

# **Tangerine's 2024 Accessible Canada Act Progress Report**

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# Introduction

We're pleased to present our first Accessibility Plan Progress Report. This report outlines the progress we've made since implementing our [2023-2026 Accessible Canada Act Accessibility Plan](#).

At Tangerine, we're committed to providing the best possible service to our Clients including people with disabilities, and to providing an inclusive workplace for our employees. To us that means ensuring our Clients and our employees with disabilities are respected for who they are, that employees can reach their full potential and that Clients can access our services in a manner that respects their dignity and independence.

This Progress Report highlights accessibility improvements we made in 2023 and how your feedback is helping to guide our efforts and priorities.

## General

### Contact information

Tangerine's Director & Head, Operational Excellence is responsible for receiving feedback on the Tangerine Accessibility Plan or any barriers related to accessibility from Clients, members of the public and employees.

### Mailing address

Tangerine  
Attn: Voice of the Client Team  
3389 Steeles Ave E  
Toronto ON  
M2H 0A1

### Telephone number

1-888-728-2603 – Designated accessibility feedback telephone number open from 9:00 AM to 9:00 PM Eastern Time.

1-888-826-4374 or 1-888-TANGERINE — To experience our award-winning Client service, call us toll free, 24 hours a day, 7 days a week.

Video relay service calls are always accepted.

### Email address

[welisten@tangerine.ca](mailto:welisten@tangerine.ca)

## Accessibility feedback

We welcome feedback about any barriers that employees, Clients, or members of the public experience with us, or about the implementation of our [Accessibility Plan](#). You can find additional information on our [Feedback Processes](#) on our website.

## Alternate formats

Alternate formats of this document are available upon request. You can request print, large print, Braille, audio format or an electronic format compatible with assistive technologies by email, mail or telephone using the contact information above.

## Consultations

To develop this progress report Tangerine Clients, employees and members of the public were invited to participate in an Accessible Canada Act Progress Report survey. The survey was available online on our Accessibility webpage from February 14 to March 18, 2024. The survey was released in English and French and it had 22 questions.

The survey participants included different age groups and genders, people with disabilities and people from both urban and rural locations.

### Consultation Effort

Participants have identified the following priority areas where impact was made:

- Information and communication technologies
- Communication (other)
- Built environment

Participants have identified the following priority areas where little impact was made:

- Employment – some survey participants responded that there are still many gaps within the accommodation plan for employees with disabilities.

## Feedback

### Information on Feedback received

We welcome feedback from Clients, employees and members of the public on how to become a more accessible and inclusive bank for people with disabilities. Since early 2023, we received 186 submissions of feedback on accessibility.

Feedback can be submitted by mail, telephone and relay, email, our complaints process, and surveys including feedback forms on web and mobile.

Of the 186 submissions we received, 70 submissions included feedback that identified barriers at Tangerine:

- 11% were related to information and communication technologies.
- 18% were related to communication, other than information and communication technologies.
- 9% were related to design and delivery of programs and services.

We received no feedback related to employment, built environment, and

The top barrier identified across all the Accessible Canada Act priority areas was:

### **Accessibility services and accommodations**

We're working on improving to making our services better by:

- Enhancing our website and mobile app user interface to support Clients who are visually impaired.
- Offering different methods of communications e.g. email and live chat for our Clients.
- Improving our Client phone services by providing training and coaching to our employees.

### **Feedback Considerations**

We acknowledge all feedback in the manner it was submitted and we will continue to share existing and ongoing feedback with the appropriate teams across Tangerine to develop solutions that need to be actioned. Sharing this feedback give us an opportunity to make improvements to our policies, plans, and services and address the needs for our Clients and employees with disability.

## **Priority Area 1: Employment**

Tangerine strives to be the employer of choice for the diverse communities we serve. Our goal is to create a long-lasting culture of equity, inclusion, accessibility and belonging. We aim to make all our systems, practices, and processes equitable.

Our DEI strategy builds on [Scotiabank's Inclusion Commitments](#). We're committed to creating an inclusive and diverse workforce. To us, this means people feel they belong, can be their authentic selves, and thrive at work.

