPMG is committed to treating all people in a way that allows them to maintain their dignity and independence while creating an inclusive work environment for KPMG's people to develop to their full potential. Our plan seeks to prevent and remove barriers to accessibility for persons with disabilities.

A "barrier" is anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability. Typical barriers to accessibility encountered by persons with disabilities include Physical / Architectural, Attitudinal, Informational/Communication, Systemic, and Technological barriers.

In an effort to better understand the barriers to accessibility encountered at KPMG, feedback was gathered from relevant stakeholders, including KPMG's people who may have, or have an awareness of, disabilities along with internal subject-matter experts in Inclusion & Diversity and Disability Management.

Barrier Definitions:

1. **Physical/Architectural:** design elements of a building or a space that cause problems for persons with disabilities.
2. **Attitudinal:** our perceptions of, and how we interact with, persons with disabilities.
3. **Informational/Communication:** things/situations that make it difficult for a person with a disability to give, receive or understand information.
4. **Systemic:** organizational policies or practices that (often unwittingly) restrict the participation of persons with disabilities.
5. **Technological:** poor or inexistent technology system that can prevent people from accessing information. Common tools like computers, telephones and other aids can all present barriers if they are not set up or designed with accessibility in mind.

Part 3: Moving Toward Accessibility

KPMG Accomplishments and Progress to Date:

Consistent with KPMG's objective of treating all people in a way that allows them to maintain their dignity and independence while creating an inclusive work environment for KPMG's people to develop to their full potential; we have taken various steps to foster an accessible organization and workplace.

- **Inclusion and Diversity Centre of Excellence – Created 2006**

Creation of a dedicated Inclusion and Diversity Centre of Excellence within KPMG's Human Resources Centre of Excellence Model. The mandate of Inclusion and Diversity is to provide consultation and subject-matter expertise to enable KPMG's goal embedding an inclusive work environment.

Examples of the Inclusion and Diversity accomplishments include:

- Accommodation offered to job applicants for interviews
- Accommodation offered for all KPMG hosted events

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- Enhanced \$2000 annual mental health benefits available to employees and their eligible dependents
- Appointing Corporate Canada's first Chief Mental Health Officer to raise awareness, reduce stigma, enhance supports and educate our people
- Employee Relations, HR Business Partners and Consultants, and Inclusion & Diversity complete in-depth Mental Health Leadership training certification through Queen's University
- Members of the Employee Relations Services team received training and are certified in Mental Health First Aid
- Creation of a dedicated Accessibility Advisory Committee, with the aim of being a voice for people with disabilities, enhance awareness and education and provide input on accessibility in all aspects of the employment lifecycle
- Global International Day of Person's with Disability Summit held on December 3, 2020, attended by 1600 people from KPMG in Canada focused on education on how to create an inclusive work environment for people with disabilities. Hosted a session on autism awareness open to the firm, in collaboration with external organization Specialisterne on educating our people around neurodivergence and how to be more inclusive
- Celebrating National Accessibility Awareness Week session held on June 2, 2021, discussing barriers to accessibility in work and in life and how individuals can play a role in removing those barriers
- Created a learning pathway for inclusion and allyship with people with disabilities, covering inclusive language, inclusive technology, and education
- KPMG Global signed [Valuable 500 pledge](#), to advance inclusion of people with disabilities in business and made commitments to do a current state analysis to better understand where we can make an impact on the inclusion of people with disabilities within our practices
- Advancing accessibility tools for all through technology, including providing closed captioning functionality for large virtual events (firm education, Town Halls)
- Held targeted education sessions for our recruitment team to remove barriers for people with disabilities in the recruitment process
- Updated language around accommodations on job postings to be more inclusive and welcoming for people with disabilities to apply to us, based on feedback from our Accessibility Advisory Committee
- Partnered with Specialisterne to hire a cohort of people who are neurodivergent to the firm, and are looking to grow this program to other offices in the future.
- Implementation of Calibration Interventions in FY21 to address bias and barriers to inclusion in three core HR processes: calibration (performance management), pay planning and recruiting. This group was advised by a group of representatives from our People Networks at the firm, including our Accessibility Advisory Committee to ensure these voices are heard and that accessibility and inclusion for people with disabilities is taken into account in this work and recommendations.
- Implementation of the Bias Challenger Role in FY21: A senior person in the room who is committed to inclusion and courage, the Bias Challenger's role will speak up and challenge others when they believe bias may be at play and to ensure an inclusive calibration process. A Bias Challenger will receive training and be present in every calibration meeting.

