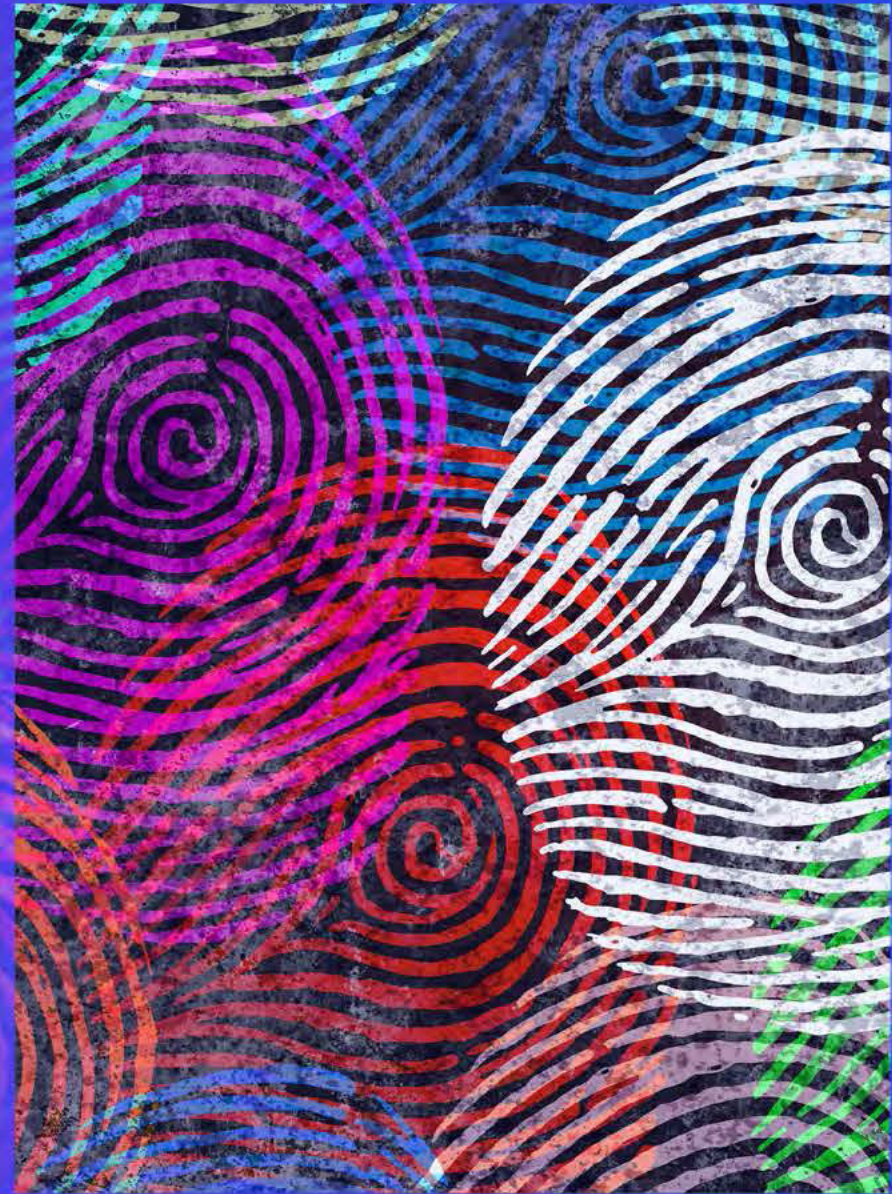




Disability inclusion action plan

KPMG in Canada
2024-2026



Executive statement

Advancing inclusion, equity and well-being for People with Disabilities is essential to create a workplace where everyone feels welcomed and included.

In Canada, 27 per cent of people over the age of 15 identify as having one or more disabilities. We are fortunate that governments across the country are enacting legislation to create a more inclusive environment for People with Disabilities. These changes are needed and welcomed.

As employers in corporate Canada, it's important that we work alongside People with Disabilities in society and in the workplace to chart a sustainable future for everyone. That is why KPMG in Canada launched our new Disability Inclusion Action Plan. While our firm's focus on disability inclusion is not new, with this formal plan we are taking another step toward creating a truly inclusive workplace.