To better serve our Clients and communities, we win as one team. **Progress on Commitments**

<b>Description</b>	<b>*Timeline Status</b>
<b>Representation</b>  Increase representation of people with disabilities by 20%.	2025 In Progress
<b>Employment Equity Plan</b>  Help advance Scotiabank's People with Disabilities Employment Equity Plan to remove barriers related to attraction, retention and development of employees with disabilities.	2022 – 2025 In progress
<b>Employee Accessibility Operating Model</b>  Implement Scotiabank's Accessibility Operating Model with a focused approach to delivering services, developing talent and building an inclusive and accessible environment for employees with disabilities. It integrates accessibility into our employment practices.	2022 – 2026 In progress
<b>Focused Hiring Programs</b>  Running targeted hiring programs with community partners to increase representation of people with disabilities. Two initiatives are currently under progress focused on hiring of people with vision loss and with cognitive disabilities.	2022 – 2024 In progress

\*These dates are estimates and actual completion dates may vary.

### **Commitment 1: Representation**

In 2020, Tangerine made the commitment to increase workplace representation of people with disabilities. We're making good progress towards this goal. Now, we intend to continue hiring and supporting employees through all job levels.

Tangerine's goal is to increase the number of people with disabilities working for us by 20% by the end of 2025.

Although we've increased the number of employees with disabilities overall, we're continuing to drive equitable and inclusive hiring practices.

## **Commitment 2: Employment Equity Plan**

The **People with Disabilities Employment Equity Plan (EEP)** continues to evolve to further reflect the work that business lines, and their inclusion councils, are undertaking to address barriers to inclusion and accessibility.

In 2023, some of the key priorities for the People with Disabilities EEP were (but are not limited to):

- Addressing the needs of the Accessible Canada Act.
- Implementing the Accessibility Operating Model.
- Delivering accessible documents through the HR Knowledge Management systems.
- Ensuring equitable and inclusive learning resources and platforms are available.
- Including Business and Functional Line roles and responsibilities for delivering inclusion and accessibility into the EEP; and
- Championing the:
  - Accessibility audit for Real Estate and Design,
  - Hiring initiatives through the Talent Acquisition team,
  - New project support documents and checklists with our Program Management Office (PMO) to ensure accessibility requirements and considerations are included in Planning, Solution Design and Transition to users.
  - Launch of the Accommodation Portal by the Workplace Accommodation team.

Governance and oversight are provided by the **Employee Accessibility Executive Council (EAEC)**. The EAEC receives bi-monthly progress updates on initiatives within the Employment Equity Plan. The EAEC is a group of cross-functional senior leaders with a global mandate of sponsoring and enabling employee accessibility initiatives across the bank. They ensure the bank is prioritizing accessible, equitable and inclusive career lifecycles for employees with disabilities in a targeted way.

## **Commitment 3: Employee Accessibility Operating Model**

Global Human Resources, through the stewardship of the Workplace Accommodation and Diversity, Equity & Inclusion teams, has developed and implemented the **Accessibility Operating Model (AOM)**.

Feedback from our employees has shown that the Bank must remove some barriers to provide an equitable and inclusive experience for employees with disabilities and those accessing accommodations. In response, Global Human Resources created the AOM to address unique operational needs. The operating model includes efforts that

go beyond compliance and towards a best-in-class employee experience of belonging and inclusion.

The Accessibility Operating Model lays out how we'll enhance existing systems and the steps we will continue to take towards sustainable long-term impact. By addressing our operational needs through the AOM, we hope to set up the foundation of how key stakeholders can work together to deliver projects and programs that provide a best-in-class experience for employees with disabilities.

The improvements and objectives outlined in the AOM will continue to progress gradually until the end of 2025. We'll track our success using the following:

- Key performance indicators within the People with Disabilities EEP.
- Annual ScotiaPulse results from employees with disabilities.
- Global Diversity Survey results.