- **Regular Review of KPMG's Accessibility for Individuals with Disabilities Policy**

In July 2019, to reflect KPMG's national footprint, a new version of the Accessibility for Individuals with Disabilities Policy was crafted incorporating

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provincial legislative requirements and moving beyond compliance to create a more accessible environment for all persons with disabilities

- **AODA Customer Service Standard Requirements: Completed January 2012**
 - Creation and Posting of Customer Service – Policy, Procedures & Good Practices
 - Customer Service Training – Mandatory training was completed by all existing KPMG people in Ontario. Customer Service Training is also part of mandatory component onboarding for all new hires in Ontario
 - Customer Service – Feedback Mechanism Posted on KPMG Internet site
- **AODA Individual Emergency Evacuation Procedures: Completed January 2012**
 - All existing and new employees in Ontario who require an individual workplace emergency response plan are provided with an individual plan that takes into account their disability
 - All KPMG people in Ontario are made aware of the availability of individual emergency evacuation plans during the onboarding process both through local and National training
 - Information on how to obtain individual emergency evacuation plans are posted on the Human Resources Website and in local Joint Health and Safety communications posted in a visible location
 - All local office managers, who have oversight of local Health and Safety matters, have received training and resources to understand how to complete and when an Individual Emergency Evacuation plan is required
- **Employee Network Groups**
 - In 2020 launched the Accessibility Advisory Committee to amplify the voices of people with disabilities at the firm, and advise us on our accessibility plans for the firm
 - Special Family & Friends Network – support and networking group for KPMG parents across Canada who have children with disabilities to meet on a regular basis
- **Sourcing Talent**
 - In 2020 began partnering with organizations who specialize in hiring persons with disabilities, to tap into new talent pipelines
 - In 2021 roll out of unconscious bias training for all KPMG people participating in recruitment
- **Disability Management and Return to Work Programs – ongoing**
 - KPMG has a comprehensive and structured disability leave management program. KPMG’s practices were featured in Conference Board of Canada’s Toolkit to support employers’ compliance with AODA Integrated Standard.

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Part 4: KPMG Multi-Year Accessibility Plan

Part I: General Requirements Under AODA

Initiative	ISAR Requirements	Action	Status	Compliance Date
1.1 Establishment of Accessibility Policies	Every obligated organization shall develop, implement and maintain policies governing how the organization achieves or will achieve accessibility through meeting its requirements under the accessibility standards referred to in this Regulation.	<ul style="list-style-type: none"> Policy complete and posted on KPMG external website and internal HR intranet – onboarding website for Ontario 	Updated	July 2019
1.2 Accessibility Plans	<p>Large organizations shall,</p> <p>(a) establish, implement, maintain and document a multi-year accessibility plan, which outlines the organization’s strategy to prevent and remove barriers and meet its requirements under this Regulation;</p> <p>(b) post the accessibility plan on their website, if any, and provide the plan in an accessible format upon request; and review and update the accessibility plan at least once every five years.</p>	<ul style="list-style-type: none"> In partnership with I&D updated plan Established an AODA project team to understand requirements of the ISAR Creation of AODA track responsible for the creation of KPMG’s Accessibility Plan Team lead responsible for creation of Accessibility Plan attended workshop March 26, 2013 To inform Accessibility Plan development – Identified barriers by soliciting stakeholder feedback from KPMG Ontario people with disabilities and subject-matter experts ERS Team to monitor ongoing AODA requirements to ensure compliance deadlines have all been met ERS Team to update Accessibility Plan periodically, and at least once every 5 years (last updated: June 2021) 	<p>Updated</p> <p>Completed</p>	<p>July 2020</p> <p>January 1, 2014</p>
1.3 Training	Every obligated organization shall ensure	Ongoing monitoring of completion rates. Incorporated	Completed	May 2019

