Bring your whole self to work

Inclusion and Diversity Report

2017

kpmg.ca
“Diversity is about each of us, about the variety of unique experiences, qualities and characteristics we all possess.”

— KPMG Global
Message from the CEO

It is critical to our future success to have innovative thinking and diverse perspectives and experiences to remain competitive. To benefit from a well-rounded decision making process, businesses must build environments where every person feels included. We are fortunate to live in a country that celebrates and recognizes the richness of diverse backgrounds.

At KPMG, we believe in Inclusion and Diversity. The unique experiences, perspectives and values of our people allow us to think differently which helps us better serve our diverse clients - ultimately making our firm the client choice and #1.

KPMG has been at the forefront of inclusive policies and practices for visible minorities, women, persons with disabilities, the LGBTQ community and Indigenous people. We always welcome new and innovative ways to provide a barrier-free workplace that respects all of our people.

I would also like to take this opportunity to recognize Bill Thomas, KPMG Canada’s former CEO, for all of his work, commitment and dedication to putting us on the right path to a more inclusive workplace.

I’m proud of what we have accomplished so far but we can be better. Please join and support all of us as we continue our journey toward creating an inclusive and diverse culture.

Elio Luongo
Chief Executive Officer, Senior Partner
KPMG LLP Canada

“Inclusion and 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
Message from the Chief Inclusion Officer

Our society and culture are continuously evolving, and KPMG is committed to meet these needs by building an inclusive workplace for our people across Canada. We know that diversity fosters innovation and inclusion builds community. This is why when we embrace the needs of our people collectively, and empower them individually, we can truly understand the value that each of them brings to our firm.

At KPMG, we know that Inclusion and Diversity strengthens our business, enriches our culture and enables us to develop and enhance great relationships with our people, our clients and our communities. We do this by listening to our people, and we work towards it. And we’re also proactively assessing and measuring our progress to ensure that we have the right policies and strategies in place.

By continuing to build an inclusive culture, our people are able to bring their whole selves to work, which includes their diversity of perspectives and new ideas. This motivates our people to deliver innovative and competitive services to you: our clients and our communities.

I would like to acknowledge Bill Thomas, our former Senior Partner, for his vision and support for getting us where we are today.

I am passionate about inclusion and diversity at KPMG in Canada, and I am proud to be the KPMG Canada’s Chief Inclusion Officer.

Mary Lou Maher
Business Unit Leader, GTA Audit, Chief Inclusion Officer (CIO)
KPMG LLP
Inclusion and diversity (I&D) is who we are, and what we believe in. With changing markets and demographics, we recognized the importance to focus around inclusion and diversity by developing a formal strategy as well as share our commitment and embed it in our culture and who we are. So with the help of dedicated individuals, we have an empowered Executive Inclusion & Diversity Council and many others to carry it out.

In November 2013, the firm announced a new leadership position with the title Chief Diversity Officer (which has since been updated to Chief Inclusion Officer (CIO) in 2016). Then in January 2014, the firm took a major step to establish its Executive Diversity Council composed of 14 partners from across the firm. The Council is co-chaired by the CEO and CIO.

Throughout 2014, the Council developed the “three pillars” of our strategy which was launched to our people firm-wide. This strategy is described in detail in the following pages. The first step in executing the strategy was creating a training program to provide education on unconscious bias and its impact on decision-making in hiring, advancing, and promoting our people. This vital program was introduced to the Partnership at the 2014 Partners’ Conference.

In 2015, KPMG’s worldwide organization renewed its Inclusion and Diversity Council, which is led by their Global Head of People, Performance and Culture. In Canada, 2015 was the year we formally implemented our new strategy, and began rolling out programs and initiatives to support our people, and to become an authentically inclusive and diverse workplace.

In 2016, the global firm established “Inclusion” as a key strategic focus and highlighted its importance in this journey. And so came the decision to change the emphasis from “Diversity and Inclusion” to “Inclusion and Diversity” at KPMG. In Canada, we changed our executive champion’s title to Chief Inclusion Officer, and are evolving our Unconscious Bias training into more comprehensive training on Inclusive Leadership.

Inclusion and diversity at KPMG: a new era

88% of our people said they are able to bring their whole self to work

– Global People Survey, 2016
The three pillars of our I&D strategy

Developing a focused strategy is critical to embedding inclusion and diversity into our culture. Our strategy is based on three fundamental pillars where we can make the biggest impact. Each one of the initiatives we undertake each year aligns with at least one of our three focus areas.