These efforts are aligned with the bank's representation goals for 2025

The following elements of the Accessibility Operating Model will be addressed through to the end of 2025:

- Defining and amplifying "**Accessibility by Design**".
- Creating process **Optimization** for a more seamless experience for employees with disabilities.
- Evolving and enhancing the **Redeployment** experience for employees returning from leave.
- Sharing **Employee Insights**, and the actions the bank is taking to gather and address feedback.
- Being intentional about **including and consulting** people with disabilities in the creation of programs, policies, and initiatives.
- Resourcing and training opportunities, called **Capability Building**, that look at Neurodiversity, allyship, and accessibility across employee platforms and learning hubs.

#### **Commitment 4: Focused Hiring Programs**

In 2023, in partnership with Scotiabank we've focused on hiring people with disabilities in full-time roles across job levels and business units. We also expanded our internship and student hiring programs.

To expand student hiring, we created relationships with student centres, clubs and groups across Canada. In 2023, Scotiabank hosted or attended 164 diversity events (related to various equity-deserving groups and their intersectional identities), and five events specifically for students who identify as people with disabilities.

- Scotiabank holds three key relationships with universities:

- Western University's **Hire Ability**
- York University's **People with Disabilities Recruitment Events**
- Smith University's **EDI3 Program**

As a result, the bank hired 6% students with disabilities for co-op and internship positions in 2023.

- For non-student hires, Scotiabank focused on developing community-driven strategies for providing accommodations during the application process and throughout the employment period.

To improve candidate attraction and retention, we've done the following:

- Used **Plum** (a candidate assessment tool) to provide a better candidate experience, including alternatives for persons with disabilities.
- Partnered with the **Workplace Accommodations team** to review how to identify, coordinate, implement and support effective accommodations in the workplace.

Scotiabank organized three workshops with community partners to support hiring of people with disabilities across job levels. First, we initiated conversations with hiring managers to ensure job postings used inclusive language. Then, we connected with our community partners to post our roles to make sure a diverse list of candidates was shared with hiring managers. As a result, the bank created two pilot programs focused on hiring people who identify as neurodiversity and people with low vision or who are blind.

Moving forward, we're continuing our hiring partnerships with the Canadian National Institute for the Blind (CNIB) through their Come to Work event; the Canadian Congress on Disability Inclusion through their career fair; and the Connecting the Dots virtual networking and in-person hiring events.

Thanks to these partnerships, Scotiabank has seen great results.

- More applications: Applications from people with disabilities increased by 29%.
- New hires: In 2023, the bank hired 434 people with disabilities.
- Community connections: Our business teams hosted 9 information sessions with regional community partners about hiring people with disabilities.
- Networking and learning: We took part in 12 networking events and development information sessions.

## Priority Area 2: Built Environment

Tangerine is a digital bank without physical branches. We're committed to providing accessible physical spaces for employees. We achieve this by following Canadian

legislation and building codes and comply with accessibility laws and regulations when building or making major changes to our employee spaces.

## Highlights/Accomplishments

### New office workspace

Our new office space at 100 Yonge St. in Toronto features a variety of workspaces, meeting rooms and dedicated quiet spaces. Accessibility and inclusion were paramount in the design, which includes tables to accommodate employees with sensory disabilities, braille on internal signage, as well as a universal washroom.

## Progress on Commitments

Description	*Timeline Status
<b>Employee Workspaces</b>  Assess current state of employee workspaces by working with Scotiabank to complete workspace audits.	2023 – 2024 In progress
<b>Take Action</b>  Develop an action plan to focus on and carry out relevant actions based on audit recommendations.	2023 – 2026 In progress
<b>Maintain</b>  Thereafter, continue to audit workspaces and carry out relevant actions based on findings.	2023 – 2026 Not started

\*These dates are estimates and actual completion dates may vary.

### Commitment 1: Employee Workspaces

All Tangerine spaces meet or exceed requirements by design. Five workplace audits will be completed across Canada this year. An Eco-System audit will take place at the new 100 Yonge office space. Today our built in environments are all compliant with accessibility laws and regulations.

### Commitment 2: Take Action

Following the audits, we'll create an action plan to address audit findings. As of the creation of this progress report, there aren't yet further details to share.

