



# Inclusion is about all of us.

**Inclusion & Diversity Report**  
2018/19



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## Inclusion is about all of us.

Creating a culture that strives for equity and embraces, respects and values differences for all of our people.

## Diversity is about each of us.

It is about the variety of unique experiences, qualities and characteristics we all possess.

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## Inclusion & Diversity is an integral part of how we conduct our business, not only within our organisation but also with our clients.

A flexible workplace is the foundation of our policies helping close the gender inequities between men and women. We are proud that our parental policies extend equally to both mothers and fathers, mothers and mothers, and fathers and fathers. But flexibility is not just for parents. A flexible workplace allows our people to pursue other passions, often giving back to society in a way a rigid workplace would not allow them to do.

Eric Mercier, completed a Masters of Applied Positive Psychology at the University of Melbourne while working part time. His experience in managing his work, study and childcare responsibilities formed the basis of his Masters and now fuels his PhD thesis which is investigating the correlations between the wellbeing of fathers and the impact of time spent with their children.

Over the past 12 months we have published three important studies on gender inequality and the implications financial inequity throughout women's working lives adds to the disadvantage of older age women.

The cost of coming back revealed, for a couple earning the minimum wage, the mother is effectively working for just \$2.50 an hour on days four and five if she increases her working days beyond three a week. This is due to the interaction between the Australian tax, family payments, and childcare subsidy systems creating punishing disincentives for working mothers at all income levels, and exacerbating the effects of wider social biases against women.

Society needs to rethink our working norm and tip the balance to a society where flexibility without disadvantage allows people to care for their families, pursue their careers and give back to society.



**Gary Wingrove**  
CEO, KPMG Australia





# Flexibility

## Working flexibly

Workplaces succeed by considering the different ways individuals need and prefer to work. At KPMG, we work flexibly – it’s open to everyone in a way that works for both the individual and their team. We care about the wellbeing of our people and want to support them to find the right balance, and to thrive in both their personal and professional lives.

Stories about our extraordinary people demonstrate how working flexibly is enhancing wellbeing, supporting parents and carers, as well as personal and career growth.

Eric Mercier, based in Adelaide, completed a Masters of Applied Positive Psychology at the University of Melbourne, all while working part time at KPMG and trying to manage time spent with his children.

When it came to submitting a research proposal for his Masters, Eric used real life as inspiration to delve into the correlation between the wellbeing of fathers, flexibility required and the impact on the time spent with their children. In 2019 he started a PhD at the University of Adelaide, following on from his original research proposal.

“ Since working part time and being with my family, I have found my wellbeing has improved. This confirms science and the Work-Family Enrichment theory which states that when one area of life gains more positive meaning (family), it also enriches the other area (work) and vice versa.”





Sean Dortkamp joined the Rural Fire Service in Sydney a few years ago. After being in the Army Reserve, he was looking for a new challenge and new way to serve his community.

During the bushfire season, flexible working means Sean can work from home or at the fire station in case he's called out to an emergency. He's also been able to alter his working hours when he has been called out to a late-night emergency.



Kristy Rees from Darwin seems incredibly well-organised. Partner and mother of three boys, she's a multi-tasker, a clear thinker and something of a philosopher, too. Kristy doesn't consider herself a 'superwoman' and acknowledges there is a time to push forward and a time to pull back.

**"We don't live to work, we work to live," she says. "We work hard to live well so it's important to prioritise those you love."**

Kristy admits the work-family juggle can sometimes be disruptive, but she's learned to roll with the punches. She works full-time however spends one of her days per week working from home, which she says helps her balance her work and family commitments.

Despite the distance, Partner Eelco Lijding has successfully found a balance between work and family that helps to grow the strong bond he has with his children, and his own career. Eelco travels back to the Netherlands to meet his children every school holidays, which happens five times a year. This means he is a part-time Partner working 10 months a year, being away from the office for a total of eight weeks, in five blocks.

**"KPMG not only understood the commitment but actively supported me to honour the commitment I had made to my kids. The shift of my work/life balance has allowed me to stay close to my children and keep my word in meeting with them five times a year."**

This arrangement comes with some sacrifices in both his personal and professional life, however it has helped him to retain a strong relationship with his children and he has never had a client impacted by him being away. Eelco believes there is always a flexibility solution in order to find the right balance for yourself.





# Cultural Diversity

KPMG enjoys a diverse cultural makeup that comes from having a network of member firms in over 150 countries around the world. It offers our people the opportunity to experience new cultures in different regions while working on global KPMG assignments – this enriches our cultural diversity even further.