**Our long term vision**

**Embedding our inclusive culture**
- Inclusion is a more abstract concept than diversity, and often more difficult to achieve.
- We make our people feel valued and comfortable by bringing their ‘whole selves’ to work.
- Our leadership/partnership is diverse and representative of our firm members.
- Our firm is representative of the Canadian skilled market and the clients we serve.
- Inclusive leadership behaviours are recognized and rewarded across the firm.
- High functioning Employee Resource Groups (ERGs) drive employee engagement.

**Creating a mentally healthy workplace**
- As opening the discussion around mental health reduces stigma, we remove an extra barrier for our people to bring their whole selves to work.
- We offer our people and their families support and resources to manage their mental health.
- Our programs and practices are aligned with the Psychological Standard of Canada.
- Our people have the resources and training available to support their teams.
- Our people are comfortable sharing their stories and openly talking about mental health.
- Ambassadors champion mental health across the organization.

**Being leaders in our community**
- The KPMG brand is associated with thought leadership, and we bring this quality to everything we do.
- We support communities nationally that align with our key priority groups.
- We are recognized for our thought leadership in the Canadian marketplace.
- We have strategic sponsorships and partnerships that align with our values.
- Our partners lead the conversation about Inclusion and Diversity in our market.
Embedding our inclusive culture

An inclusive organizational culture pursues goals and practices aimed at making members with different backgrounds feel welcome, respected and treated equally.

We make our people feel valued and comfortable bringing their ‘whole selves’ to work

An inclusive workplace is a barrier-free workplace, where our people are respected regardless of their gender identity, ethnicity, background, ability, sexual orientation or status. We provide valuable support through training, strategic programs and initiatives to deliver on this commitment. Through our sponsorship with Catalyst, we’ve encouraged men to engage in the conversation around gender-equality and the advancement of women. We have partnered with organisations such as the Centre for Talent Innovation (CTI) to understand the experience our women and people of colour have with sponsorship, and how it benefits their advancement – a first ever study of its kind in Canada and in our firm.

Our leadership is diverse and representative of our firm members

Next Gen is a two-three year program designed to monitor high-potential senior managers who are in the pipeline to become partners in the firm. This provides us with a purview of the make-up of our upcoming leadership, and we monitor your priority groups’ representation on a yearly basis to help ensure we are representative of our firm and the Canadian market. This process is continuously being reviewed for bias and barriers and adapted in order for us to make progress, and deliver on our commitment and our strategy.

Our firm is representative of the Canadian skilled market and the clients we serve

KPMG has specific goals for attracting a wide range of diverse candidates, and continues to remove barriers by increasing transparency and accountability around advancement of our people, and promotion to our partnership. Using our internal data, that covers many diverse populations in different levels and functions, we are able to follow our yearly trends in the hiring, promotion and development of our Indigenous peoples, persons with disabilities, the LGBTQ community, visible minorities, and women. We hold ourselves accountable for making sure we give the same opportunities to all their people, and that our bench strength is representative of the people, clients and communities we serve.

Inclusive leadership behaviours are recognized and rewarded across the firm

One barrier to embedding an inclusive culture in any organization is the existence of unconscious bias when hiring, promoting, assigning work, or assembling teams. In 2014, we challenged ourselves and developed unconscious bias training. It was tailored to our firm’s needs using top professionals and a consultant. By 2015 the training was provided to many of our people at different levels and in various functions across the firm. The training has since evolved into Inclusive Leadership training, which incorporates unconscious bias training and beyond to help our people understand and promote inclusive behaviours across all levels and functions.

High functioning Employee Resource Groups (ERGs) drive employee engagement

ERGs are comprised of representatives from a variety of key diversity groups, and beyond. These organic, grassroots groups exist across the firm by having an executive sponsor, and give their members the support of fellow KPMG people and their partners in similar circumstances. ERGs also meet to learn from each other; offer to support; share best practices and develop cross-business and associative relationships to help KPMG’s diverse customer and market strategy. KPMG’s ERGs cover a wide spectrum of interests, such as having a child with special needs, being a working parent; belonging to an ethnic and/or religious community; etc.