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Initiative	ISAR Requirements	Action	Status	Compliance Date
	<p>that training is provided on the requirements of the accessibility standards referred to in this Regulation and on the Human Rights Code as it pertains to persons with disabilities to,</p> <p>(a) all employees, and volunteers;</p> <p>(b) all persons who participate in developing the organization's policies; and</p> <p>(c) all other persons who provide goods, services or facilities on behalf of the organization.</p>	<p>into GLMS at time of hire</p> <p>Establishment of AODA cross- functional team, including members of KPMG Business School, to understand training requirements pursuant to the ISAR</p> <ul style="list-style-type: none"> • Reviewed current training to determine whether existing training could be leveraged for training required by the ISAR • Determine budget to provide training • Engage with KPMG Business School to develop training program to educate staff and managers on AODA legislation, ISAR and <i>Human Rights Code</i> to be rolled out to all KPMG people in Ontario • Assess training needs (e.g., separate training for managers and employee levels) • Determine vehicle to deliver training (e.g., online) • Training will be mandatory, and training will be available online • Training to incorporate accessible format – review training modes and materials to determine what accessible formats currently exist and what accessible functions may be incorporated in the training design • Determine mechanism for managing and tracking completion of training by KPMG Ontario people and KPMG people (outside of Ontario) who provide services in Ontario 	Completed	January 1, 2015

PART II – Information and Communications Standards

Initiative	ISAR Requirements	Action	Status	Compliance Date
<p>2.1 Feedback</p>	<p>Every obligated organization that has processes for receiving and responding to feedback shall ensure that the processes are accessible to persons with disabilities by providing or arranging for accessible formats and communications supports, upon request.</p>	<ul style="list-style-type: none"> • Through AODA project team, engaged all groups who provide surveys (marketing, Human Resources) to make them aware of ISAR requirements and process for requests for accessible formats – how to escalate • Determine all current feedback surveys and mechanisms at KPMG • Conduct assessment/review surveys of feedback processes to ensure accessible formats and current accessibility features • Review/Update current process Employee Relations Services Team’s standard operating procedure (SOP) for requesting for accessible formats • As needed, update current process for requesting accessible formats– including alternative methods of feedback if what is in place or is available doesn’t meet the needs of the individual • Develop understanding of current accessible formats and information and communication and technology tools available at KPMG to adequately respond to requests for accessible formats that take into consideration the requestor’s disability needs • Notification of how to provide feedback and request accessibility support posted on KPMG’s 	<p>Completed</p>	<p>January 1, 2015</p>

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Initiative	ISAR Requirements	Action	Status	Compliance Date
		website – under “Accessibility”		
2.2 Accessible Formats & Communication Supports	<p>2.2.1 Except as otherwise provided, every obligated organization shall upon request provide or arrange for the provision of accessible formats and communication supports for persons with disabilities,</p> <p>(a) in a timely manner that takes into account the person’s accessibility needs due to disability; and</p> <p>(b) at a cost that is no more than the regular cost charged to other persons.</p>	<ul style="list-style-type: none"> IT and Marketing to review accessible formats and communication, technology supports currently available at KPMG Review current process (i.e., ERS SOP, local office ergonomic assessment process) for requesting accessible formats and communication supports As needed, update current process for requesting accessible formats– including alternative methods of feedback if what is in place or is available doesn’t meet the needs of the individual Information posted on KPMG’s internal website about the availability of and process for requesting accessible formats and communication supports through KPMG’s Individual Accommodation Plan Process 	Completed	January 1, 2016

Initiative	ISAR Requirements	Action	Status	Compliance Date
	<p>2.2.2 The obligated organization shall consult with the person making the request in determining the suitability of an accessible format or communication support.</p>	<ul style="list-style-type: none"> Review/update of current ERS Accommodation SOP Understand functionality of accessible formats and communication supports available to better consult on requests for accessible formats that take into account the individual's disability needs Develop a process for responding to, approving or declining a request 	Completed	January 1, 2016
	<p>2.2.3 Every obligated organization shall notify the public about the availability of accessible formats and communication supports.</p>	<ul style="list-style-type: none"> Incorporate language in marketing materials and website to advise that, in accordance with AODA, accessible format may be made available on request 	Completed	January 1, 2016
<p>2.3 Accessible Websites & Web Content</p>	<p>Large organizations shall make their internet websites and web content conform with the World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0, initially at Level A and increasing to Level AA, and shall do so in accordance with the schedule set out in this section.</p>	<ul style="list-style-type: none"> Conducted an assessment current web functionality to ensure compliance and adequate accessibility features Ensure Technology and Content Owners (IT and Marketing) are aware of ISAR requirements for existing web content effective January 2012 	<p>Complete</p> <p>In progress</p>	<p>January 1, 2014 New internet websites and web content on those sites must conform with WCAG 2.0 Level A.</p> <p>January 1, 2021 All internet websites and web content must conform with WCAG 2.0 Level AA, other than,</p> <ul style="list-style-type: none"> Success criteria 1.2.4 Captions

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Initiative	ISAR Requirements	Action	Status	Compliance Date
				(Live) <ul style="list-style-type: none"> Success criteria 1.2.5 Audio Descriptions (Pre-recorded).