Continually seeking feedback from our people has enabled us to improve key processes and identify accommodations that can help our people thrive. Their input has also highlighted the need for role models who can share lived experiences and the importance of educating people on disability inclusion and anti-ableism.

Our action plan sets out a framework for how we will advance an equitable and inclusive culture where People with Disabilities and their caregivers experience belonging and are supported to thrive and achieve their goals.

We created our plan in close collaboration with our Disability Inclusion Network members, who shared their experiences and where they would like to see us take action. Our Special Family & Friends Network, a group for caregivers of People with Disabilities, also provided their perspectives. At the same time, we consulted with leading organizations focused on disability inclusion to ensure we are taking a holistic and collaborative approach.

This plan will chart our path forward and hold us accountable. To keep us on track, we will form a Disability Inclusion Steering Group and establish a set of key metrics that we will measure against. We will also seek ongoing feedback from our people.

In Canada, 27% of people over the age of 15, or 8 million people, identify as having one or more disabilities.

Source: Canadian Survey on Disability 2022, (150.statcan.gc.ca)

We are excited to work alongside our people, our clients and our communities to foster an inclusive workplace where everyone can use their strengths, be included and feel like they belong. We encourage you to reach out to discuss our disability inclusion efforts and action plan and we invite all organizations and people in Canada to join us in creating a more inclusive society. We are better, together.



Elio Luongo
CEO and
Senior Partner



Rob Davis
Chief Inclusion,
Diversity & Equity
Officer and Tax Partner



**KPMG's Disability
inclusion Network group
helped me see how to
use my experience for
good and promote the
well-being of others
around me.**

Katie Horne

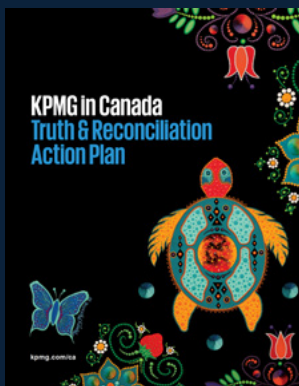
Senior Consultant, Cybersecurity
Halifax, Nova Scotia
Disability Inclusion Network Member



Land acknowledgement

We respectfully acknowledge that KPMG offices across Turtle Island (North America) are located on the traditional, treaty and unceded territories of First Nations, Inuit and Métis peoples.

Indigenous Peoples share a sacred relation with the land and this land acknowledgment is the first step in learning about our history and taking action toward reconciliation.



Read KPMG's Truth & Reconciliation Action Plan





At KPMG, our vision is to represent and reflect the diverse communities in which we live and work.

We are committed to fostering an inclusive, equitable, and mentally healthy culture where all people have the opportunity to join, advance, belong and thrive. To achieve this ambition, we actively collaborate with our people to identify and remove barriers and embed equity, inclusion and mental health into all talent and business programs, processes and systems.

While our commitment to Inclusion, Equity & Diversity (ID&E) is longstanding, our work and strategy is continuously evolving to meet the needs of our people. We are proud to share the progress we have made over the past two years along our ID&E journey with our people, clients and communities.

Our Inclusion, Diversity & Equity strategy

01

An equitable and inclusive workplace

Build allyship and actively remove barriers so all our people can bring their whole selves to work, experience belonging, and have equal access to opportunities.

02

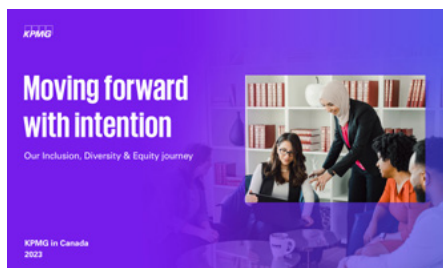
A mentally healthy and resilient team

Reduce stigma and provide the right tools, education and supports for our diverse team to proactively manage the mental health of themselves, their team members, and their families.

03

Recognized as Inclusion, Diversity and Equity leaders

Have a strong voice on inclusion with our people, clients and communities and collaborate with external organizations to advance our inclusion and social impact goals.