KPMG supports diversity and inclusion. I did not expect such a significant level of support to our employees.” – Manager

“Unconscious bias exists in almost every decision. I have received education on unconscious bias from many of our people. “ – Senior Accountant

“Unconscious bias is a significant issue in the workplace. It was tailored to our firm’s needs using top professionals and a consultant. By 2015 the training was provided to many of our people at different levels and in various functions across the firm. The training has since evolved into Inclusive Leadership training, which incorporates unconscious bias training and beyond to help our people understand and promote inclusive behaviours across all levels and functions.” – Manager

Inclusive & Diversity at KPMG
Visible minorities have entered the Canadian urban population in such numbers that some suggest the label is becoming outdated. All of Canada’s major cities are forecasted to become “majority minority” by 2030 or earlier. Members of visible minority groups currently represent all net growth in the Canadian labour force. In the KPMG workplace, about one in three employees identify as a visible minority. In this sense, and much like women as a priority group, inclusion has replaced diversity as the key issue. To better understand the challenges faced by visible minorities at our firm, we have partnered with the Centre for Talent Innovation to better understand their experience with sponsorship, how they have benefitted from it, the challenges they have experienced, and how sponsorship relates to their advancement to partnership at the firm.

85% of our visible minorities said they are able to bring their whole selves to work

“Global People Survey, 2016

"KPMG is proud to be one of Canada’s 2016 Top 100 Employers and 2016 Best Diversity Employers. Join us on our journey to a more inclusive and diverse workplace."

– Kristine Remedios, National Director, Inclusion & Diversity, KPMG Canada

Visible minorities at KPMG

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Women at KPMG

According to CPA Canada, women represent approximately 43 per cent of Certified Professional Accountants in this country. More than 50% of accounting graduates entering the profession in the last 20 years have been women. Since the 1990s, gender rebalancing at public accounting firms has been dramatic. At the present time, women make up 47% of client service staff at KPMG compared to 53% men. Now that equality in numbers has been achieved, KPMG is setting its sights on equality of opportunity for women in the form of partnership appointments, executive appointments, and directorships on the board. We have started to make some progress, but full equality of opportunity for women is still a goal the firm is actively working toward.

Women in Line for Leadership (WILL):

WILL is a two-year program designed to develop high-potential senior manager women into partner-ready candidates. Participants are provided with resources and learning opportunities. The program also focuses on mentorship and sponsorship of these women to ensure they have the right support and resources to advance in their careers.

Hiring trends: FY16 new hires

We are proud of the representation of women and visible minorities joining our firm. We are on a path to better support and attract Indigenous Peoples, Persons with Disabilities and the LGBTQ communities.

FY16 Experienced Hires

- 53% Female
- 47% Male
- 0.2% Indigenous Peoples
- 1% Persons with Disabilities
- 2% LGBTQ
- 36% Visible Minority

FY16 Campus Hires

- 51% Female
- 49% Male
- 1% Indigenous Peoples
- 3% Persons with Disabilities
- 2% LGBTQ
- 35% Visible Minority

*2016 Self-ID Survey: how our people have self-identified
Partner promotes & direct admits

Senior managers promoted to partnership

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21% of the partnership today is made up of women

Partner hires from external market

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41% of new partner promotes were women in 2016

84% of our LGBTQ community said they are able to bring their whole selves to work

84% of our LGBTQ community said KPMG has a climate in which diverse perspectives are valued

LGBTQ people at KPMG

While we’ve made great advancements on LGBTQ rights in society and in the workplace, the fact remains that many LGBTQ people have experienced discrimination at work. Prejudice and phobia in the workplace leads many in the community to hide their sexual orientation and/or gender identity at work, and we’ve taken concrete steps to break down barriers faced by LGBTQ peoples:

- One of our most active ERGs is the pride@kpmg network - which has a mandate of encouraging and supporting its LGBTQ members and allies by providing professional development resources, peer communication and community outreach, while helping to enhance recruitment and retention of LGBTQ people at KPMG. The pride@KPMG network is currently expanding its influence by partnering with other professional services firms and community organizations, and already leads a number of nationally supported community organizations in support of the LGBTQ community in Canada.

- We’re one of the founding partners of Pride at Work Canada, and we’ve completed their LGBT Inclusion Index—an online benchmarking tool that helps organizations track their inclusion programs and initiatives with respect to sexual orientation and gender identity – for the second consecutive year.

We are proud that 41% of our new partner promotes were women in 2016.

Mary Lou Maher, winner of Out On Bay Street’s 2016 Leaders To Be Proud Of – Lifetime Achievement Award

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Our progression on our vision:

Creating a mentally healthy workplace

A mentally healthy workplace requires the right tools and resources, while continuously trying to reduce stigma and break the silence, this is what we’re striving for.

Our people and their families have the support and resources to manage their mental health

We developed measures specific to our mental health strategy. Such measures include the implementation of a mental health scorecard that includes anonymous data from our independent Employee Assistance Plan (EAP) partner, and our benefits provider. Statistics we review (anonymously) include rates of short- and long-term disability leaves due to mental health, rates of counselling calls related to mental health, and rates of plan benefit usage like medical expenses related to mental health. This data allows us insight into the needs of our people and also tells us how well we are doing in supporting our people. This data was a key driver in the development of our mental health strategy, and is linked directly to productivity and business outcomes.