PART III – Employment Standard

Initiative	ISAR Requirements	Action	Status	Compliance Date
3.1 Recruitment, General	Every employer shall notify its employees and the public about the availability of accommodation for applicants with disabilities in its recruitment processes.	<ul style="list-style-type: none"> Review of all mechanisms for posting KPMG positions (website, campus posting) Incorporate language on postings and KPMG career websites to make applicants (internal/external) aware that in accordance with AODA accommodation is available 	Updated Completed	July 2020 January 1, 2016
3.2 Recruitment, Assessment or Selection Process	<p>3.2.1 During a recruitment process, an employer shall notify job applicants, when they are individually selected to participate in an assessment or selection process, that accommodations are available upon request in relation to the materials or processes to be used.</p> <p>3.2.2 If a selected applicant requests an accommodation, the employer shall consult with the applicant and provide or arrange for the provision of a suitable accommodation in a manner that takes into account the</p>	<ul style="list-style-type: none"> Incorporate language in all notifications to applicants for interview (email, letter, phone), that in accordance with AODA, accommodation is available upon request Provided training to Talent Attraction on hiring persons with disabilities, including how to engage in conversations to solicit and handle accommodation requests, in accordance with AODA (how to ask for accommodation – develop scripts) Rolling out unconscious bias training to KPMG people participating recruitment activities 	Ongoing	July 2020

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Initiative	ISAR Requirements	Action	Status	Compliance Date
	applicant's accessibility needs due to disability.	<ul style="list-style-type: none"> Educate Talent Attraction on inclusive selection strategies developed by Ontario Human Rights Commission and on how to implement and request support for accommodation related requests (connect with ERS), in accordance with AODA Review of recruitment process (tests, assessment, rooms) to ensure barriers may be removed or accessible features provided, upon request in accordance with AODA 		
3.3 Notice to Successful Applicants	Every employer shall, when making offers of employment, notify the successful applicant of its policies for accommodating employees with disabilities.	<ul style="list-style-type: none"> Incorporate in offer letter a section regarding KPMG's accessibility policies and where to access additional information on KPMG internal and external internet 	Completed	January 1, 2016
3.4 Informing Employees of Supports	3.4.1 Every employer shall inform its employees of its policies used to support its employees with disabilities, including, but not limited to, policies on the provision of job accommodations that take into account an employee's accessibility needs due to disability.	<ul style="list-style-type: none"> Develop change and communication strategy to educate and advise KPMG people on KPMG's accessibility policies, plan and processes communicate these policies as part of our new People Network and International day for persons with disabilities communication 	Completed Ongoing	January 1, 2016 July 2020
	3.4.2 Employers shall provide the information required under this section to new employees as soon as practicable after they begin their employment.	<ul style="list-style-type: none"> Accessibility policies and processes to be incorporated in onboarding process for Ontario 	Completed	January 1, 2016

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Initiative	ISAR Requirements	Action	Status	Compliance Date
	3.4.3 Employers shall provide updated information to its employees whenever there is a change to existing policies on the provision of job accommodations that take into account an employee's accessibility needs due to disability.	<ul style="list-style-type: none"> Communicate policy changes by posting on HR website Provide accessible formats for accessing information, as requested 	In Progress	January 1, 2016
3.5 Accessible Formats and Communication Supports for Employees	3.5.1 In addition to its obligations under section 12, where an employee with a disability so requests it, every employer shall consult with the employee to provide or arrange for the provision of accessible formats and communication supports for, <ul style="list-style-type: none"> (a) information that is needed in order to perform the employee's job; and (b) information that is generally available to employees in the workplace. 	<ul style="list-style-type: none"> Educate employees and Performance Managers (PMs) on the availability of accessible format and communication supports; in accordance with AODA Educate employees and PMs on process for requesting accessible formats and communication supports Established ergonomic assessment process for KPMG people who require workplace accommodation Implementation of a Workspace Account to support safe and healthy home offices 	Ongoing	January 1, 2016
	3.5.2 The employer shall consult with the employee making the request in determining the suitability of an accessible format or communication support.	<ul style="list-style-type: none"> Develop a process for consulting with employees to determine accommodation needs (educate PMs to have conversations and escalate ERS) Develop a process for advising employee of outcome or agreed upon solution 	Completed	July 2020