### Commitment 3: Maintain

Not started

## Priority Area 3: Information and communication technologies

We believe all Canadians deserve access to financial services. As one of Canada's leading digital banks, we're committed to providing accessible digital banking products and services that meet the needs of our Clients and enable them to bank with dignity and independence. We strive to eliminate barriers and improve our offering to Clients, employees and the public in order to deliver experiences that are equally empowering to all.

We work from a "people before bank" perspective and put accessibility at the heart of each process – from design to delivery. We seek to truly understand the problems we're trying to solve and measure our solutions to make sure we're making a difference. We're always course correcting, evolving with our Clients and creating ethical, sustainable, accessible and inclusive solutions.

### Progress on Commitments

Description	*Timeline Status
<b>Expand Digital Accessibility</b>  In partnership with Scotiabank, expand existing digital accessibility testing tools and processes.	2024 – 2027 In progress
<b>User Research and Consultations</b>  Increase opportunities for people with a broad range of disabilities and intersectional identities to provide input into the design of digital banking experiences by doing research and studies to understand digital banking preferences, barriers and needs.	2023 – 2027 In progress
<b>Accessibility in the Employee Digital Experience</b>  In partnership with Scotiabank, update Assistive Technology tools and training available for employees with disabilities and expand the Assistive Technology Catalog with solutions to support employees with cognitive disabilities.	2023 – 2025 In progress

Description	*Timeline Status
<b>Digital Accessibility Practices</b>  Undertake an evaluation of digital accessibility practices and tools to discover gaps in our processes and close them with key stakeholders.	2023 – 2024  In progress
<b>Website and Mobile Banking App</b>  Construct and augment future website and Mobile Banking app to conform to WCAG 2.1 AA standards.	2023 – 2027  In progress
<b>Enhance the Lighthouse design system</b>  Design, develop and test user interface components for Lighthouse design system to conform to WCAG 2.1 AA standards.	2023 – 2026  In progress

\*These dates are estimates and actual completion dates may vary.

### **Commitment 1: Expand Digital Accessibility**

1. We've now launched a pilot program to assess the maturity of our accessibility processes and results, and to track improvement over time.
2. We added a new tool to allow our web content managers to catch and fix accessibility issues before publishing content on our site.
3. We conducted a gap analysis of our accessibility toolkit and have identified areas to improve using new tools and methodology. This will help our website development teams discover and fix potential accessibility issues earlier in their workflow.
4. We've established a schedule to regularly scan our public website and identify accessibility improvements.

### **Commitment 2: User Research and Consultations**

The Digital Client Experience Design team includes people with disabilities in qualitative and quantitative research. This helps us understand and include their barriers, preferences, needs and perspectives in the design of digital products and services.

In 2023, we did 24 in-depth interviews with 186 participants, where 15% of participants identified as having a disability. We conducted 8 surveys with 6,595 respondents, where 11% of respondents identified as having a disability. We provided accommodations, including American Sign Language Interpretation, when asked, so participants with disabilities could fully engage in the user research.

### **Commitment 3: Accessibility in the Employee Digital Experience**

We have begun discussions with our partners at Scotiabank to enhance our Assistive Technology Tools for employees with disabilities.

### **Commitment 4: Digital Accessibility Practices**

1. We introduced new tools such as: Component guidelines, handoff checklist for designers, and accessibility evaluation tools.
2. We began working with Scotia Digital and adapting their practices and tools with respect to accessibility.
3. We initiated weekly Accessibility Open Hours for employees to get advice and guidance on digital accessibility.
4. Business Analysts are now required to consult with our Digital Accessibility Lead on new initiatives before code is written and designs are created.
5. Industry research is now being shared with the Tangerine Design Team to educate employees on how people with disabilities navigate digital services like banking.

### **Commitment 5: Website and Mobile Banking App**

1. The Digital Accessibility Lead works closely with the design teams to ensure the website and Mobile Banking app is accessible with WCAG 2.1 AA Standards.
2. Quality Assurance engineers assist with accessibility standard testing.