Read KPMG's 2023 Inclusion, Diversity & Equity report

Our disability inclusion journey

As a firm, we have been on a journey to advance disability inclusion before the formation of our Disability Inclusion Action Plan. Here are some of the key milestones along that journey:

Pre 2020

- ID&E strategy launched, including targeted focus on mental health and People with Disabilities
- Introduced Chief Mental Health Officer – a first in corporate Canada
- Began ongoing mental health training for People Managers, Human Resources and all KPMG employees
- Began offering Mental Health Resilience training to our people

2020

- Launched our Disability Inclusion Network
- Relaunched Special Family & Friends Network
- Focused on disability inclusion education
- KPMG in Canada hosted the first KPMG Global Disability Inclusion Summit
- Initiated our first Mental Health People Network
- Began offering targeted mental health sessions for team members in ID&E priority groups

2021

- Introduced goals to reach 6 per cent representation People with Disabilities in the firm by Oct 1, 2025
- Launched targeted neurodiversity recruitment programs
- Introduced innovative new Daily Living Benefit for People with Disabilities
- Focused education and awareness on advancing accessibility

2022

- Increased existing Employee & Family Assistance Program
- Created targeted recruitment programs and strategies for People with Disabilities
- Introduced the first scholarships and internships for People with Disabilities
- Mental Health Networks activated in all KPMG regional offices
- First accessibility portal launched with accessibility resources and tools

2023

- Enhanced firm-funded Mental Health Benefit to \$3000
- Co-created the Disability Inclusion Action Plan with our Disability Inclusion, Special Family & Friends Network and community partners
- Increased investments in education, scholarships, and internships for students with disabilities

KPMG's people networks focused on advancing disability inclusion

Our Disability Inclusion and Special Family & Friends Networks are passionate groups of individuals dedicated to advancing inclusion for People with Disabilities within the firm and in society. These Networks provide a safe space for community connection, lead national and global education initiatives to advance allyship, and help identify opportunities and barriers to inclusion.

Special Family and Friends Network

The Special Family & Friends Network is dedicated to supporting and promoting a culture of inclusion in the workplace and our communities by helping others understand the impact and value that individuals with exceptionalities can have in our society.

The aim of the network is to provide a supportive work community for parents, family members, friends and allies of children with multiple exceptionalities. They create opportunities for people to come together, virtually and in person, for support, to share personal experiences, to learn about available resources and attend meaningful events, both internally and externally.

Disability Inclusion Network

The Disability Inclusion Network was created to be a voice for People with Disabilities at the firm. The Network is focused on advancing education and awareness across KPMG in Canada on how to create a more inclusive, accessible workplace for People with Disabilities, regularly collaborating with internal teams and people networks along with external organizations and advocates.

"We use the term 'exceptionalities' as it is inclusive of all diagnoses and disabilities and focuses on the learning needs of the individual (i.e. behaviour, communication, intellectual and physical) and not their limitations. Our network naming was intentional with the reference to 'special' as due to our children's exceptionalities, we believe they are rare, one of a kind, special."

Marion O'Sullivan
Senior Manager
GTA Communications
Co-Lead, Special Family and Friends Network

Disability Inclusion Action Plan

Vision statement

Our vision is to work alongside People with Disabilities to advance disability inclusion in Canada by fostering equity and inclusion within and outside our firm.

Mission statement

We aim to advance an equitable and inclusive culture where People with Disabilities and caregivers of People with Disabilities experience belonging and are supported to thrive and achieve their goals. We will do this by:

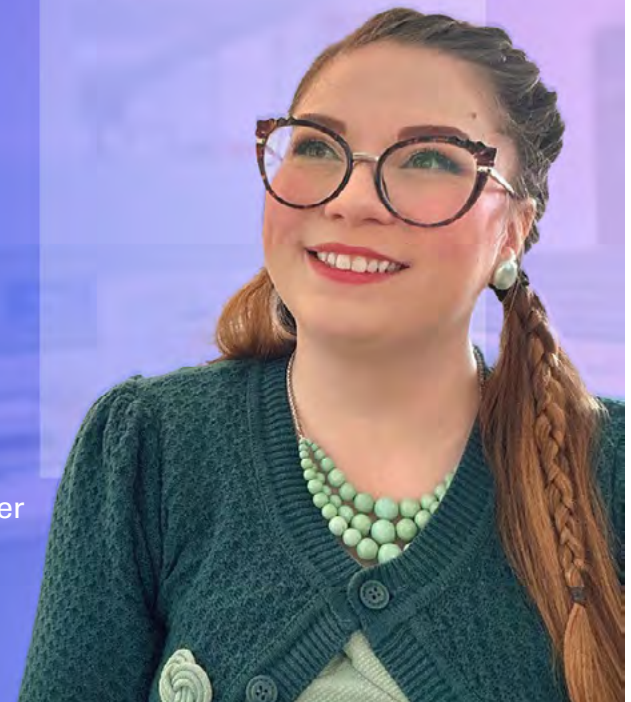
- Raising awareness of biases and removing barriers
- Providing ongoing education to advance equity, inclusion, and build allyship
- Advocating for change in corporate Canada, leveraging our collective skills and passions to advance disability inclusion