To better reflect our community, we embrace and celebrate our different cultural backgrounds. We do this by observing and acknowledging various dates and festivities on the cultural calendar throughout the year.

We work with community partners to help solve challenges, with a core focus on reconciliation with Indigenous Australia through our Reconciliation

Action Plan. In 2009, KPMG became the first major accounting firm to develop a Reconciliation Action Plan endorsed by Reconciliation Australia. We have committed time and resources to support and build capacity within Indigenous organisations and businesses and to improve the pathway through education and into employment for Indigenous Australians.





# Gender Equality

KPMG has a target of 30 percent women in partnership by December 2020. Starting at 16 percent of women in partnership in 2013, we reached 27 percent by 2019. We are proud of the progress made and will continue to drive change to support women, knowing it's about so much more than leadership targets.

“Gender equality takes considered and deliberate effort, and the dedication of all our people to create the shifts we have seen over the past few years. There’s a lot to celebrate and so much more to do before we can say we have truly reached gender equality – but I’m confident we’re up for the challenge.”

– **Gary Wingrove**  
CEO

Our CEO Gary Wingrove is a Pay Equity Ambassador through the Workplace Gender Equality Agency (WGEA). We are committed to understand and develop actions to address any pay gaps and have embedded this into all of our processes and systems that might impact an individual’s performance, promotion, pay, development and opportunities.

#### **Bird-Walton Program:**

The Bird-Walton sponsorship program has been proven to collectively develop the careers of both women and men at KPMG. It empowers high potential women with the confidence to take action when career opportunities arise, and builds the capability of male Partners to be more inclusive and authentic leaders, and advocate for women.

The [Confidence and Sponsorship](#) report demonstrates how this program is delivering ongoing, measureable, transformational leadership and change at KPMG through a Deakin University Australia and Cairnmillar Institute study.

Since the program commenced in 2015, 120 females have participated, of which one third have been promoted into more senior roles including 14 women who have been admitted to the KPMG Partnership. This demonstrates the impact of the program and the power it gives our people to drive gender equality themselves.

#### **Male Champions of Change:**

KPMG’s commitment to gender equality is demonstrated by CEO Gary Wingrove’s participation in the Male Champions of Change (MCC) founding group. Working alongside like-minded organisations helps us to learn and to contribute to positive change with greater impact.

KPMG has contributed to a number of MCC reports designed to help organisations consider the how gender will impact future of work.

[MCC CEW Backlash and Buy-in](#)

[MCC Gender Equal Future of Work](#)

Networks like Women in STEM have emerged in order to recognise the significant role women play in these industries, and will continue to play in the future. We also have groups advocating for women in Private Equity and Venture Capital roles knowing that this is another industry realising the need for gender diversity. Other gender networks bring our people together so they can connect, share stories and learn from one another.



# Family and Caring

Life significantly changes when you start caring for others and at KPMG, we recognise the responsibilities of our people will also change. We understand that through all of these experiences our people have, they are also learning valuable skills that can enhance what they bring to their careers.

“ We continue to work to create an environment where it is safe to take parental leave without concerns of impact on careers; including recognising the true personal development gained during parental leave including capabilities like resilience, patience and flexibility”

– **Deborah Yates,**  
National Managing Partner  
People, Performance & Culture

KPMG’s parental leave policy is reviewed on an ongoing basis to allow greater access and flexibility for our people, offering;

- parental leave within the first 24 months from a child’s arrival
- removing waiting periods, and the ability for parental leave to be taken flexibly.

We recognise the important role dads play in a child’s life. Over the last few years the percentage of men taking primary parental leave has doubled. A group of fathers in Adelaide launched a networking group called ‘Fathers, Flexibility and

Wellbeing’ with the intention of promoting involved fatherhood, flexible work practices and a focus on the wellbeing of fathers. The group hopes to expand nationally in the future.

KPMG co-sponsored the Aussie Dads Photography exhibition through [Parents AtWork](#) to bring awareness on the importance of men being engaged in parental leave. This exhibition was to remove the stigma and judgement around taking time away from work to care for a family which are common worries for both men and women.



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18 months after my daughter Evie was born, I spoke to my leader about accessing parental leave. Over the next six month period, I spent two days at work and on client engagements, and the remaining three days with Evie. This allowed me to stay connected to the firm as well as spend quality time with her. The bonding time I spent with Evie was fantastic and very memorable!"