Our programs and practices are aligned with the Psychological Standard

The National Standard of Canada for Psychological Health and Safety in the Workplace was developed in 2013 by the Canadian Standards Association (CSA Group) and the Bureau de normalisation du Québec (BNQ). It is championed by the Mental Health Commission of Canada (MHCC). The Standard is a voluntary set of guidelines, tools and resources focused on promoting employees’ psychological health and preventing psychological harm due to workplace factors. We support the Standard and consistently look for ways to apply it to all our mental health initiatives.

Our people managers have the resources and training available to support their teams

Our mental health in the workplace programs and training help participants learn about the relevant legal, ethical and business concerns for having a mentally healthy workplace. Our training sessions, geared towards performance managers, people leaders and our HR professionals consist of classroom workshop sessions, e-learning modules and various online exams. We are continuously striving to create practical training for our people in order to reduce stigma, better support our people and teams, and to build a mentally healthy workplace.

Our people are comfortable sharing their stories and openly talking about mental health

Our Inclusion and Diversity team has supported two major campaigns around mental health. In the first campaign, various employees were invited to speak openly to others about their personal experiences coping with mental illness. The second year-round campaign shared tips and strategies for maintaining mental health, such as coping with the stress of our busy seasons, and the positive effects of good sleep and physical fitness on mental health. Information was published on our internal communication portal, accessible nationally.

Ambassadors champion mental health across the organization

Mental Health Week at KPMG is a firm-wide event held every May. Each office organizes events to raise awareness and end the stigma surrounding mental health. In addition to breakfast sessions, webinars and lunch-and-learns, a national communications campaign has featured the personal stories of many of our senior leaders. Our firm has also participated in CAMH’s One Brave Night to engage our people to end the stigma around mental health in the workplace, with Partners at the firm championing the overnight initiative.

63% of our people feel they have the right tools and resources to support our people’s mental health in 2015

So we piloted a “Mental Health in the workplace” training for our people leaders, HR professionals, and performance managers.

This is what they said:

“I now feel more comfortable and confident in my ability to open up discussions with my group concerning mental health and illness.” – People Leader.

“Excellent information on mental health and the impact to individuals and the firm.” – Senior Manager.

76% of our people said KPMG promotes maintaining a good state of mental health for all employees and partners (education & training, HR support, EAP services).
We are leaders in our communities based on our sponsorships, partnerships and all that we do internally and externally to foster inclusion and leadership in the Canadian market.

We support communities nationally that align with our five priority groups

KPMG has been active in supporting community organizations and partners to build deep roots into the communities we serve. We support these organizations because their visions align with ours, and we believe they provide beneficial services and help to increase the broad awareness of diversity in the community.

A few of these organisations include:

- Canadian Board Diversity Council
- Canadian Business SenseAbility
- Catalyst Canada
- Indspire
- Job Opportunity Information Network (JOIN)
- The Martin Indigenous Educational Initiative
- Pride at Work Canada
- The Women’s Executive Network

We have strategic sponsorships and collaborations that align with our values

KPMG is a lead sponsor and employer collaborator of the Rotman Back to Work program, operated by the Rotman School of Management at the University of Toronto. Back to Work provides women returning to the labour market after an extended absence with the skills and knowledge they need to re-enter the workplace. We have been fortunate to attract and hire several of these talented women.

Our senior leaders lead the conversation about Inclusion and Diversity in our market

We are believers in giving back to our community, and one of the best ways we can do this is by engaging in and leading conversations about Inclusion & Diversity in the market. Our leaders are passionate about sharing our best practices, programs and initiatives at conferences, workshops, roundtables and award ceremonies. We continuously learn and educate ourselves through our community, clients and engagement in the market.

Our people said they are treated with dignity and respect at work:

- Firmwide: 90% for all categories
- Women: 89%
- Men: 91%
- Visible minorities: 89%
- LGBTIQ: 91%
- Persons with disabilities: 76%
- Indigenous people: 100%
Global people survey (GPS)

Every year, KPMG employees around the world participate in the Global People Survey. The survey asks questions to measure the progress we are making against both our Canadian and Global strategies. A subset of the questions establishes the Inclusion and Diversity Report, an accountability framework that enables us to formally monitor our progress on our journey to inclusion and diversity.