Initiative	ISAR Requirements	Action	Status	Compliance Date
3.6 Workplace Emergency Response Information	3.6.1 Every employer shall provide individualized workplace emergency response information to employees who have a disability, if the disability is such that the individualized information is necessary and the employer is aware of the need for accommodation due to the employee's disability.	<ul style="list-style-type: none"> Established process to provide people in Ontario who request, or for whom KPMG is aware of the need for accommodation due to the employee's disability, to receive individualize workplace emergency response information 	Completed	January 1, 2012
	3.6.2 If an employee who receives individualized workplace emergency response information requires assistance and with the employee's consent, the employer shall provide the workplace emergency response information to the person designated by the employer to provide assistance to the employee.	<ul style="list-style-type: none"> KPMG process for creating Individualized Workplace Emergency Response Information includes a mechanism to obtain consent from the KPMG person to share the information with those designated to provide assistance in the event of an emergency 	Completed	January 1, 2012
	3.6.3 Employers shall provide the information required under this section as soon as practicable after the employer becomes aware of the need for accommodation due to the employee's disability.	<ul style="list-style-type: none"> Upon request, the Local office manager will work with the individual who requires accommodation, to provide Individual Workplace Emergency Response Information as soon as possible 	Completed	January 1, 2012
	3.6.4 Every employer shall review the individualized workplace emergency response information, <ul style="list-style-type: none"> (a) when the employee moves to a different location in the organization; (b) when the employee's overall accommodations needs or plans are reviewed; and 	<ul style="list-style-type: none"> KPMG process for creating Individualized Workplace Emergency Response Information includes guidelines for when plans and information are to be reviewed due to a move, or change in accommodation needs 	Completed	January 1, 2012

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Initiative	ISAR Requirements	Action	Status	Compliance Date
	(c) when the employer reviews its general emergency response policies.			
3.7 Documented Individual Accommodation Plans	3.7.1 Employers, other than employers that are small organizations, shall develop and have in place a written process for the development of documented individual accommodation plans for employees with disabilities.	<ul style="list-style-type: none"> • Review of current accommodation processes and practices (ERS SOPs) • Develop and operationalize a standard process for the development of individualized accommodation plans; in accordance with AODA 	Completed Reviewed annually	January 1, 2016
	3.7.2 The process for the development of documented individual accommodation plans shall include the following elements: <ol style="list-style-type: none"> 1. The manner in which an employee requesting accommodation can participate in the development of the individual accommodation plan. 2. The means by which the employee is assessed on an individual basis. 3. The manner in which the employer can request an evaluation by an outside medical or other expert, at the employer's expense, to determine if accommodation can be achieved and, if so, how accommodation can be achieved. 	<ul style="list-style-type: none"> • Create a SOP for the development of documented plans that will incorporate the following elements: <ul style="list-style-type: none"> ○ Manner in which employee can request ○ Under which circumstances medical is required ○ Who (Manulife) will be assessing the medical provided ○ Work with Manulife (disability partner) to determine the process for assessing and responding (approve/decline) to individual accommodation plan requests ○ Accommodation Plans will incorporate confidentiality requirements and outline when, to whom (PM, Manulife) and what information may be shared • Educate KPMG people and People Leaders and Managers on the Accessibility policies 	Completed	January 1, 2016

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	<p>4. The manner in which the employee can request the participation of a representative from their bargaining agent, where the employee is represented by a bargaining agent, or other representative from the workplace, where the employee is not represented by a bargaining agent, in the development of the accommodation plan.</p> <p>5. The steps taken to protect the privacy of the employee's personal information.</p> <p>6. The frequency with which the individual accommodation plan will be reviewed and updated and the manner in which it will be done.</p> <p>7. If an individual accommodation plan is denied, the manner in which the reasons for the denial will be provided to the employee.</p> <p>8. The means of providing the individual accommodation plan in a format that takes into account the employee's accessibility needs due to disability.</p>	<p>and processes and procedures for requesting individual plans</p> <ul style="list-style-type: none"> • Develop change and communication plan to support awareness of process for, and availability of, individual accommodation plans in accordance with AODA. 		