– **Peter Harmston,**  
Transformational  
Program Management

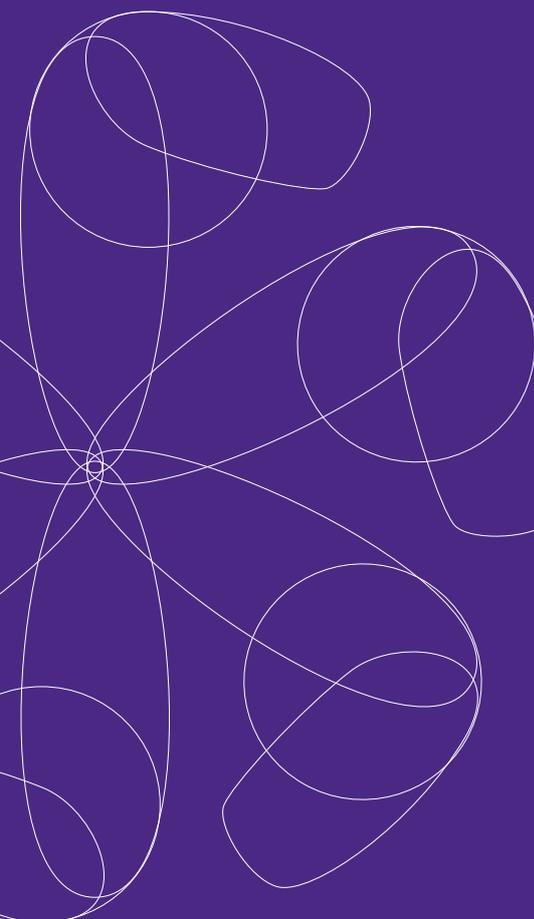


# People with Disability

We aim to focus on people’s abilities and how we can help them succeed by providing workplace adjustments, flexibility or a longer term health management plan. Our people, as both beneficiaries and agents of change, can fast track the process towards inclusive and sustainable development and promote a resilient society for all.

Sharing stories of our people is a way to learn from each other and to create a culture where difference is celebrated. Rocco Cutri works in Technology Enablement within our Management Consulting Team and shares his working life at KPMG with a visual impairment.

Our Disability Working Group action the work we do through events and engagement activities. We have created our own definition of a disability so we can better understand the needs of our people and to help provide the best support, whether that be through a workplace adjustment, flexibility or a longer term health management plan.



“ People who have a disability are problem solvers and can learn to harness different skills. An agile working environment enables me to work in the best place to suit the activity that really works for me. I have the flexibility to work from home when I need, to balance my life, look after my kids and participate in work.”

– **Rocco Cutri**  
Product Technology Specialist





# LGBT+ Inclusion

We aim to create a feeling of community through various networks, such as Pride@KPMG (our firm's network for LGBT+ Partners employees, and allies), which celebrated its ten year anniversary in 2018. We hold a range of activities and events through the network; all to help develop a stronger culture of inclusion that can positively impact everyone.

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Pride@KPMG is about providing an inclusive space for all our extraordinary people to bring their authentic selves to work, and to be advocates for positive change regarding sexual orientation and gender identity in the workplace and the broader community.”

— **Andrew North**  
Director, Brand & Engagement

Our Pride@KPMG network participate in community and pro-bono activities to help facilitate social change and acceptance beyond our own organisation. From walking in the Pride parade, sponsored festivals and KPMG branded jerseys, we are proud of our engagement with the community.

“Everyone is extremely grateful for the support KPMG has been so generous in providing.” LGBT+ charity.

This year we look forward to introducing a new LGBT+ leadership program that will create a safe space for high-performing LGBT+ people to further develop their leadership skills and become the bold leaders KPMG wants them to be.



# An inclusive culture.....

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We know an inclusive culture is underpinned by the capability of our people being competent not just in a technical way but also by their ability to build trust, develop and sustain relationships with our clients and deliver results. We recognise the significant role of leadership development.

Inclusive leadership and unconscious bias behavioural awareness is a focus in all of leadership program offerings so that in each stage of career development our people are learning and given opportunities to become more inclusive and authentic leaders.

With an explicit focus on cognitive diversity, the program challenged and engaged leaders to be accountable to each other in actively involving difference.

We believe leadership capability building is key to KPMG's inclusive culture now, and will sustain us well into the future.

A successful Inclusive Leadership program was launched to a group of Partners. It was recognised that in order to drive sustainable change it starts with leaders and individuals. The program focused on enhancing self-awareness and helped increase understanding of how to adapt approaches to build rapport, motivate and influence those "different".

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"Really rewarding session that actually helps me to become a better individual and leader."

– Inclusive Leader Program participant



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