### **Commitment 6: Enhance the Lighthouse design system**

1. We've provided our developers with the user interface components for Lighthouse design system testing.
2. We're introducing accessibility specifications and guidelines for all document components (in progress).
3. We've established regular touch-points for designers and developers to consult with our Digital Accessibility Lead and Design System Lead, to ensure that further improvements are identified.

## **Priority Area 4: Communication, other than Information and communication technologies**

We believe it's important everyone gets quick, easy, and fair access to information without barriers. We're committed to ensuring Tangerine information and communications can be used by everyone.

## Progress on Commitments

Description	*Timeline Status
<b>Accessibility Improvements for Tangerine Services</b> Make accessibility improvements to the ways in which Clients sign up for Tangerine services, including delivery of documents.	2023 – 2026 In progress
<b>Accessible Formats of Banking Documents</b> Update processes to make it easier for Clients to request and receive accessible formats of banking documents.	2024 – 2028 In progress
<b>Experience Principals</b> Launch Experience Principles to set higher standards and educate design and development teams to build banking solutions that use simpler and more inclusive language.	Achieved in 2023
<b>Simplified Financial Literacy</b> Provide simplified guidance on financial literacy through our social media channels and website content.	2023 – ongoing In progress

\*These dates are estimates and actual completion dates may vary.

### Commitment 1: Accessibility Improvements for Tangerine Services

1. We've been making ongoing enhancements to our onboarding process (new Client signup) on both our Mobile Banking app and website.
2. We're phasing out identity confirmation at Canada Post outlets and focusing on digital identity confirmation methods that don't require individuals to go to a physical location.
3. We've begun offering alternative accessible methods such as QR Codes for activating Client Cards.

### Commitment 2: Accessible Formats of Banking Documents

To be started in Q4 of 2024.

### Commitment 3: Experience Principals

Internal and external interviews, research, and analysis led to the creation of four Tangerine experience principles for our design and development teams. These principles guide how we design experiences for people who engage with us, including

people with disabilities. The experience principles were introduced in November 2023 by our Chief Executive Officer.

The Experience Principles are:

- Build trust to earn trust.
- Empower through simplicity.
- Real talk for real life.
- Always moving – forward.

#### **Commitment 4: Simplified Financial Literacy**

This is an ongoing initiative, and our teams are working to enhance our social media channels and our website in order to provide Clients with simplified guidance on financial literacy.

### **Priority Area 5: Design and delivery of programs and services**

We believe all Canadians deserve access to financial services, and we're committed to providing accessible services that meet the needs of our Clients. We strive to continually eliminate barriers and improve our offering to Clients, employees and the public in order to deliver equally empowering experiences to all, regardless of their accessibility needs.

We're committed to treating all people in a way that allows them to maintain their dignity and independence. We believe in integration and equitable opportunity and are committed to meeting the needs of people with disabilities by preventing and removing barriers to accessibility and meeting accessibility requirements. We continually strive to improve the accessibility of our products and services.

#### **Progress on Commitments**

<b>Description</b>	<b>*Timeline Status</b>
<b>Tangerine's Client Accessibility Program</b>  Review and update Tangerine's client accessibility program. We will consult with people with disabilities and implement improved client accessibility processes.	2024 – 2026  To be started

Description	*Timeline Status
<b>Employee Training</b> Develop and launch training to improve employee understanding of how to support Clients with disabilities and implement accommodations when requested.	2024 – ongoing To be started
<b>Accessibility Service Page</b> Offer and update information about the accessibility features and services Tangerine offers on the <a href="#">Accessibility Service</a> page.	Achieved in 2024

\*These dates are estimates and actual completion dates may vary.

### **Commitment 1: Tangerine’s Client Accessibility Program**

To be started in Q4 of 2024.

### **Commitment 2: Employee Training**

To be started in Q4 of 2024.

### **Commitment 3: Accessibility Service Page**

Tangerine’s Accessibility Service page is updated with the accessibility features and services we offer.

## **Priority Area 6: Procurement of goods, services and facilities**

Accessibility is about enabling everyone to fully participate in society without barriers. Accessible procurement applies to all sourcing, from routine purchases to using a contract for multi-year projects. Accessibility focuses on end users and how they interact with the goods, services and facilities that we procure. This isn’t a one-size-fits-all approach.