I've learned how to better express myself at KPMG.

Laura Berry

Partner Administrative Assistant,
Department of Professional
Practice's Audit & Assurance Team
Toronto, Ontario
Disability Inclusion Network Member



Pillars & goals



Advance an equitable and inclusive culture

GOAL 1

An inclusive and equitable culture built on trust

We will continue to advance a culture where People with Disabilities and caregivers of People with Disabilities experience equity, well-being, safety, inclusion and belonging.

Amplify People Network perspectives and voices

Enable, value and engage with People Networks as inclusion and equity leaders.

- We will enable our Disability Inclusion, Special Family & Friends and Mental Health People Networks by providing direct ties to leadership, budget, support to achieve their goals, active participation of leaders and our people in allyship and education opportunities and amplifying the voices and lived experiences of our people within and outside of the firm
- We will identify ongoing mechanisms to value and recognize the leadership of our people who are making meaningful contributions toward achieving our collective inclusion, diversity and equity goals
- We will recognize and support participation of our people in key days of significance related to Disability Inclusion

Enhance accessibility

Embed accessibility into how and where we work.

- We will enhance the accessibility and inclusion of our physical office environments by:
 - Building all new KPMG office sites and significant renovations to target Rick Hansen Accessibility Certified Gold
 - Striving for all new lease agreements to be at least Rick Hansen Accessibility Certified
 - Conducting Rick Hansen Accessibility Certification ratings at select KPMG offices to inform future real estate plans and opportunities for improvements

- We will review our marketing, communications, social media, and websites for opportunities to implement changes that enhance inclusion for People with Disabilities
- We will continuously build on and promote a centralized national digital hub for disability inclusion information, resources, tools and software available for use that will remove barriers for a broad range of disabilities
- We will review internal and external meetings, trainings, events, and policies and practices to identify opportunities and implement changes that enhance inclusion for People with Disabilities
- We will provide opportunities to highlight accessible technology and accommodations programs at the time of onboarding and on an ongoing basis, including directly with our Disability Inclusion Network

Review accommodations programs and processes

- We will obtain regular feedback from KPMG people and gather industry practices to enhance accommodation programs so People with Disabilities have access to the expertise, tools and supports needed to enable inclusion and productivity

Support well-being

Continuing to cultivate an inclusive environment of well-being that is safe, free from bias, discrimination and ableism so People with Disabilities and caregivers of People with Disabilities can thrive.

- We will seek feedback and enhance workplace safety guidelines and emergency procedures to ensure the safety and dignity of People with Disabilities in KPMG offices across the country
- We will provide ongoing awareness of targeted mental health education, storytelling and resources to our People Networks led by external experts and internal KPMG role models, to highlight the lived experiences, cultures and identities of our people
- We will create ongoing awareness of existing channels to raise concerns of bias, discrimination or ableism, and identify and remove barriers to coming forward personally or as an ally
- We will ensure mental health resources are a focus during key moments in the employee journey, such as recruitment, onboarding, promotions, and leadership development programs

“As the leader of our firm’s Disability Inclusion Network, I have personally observed the growth our Network can spark in the lives of those who join. Often people join the Network wondering if they are alone at the firm. They end up connecting with a community of other People with Disabilities, as well as leadership that encourages and supports them in being voices for change.”

For me, our firm committing to a long-term Disability Inclusion Action Plan matters given the role we play as trusted advisors to other organizations embarking on their ESG journeys. It is also critical to position us as an employer of choice for People with Disabilities, who represent a large talent pool where so many are struggling with the decision to disclose or stay silent.”