Initiative	ISAR Requirements	Action	Status	Compliance Date
3.8 Return to Work Process	<p>3.8.1 Every employer, other than an employer that is a small organization,</p> <p>(a) shall develop and have in place a return to work process for its employees who have been absent from work due to a disability and require disability- related accommodations in order to return to work; and</p> <p>(b) shall document the process.</p> <p>3.8.2 The return to work process shall,</p> <p>(a) outline the steps the employer will take to facilitate the return to work of employees who were absent because their disability required them to be away from work; and</p> <p>(b) use documented individual accommodation plans, as part of the process.</p>	<ul style="list-style-type: none"> • Liaise with Manulife to conduct a review of the current return to work process • Update and document return to work process based on gaps and compliance requirements 	<p>Completed</p> <p>Updated as part of AMCS implementation</p>	<p>January 1, 2016</p> <p>October 2019</p>
	<p>3.8.3 The return to work process referenced in this section does not replace or override any other return to work process created by or under any other statute.</p>		<p>Completed</p>	<p>January 1, 2016</p>

Initiative	ISAR Requirements	Action	Status	Compliance Date
3.9 Performance Management	<p>An employer that uses performance management in respect of its employees shall take into account the accessibility needs of employees with disabilities, as well as individual accommodation plans, when using its performance management process in respect of employees with disabilities.</p>	<ul style="list-style-type: none"> To the best of our ability, we have ensured that our performance development approach and related resources have been developed in a way that increases accessibility for all employees, including persons with disabilities (ex. plain language, simple formats etc.) We will ensure that when any new or revised content is developed that we identify, remove and prevent barriers and increase accessibility for persons with disabilities We will inform our management group that should any element of our performance development approach or related resources be deemed in accessible for an employee with disabilities, we will make every reasonable effort to remove the accessibility barrier. 	Ongoing	July 2020

Initiative	ISAR Requirements	Action	Status	Compliance Date
3.10 Career Development & Advancement	<p>An employer that provides career development and advancement to its employees shall take into account the accessibility needs of its employees with disabilities as well as any individual accommodation plans, when providing career development and advancement to its employees with disabilities.</p>	<ul style="list-style-type: none"> Review of current training and professional development materials to determine accessibility features Ensure all future developed training and materials are developed with accessibility features in mind Ensure promotion criteria, practices and processes take into account individual accommodation needs and plans in accordance with AODA Track career progression of individuals with disabilities 	<p>Ongoing</p> <ul style="list-style-type: none"> Accommodation requests are reviewed if support is required for specific to learning Processes continue to evolve to monitor accommodation needs through an individual's career 	<p>January 1, 2016</p>
3.11 Redeployment	<p>An employer that uses redeployment shall take into account the accessibility needs of its employees with disabilities, as well as individual accommodation plans, when redeploying employees with disabilities.</p>	<ul style="list-style-type: none"> Review and update of current transfer and redeployment practices and processes to ensure accommodation plans are referenced Educate hiring managers to ensure redeployment efforts/activities take into account the employee's accommodation needs 	<p>Ongoing</p> <ul style="list-style-type: none"> Accommodation plans transition with the employee if they take on a new role and the limitations and restrictions would be reviewed in the context of the person's new accountabilities 	<p>January 1, 2016</p>

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Part 5: Closing statements

In accordance provincial legislation and with KPMG's objective of treating all people in a way that allows them to maintain their dignity and independence while creating an inclusive work environment for KPMG's people to develop to their full potential, the Multi-Year Accessibility plan is posted on KPMG's website and will be reviewed and updated at least every 5 years.

For the public:

If you require this in an alternative accessible format, have questions , or feedback related to KPMG's Multi-Year Accessibility Plan, please email cdnersteam@kpmg.ca or call 1-888-466-4778 option 3. t

For KPMG people:

If you require this in an alternative accessible format, have any questions, or feedback related to KPMG's Multi-Year Accessibility plan, please contact the [Employee Relations Services Team](#) by email, or call at 1-888-466-4778 or 416-777-8002 option 3.