There’s no one answer that will fit everything we buy. We consider accessibility by identifying the barriers faced by the people who use our products and services.

## Progress on Commitments

Description	*Timeline Status
<b>Accessible Procurement Processes</b>  In partnership with Scotiabank, conduct a current state study to find out how to integrate accessibility requirements into existing end-to-end procurement processes.	2024 – In progress
<b>ProcureAccess Partnership</b>  In partnership with Scotiabank, participate in a cross-industry initiative, ProcureAccess, facilitated by Disability: IN, a non-profit organization focused on disability inclusion, to advance the procurement of accessible digital technology.	2024 – In progress

\*These dates are estimates and actual completion dates may vary.

### **Commitment 1: Accessible Procurement Processes**

We continue to find ways to integrate accessibility into our procurement processes, and here's how:

Scotiabank's Global Procurement Services team is reviewing our procurement policy, process, and training to find ways to incorporate accessibility requirements and standards into the procurement of goods and services.

We'll continue to use the ProcureAccess [Accessible Technology Procurement Toolkit](#) to inform and develop the bank's technology procurement practices.

We're committed to increasing opportunities to work with diverse suppliers where possible, including Indigenous Peoples, LGBTQ+ people, people of colour, people with disabilities, veterans, and women-owned businesses.

### **Commitment 2: ProcureAccess Partnership**

**ProcureAccess** is a business-to-business initiative facilitated by **Disability:IN**, the leading global disability inclusion non-profit. ProcureAccess brings together companies that recognize the importance of buying and selling technology that is accessible to people with disabilities.

In June 2023, Scotiabank joined other leading companies committed to prioritizing accessibility in the procurement process and signed the [Procure Access Statement](#).

Being part of the ProcureAccess means that we're committed to working with other companies to procure digital products and services that are accessible to and usable by all our stakeholders with disabilities. Stakeholders include employees, job applicants, Clients and the public. This work is based on global accessibility laws, regulations, and standards, including the **Web Content Accessibility Guidelines (WCAG)**, 2.1 Level AA and future WCAG updates

## Priority Area 7: Transportation

Tangerine doesn't provide public transportation and hasn't identified barriers under this focus area of the *Accessible Canada Act*.

## Accessibility Awareness and Training

We aim to increase employee knowledge, skills and understanding of accessibility through training that offers timely and continuous learning in many formats. Our approach promotes an inclusive culture and equips Tangerine employees to take accountability for making sure that their work is inclusive and accessible.

### Digital Accessibility Skills and Capacity

We offer a variety programs and resources to our employees towards building digital accessibility skills and capacity:

- **A11yBoost**, allows employees to collaborate and contribute to our accessibility culture. It offers nine virtual instructor-led training sessions for digital product managers, business analysts, designers, content writers, software developers and quality assurance testers.

In 2023, we had 18 sessions and a total of 148 attendees participating.

- **A11yLearning Paths**, is a self-directed and curated learning resource available to Tangerine employees. Each of the six learning paths offers online videos and interactive courses, in-class training and workshops and conferences.
- **A11yLearn**, is a self-directed program which offers in-the-moment- learning through bite-size videos, video podcasts and articles that deepen employee understanding of accessibility practices.

### Awareness and Culture Building

- A mandatory e-learning course called Rethink Accessibility is completed by all Tangerine employees. It provides employees with a better understanding of accessibility. Disability: IN, a non-profit organization focused on disability

inclusion, was consulted in developing the course. It introduces key behaviours to help foster a more inclusive culture.

- We're working to reduce the stigma around mental health concerns like depression and anxiety. Our people managers were trained to have those important mental health discussions and support the wellbeing of their direct reports. They've been given practical tools to accommodate mental health disabilities.
- People Networks (otherwise known as Employee Resource Groups) are grassroots initiatives that amplify the voice of the bank's diversity. We work with People Networks to ensure they are active contributors to the employee experience and that employees with disabilities are consulted in the design and delivery of Human Resources policies and programs.