Rafay Khan

Senior Consultant, Deal Advisory
Oakville Ontario
Disability Inclusion Network Lead

- We will seek ongoing feedback from the Disability Inclusion, Special Family & Friends, and Mental Health People Networks to identify opportunities to enhance equity and inclusion in benefits programs, including existing Daily Living Benefit, Employee and Family Assistance Program and Mental Health Benefit

Continuously measure and take action

Monitor, understand, share and take action to achieve equitable outcomes and experiences of inclusion, equity and trust.

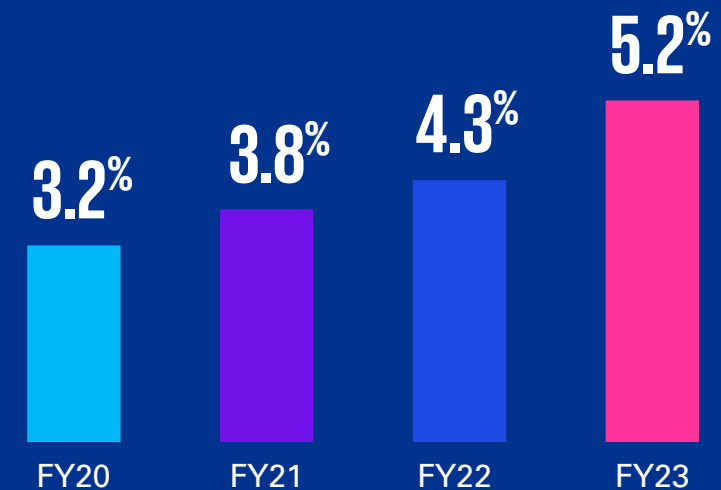
- We will measure experiences of inclusion, equity and well-being for People with Disabilities to better understand, raise awareness of and act on feedback, gaps and opportunities

Diversity of the firm – representation goals for People with Disabilities

Our aim is to ensure our firm represents the diversity of the communities we live and work in. We know representation matters. To this end, our firm has set goals to increase representation of ID&E priority groups where we have gaps, including a goal to reach six per cent representation of People with Disabilities by October 1, 2025.

The purpose of these goals is to drive accountability and focus our collective efforts to remove barriers, address bias and create opportunities. These goals are linked to leadership compensation. We will achieve these goals through continually advancing an equitable and inclusive culture and implementing strategies that strengthen recruitment, onboarding, advancement, retention and development of our people.

Our progress



GOAL 2

Attraction, advancement and career growth

We will reflect the diversity of the communities in which we live and work by actively engaging and supporting People with Disabilities in achieving their career goals and continuously monitoring, identifying and removing bias and barriers in recruitment, advancement and retention.

Increase attraction and hiring

Invest in innovative talent attraction strategies to attract People with Disabilities to the firm.

- We will create more opportunities to build relationships with candidates with disabilities through meaningful collaboration with external organizations across both apparent and non-apparent disabilities
- We will continue to identify opportunities to engage People with Disabilities by showcasing the career journeys of team members and caregivers of People with Disabilities at the firm
- We will create annual plans and goals to build relationships with People with Disabilities on campus and through experienced hire channels at both a national and local level
- We will continue to grow, embed and sustain cohort hiring for neurodiverse talent in all regions across the country
- We will grow and expand on existing scholarship, internship and mentorship programs to open new pathways to opportunities for people with both apparent and non-apparent disabilities
- We will expand programs and opportunities at the high-school level to connect with and engage students with apparent and non-apparent disabilities to consider careers at KPMG
- We will continue to educate and collaborate with Talent Attraction to ensure accessibility and inclusivity in the accommodation process
- We will embed accommodation language throughout the talent attraction process to ensure it is accessible to candidates

“As the founder of our Disability Inclusion Network, I am proud to announce our firm’s inaugural Disability Inclusion Action Plan, underscoring our commitment to enhancing the experiences of People with Disabilities within our organization. By dedicating ourselves to eliminating workplace barriers for People with Disabilities, we pave the way for their improved outcomes – ensuring equitable employment and career opportunities, wellness, productivity, and a sense of belonging. Embracing disability inclusion not only fosters innovations and fresh perspectives but also significantly contributes to the betterment of our workplaces and society at large.”

Lisa Park

Director, Strategy & Operations,
Regions East Tax
Halifax, Nova Scotia
Founder, Disability Inclusion Network

Inclusive and equitable talent processes and programs

Continually monitor, seek feedback and actively remove bias and barriers from recruitment, retention and advancement processes and programs to achieve inclusive and equitable outcomes for People with Disabilities.

- We will review recruitment, onboarding, retention, engagement, advancement, and exit insights at a national and regional level, to assess where we have gaps for People with Disabilities and identify actions to close those gaps
- We will provide opportunities for our Disability Inclusion, Special Family & Friends and Mental Health People Networks to advise on new and existing talent programs and policies

Career growth

Provide leadership development opportunities for People with Disabilities, both through equitable inclusion in existing programs as well as targeted programs to address specific gaps in mentorship.

- We will continuously monitor and strive to achieve inclusive and equitable representation of People with Disabilities in firmwide and regional leadership and high-potential development programs
- We will work with our Disability Inclusion Networks to identify opportunities for mentorship and career growth



When people tell me I can't do something, it makes me want to prove them wrong, change the conversation, and demonstrate that my disability doesn't limit what I can achieve.

Patrick Vannan

Manager, Creative Services
Toronto, Ontario
Disability Inclusion Network Member





If we could collectively start the process of creating REAL accessibility for people with all type of disabilities – that would be an amazing future.

Lissa Mitchell

Director of Operations,
Strategic Alliances
Toronto, Ontario
Disability Inclusion Network Member



Build allyship

Advance allyship with People with Disabilities by raising awareness of biases and barriers and providing ongoing education and skill-building opportunities.

GOAL 3

Education and awareness building

We will educate and inspire allies through ongoing disability inclusion education, advancing awareness and providing opportunities to build skills.

Educate and build awareness

Provide and engage our people and leaders in disability inclusion education and training to advance their awareness and knowledge to act as allies.

- We will provide core disability inclusive education and tools, and advance active participation for all people and leaders. This includes content on inclusive language; myths, bias, and stereotypes about People with Disabilities; ableism and how that manifests in the workplace; accommodations; accessibility; and how people can take personal action to be allies
- We will support and amplify ongoing disability inclusion education, storytelling and awareness-building opportunities led by our Disability Inclusion, Special Family & Friends and Mental Health People Networks and external experts
- We will equip our people to understand their role in supporting team members, family members

and friends who are experiencing mental health challenges

- We will provide targeted education to enable those who have a specific role to play in Disability Inclusion, such as firm leadership, Human Resources, Real Estate, Marketing and Communications, Information Technology Services
- We will equip performance managers with the education and tools needed to attract, develop and support People with Disabilities on their teams
- We will provide opportunities for our people to act as allies through participation in disability inclusion education, attraction, retention, mentorship, engagement with organizations, and more
- We will identify mechanisms to track and measure actions taken over time to advance disability inclusion awareness and allyship

GOAL 4

Commit and inspire

We will commit sustainable resources, hold ourselves accountable to progress and share our journey to inspire change in corporate Canada.

Commit resources

Acknowledge that embedding disability inclusion requires ongoing, active, intentional engagement and investment.

- We will identify and dedicate resources to support our Disability Inclusion Action Plan to be successful and to meet future commitments
- We will establish a steering group and governance structure within the first year to guide, inform and shape the ongoing implementation and advancement of our Disability Inclusion Action Plan commitments
- We will identify and track key performance indicators and metrics to monitor the progress of our Disability Inclusion Action Plan goals

Inspire others

Use our voice and inspire others in corporate Canada to take action.

- We will transparently share our journey and progress against our Disability Inclusion Action Plan commitments with the market through an annual report, to drive accountability and inspire change in corporate Canada and with our clients and communities
- We will identify opportunities to share knowledge, advocate for change, collaborate and provide thought leadership within corporate Canada, industry associations, vendors, service providers, clients and organizations committed to disability inclusion



[Read Disability Inclusion Network founder Lisa Park's blog, where she writes from personal experience about disability inclusion.](#)

More than just a ramp

Have you ever considered the impact of accessibility on mental health?





At KPMG, I found a supportive community through the Special Family & Friends Network and the Disability Inclusion Network. Together, we have led initiatives aimed at reducing biases and stigmas around recruiting and retention of People with Disabilities.

Rafay Khan

Senior Consultant, Deal Advisory, Oakville Ontario
Disability Inclusion Network Lead



Be a trusted and active contributor to disability inclusion

Serving as an active voice for change in our communities by continuously engaging and collaborating with external organizations and not-for-profits that contribute to positive, sustainable benefits for People with Disabilities.

GOAL 5

Collaboration and sponsorships

We will collaborate with community organizations that support and advocate with People with Disabilities, sponsor their efforts, initiatives and activities, and leverage our national platform to amplify their impact.

Growth and investment in community relationships

Building relationships with organizations aligned with our firm's Disability Inclusion Action Plan and the UN's Sustainable Development Goals we support: Good Health & Well-Being, Quality Education, and Reduced Inequality.

- We will continue to invest in sponsorships and relationships with organizations that advance inclusion, equity and well-being for People with Disabilities, both apparent and non-apparent, with a focus on youth, education, skill-building, mentorship, mental health and employment
- We will provide skills-based volunteering and mentorship opportunities to our people with organizations that are advancing disability inclusion

GOAL 6

Accessible procurement

Embed and advance accessibility and disability inclusion in procurement processes and practices.

- We will build into future technology procurement opportunities a requirement for all vendors to demonstrate their ongoing commitment to accessibility and listening to the needs of People with Disabilities, including evidence they are actively embedding accessibility into their technology that will remove barriers for a broad range of disabilities
- We will continue to develop our knowledge, policies and relationships to advance accessibility and disability inclusion in our procurement processes



Fostering a mentally healthy workplace

Building a mentally healthy and resilient team has long been a strategic priority for us. We are proud that in 2017, KPMG in Canada became the first organization in corporate Canada to appoint a Chief Mental Health Officer, Denis Trottier. Denis is a former KPMG in Canada Audit Partner who has lived experience with depression. He connects with our people and leaders across the country to share his story to reduce stigma and advance our people's mental health knowledge so they can support themselves and those around them.

We strive to continually provide our people with culturally relevant education and supports to help our diverse team members proactively manage their mental health. For example, KPMG in Canada offers:

01

Enhanced Employee and Family Assistance Program

Directly access trained clinicians and have the choice of seeking counsellors with a preferred background – for example, a Black or 2SLGBTQIA+ counsellor

02

\$3000 annual mental health benefit

Available to our people and eligible dependents to spend with counsellors, psychologists, marriage and family therapists and more

03

6 mental health networks and a national well-being network

Dedicated to raising awareness, advancing education and allyship, and reducing stigma through storytelling



Fostering a mentally healthy workplace

04 Mental health onboarding for all new hires, managers, and partners
Our people have the opportunity to hear from our Chief Mental Health Officer and receive mental health education, tools and supports at key milestones in their career journey

05 50 personal care hours
Paid time away from work so that our people can prioritize their mental health, well-being and personal commitments

06 Additional time off to support well-being
Recognizing the positive impact of time off, in 2023 we continued to provide our people with additional time off with six summer and winter days to recharge

"In my role as KPMG in Canada's Chief Mental Health Officer and from my own lived experience with depression, I have learned that knowledge is key. It ensures not only that we are caring for our own mental health, but also contributing to the well-being of others. To serve as effective allies with People with Disabilities requires us to actively listen, educate ourselves and notice barriers within ourselves, society, and the spaces where we live and work. Together, we can actively play a role in removing these barriers and being positive agents of change, so everyone is included."

Denis Trottier
Chief Mental Health Officer



[Read Denis' Blog](#)





In building this plan, we consulted with organizations that are committed to advancing disability inclusion in Canada and around the world. We appreciate their collaboration, insight and wisdom to help ensure we are committed to actionable change that will positively impact People with Disabilities.

- [Specialisterne](#)
- [Valuable 500](#)
- [Canadian National Institute for the Blind](#)
- [Rick Hansen Foundation](#)

We would also like to thank KPMG in Canada's DE&I Consulting practice for their role in supporting the creation of our firm's collective Disability Inclusion Action plan. Visit [KPMG in Canada's DE&I Consulting practice page](#) to learn more about how they can support your organization in advancing inclusion, equity, diversity and accessibility.



kpmg.com/ca

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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