A key part of this survey is welcoming our people to self-identify. This allows us to measure and analyze the level of engagement across our priority groups. This allows us to measure and analyze the level of engagement our priority groups. Feedback from GPS and the Inclusion & Diversity Report is taken to the Executive I&D Council yearly for review. The data is analyzed in detail, and each office and business unit is provided with a report on their progress.

Our firm’s 2016 Engagement score is 71%
– Global People Survey, 2016

Our firm’s 2016 Diversity score is 79%
– Global People Survey, 2016

Diversity in senior leadership FY17

Our goal is for our senior leadership to reflect our partnership

- Partnership
- Board
- Management committee
- Markets committee
- Business unit leaders

We are proud that the two largest KPMG business units are run by women.
Indigenous peoples at KPMG

Canada receives well-deserved accolades for its multicultural society, but this focus can obscure the deep racial, historical and cultural divide experienced by our Indigenous and non-Indigenous communities. Through our research, we’ve learned that Indigenous Peoples face multiple barriers when seeking employment, ranging from racism and discrimination, to cultural differences, literacy and education, to self-esteem, poverty, lack of transportation and childcare. KPMG has made a continuing commitment to advancing the Indigenous community in Canada, and to fostering strong relationships through several concrete initiatives. KPMG created a formal scholarship to support the Indigenous business community called KPMG’s Indigenous Student Awards. This program proved so successful that we launched a mentorship component to strengthen the connection with and support of the scholarship winners.

“To truly embrace inclusion of the Indigenous community and of all our people, what we must do is listen, be honest about what we don’t know, learn and be responsive to their needs. Our people are our greatest strength both as a firm and as a society, and internally, our goal is for each and every KPMG employee across Canada to feel comfortable bringing their “whole self” to work regardless of your own unique heritage.”

Mary Lou Maher
Chief Inclusion Officer, KPMG Canada, 2016

92% of our Indigenous People said they are able to bring their whole selves to work
– Global People Survey, 2016

83% of our Indigenous People said KPMG has a climate in which diverse perspectives are valued
– Global People Survey, 2016

Aboriginal Client Services
Serving the unique needs of Aboriginal organizations and communities across Canada.

Changing community demographics, increased business activity and governance demands, complex financial systems and a need for investment capital and training are key considerations for Aboriginal peoples today. Building relationships between businesses, educational institutions, government entities and healthcare partners is integral to achieving successful outcomes.

KPMG’s Aboriginal Client Services (ACS) professionals serve the unique needs of Aboriginal organizations, communities and cultures across Canada. Backed by years of experience in working with a multitude of industries and agencies, we work with our clients, helping to provide them with the technical knowledge and insights necessary to succeed.

Derek D’Angelo
Partner, Audit
KPMG LLP

John Stelter
Partner, Audit
KPMG LLP

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Persons with Disabilities at KPMG

Contrary to popular belief, over half of disabled workers require no special accommodation to do their jobs. These statistics were compiled by Canadian Business SenseAbility, a national not-for-profit organization helping businesses improve their success through the talents of persons with disabilities, and KPMG is proud to be one of the original corporate members of the organization. To foster an inclusive environment for our people, our firm has initiated the use of SenseAbility’s Disability Inclusion Index as a mechanism to make KPMG a more accessible workplace. Our participation has helped KPMG appreciate the intellect, perspective and innovative spirit that persons with disabilities contribute to the workplace.

“Individually we are smart; collectively we are brilliant.”
Elio Luongo
CEO, KPMG Canada, 2016

“Inclusion is about all of us creating a culture that strives for equity and embraces, respects and values differences for all of our people.”
— KPMG Global
At KPMG, we are proud of our commitment to inclusion and diversity in our workplaces, and we recognize the progress our strategy has made in its first few years. However, we also understand that we are very early into this journey. Inclusion and diversity continues to evolve in a dynamic society, and it is the quality of our pursuit rather than our anticipation of the finish line that will make the difference.

These are exciting times for inclusion and diversity at KPMG in Canada. As we attempt to shift the firm to an inclusive leadership culture, we are educating our people and giving them a voice to share their personal stories. We never realized how powerful this would be.

Within the firm’s structure, we are closing the gap in our partnership and senior leadership positions with women and visible minorities as we’ve found that although these two groups are well represented throughout the organization, they’ve stayed at the senior management level and have not progressed to partnership at a rate that we’d like. For other priority groups—we feel the need to do a better job attracting stronger talent into our firm. We’re also working to make them more comfortable at self-identifying and bringing their whole self to work.

Mental health is a pillar in our strategy because we strongly believe in its importance. As we expand our approach to mental health, we want to provide quality support to our people and their families to help build their resilience in a complex world. Absolute success will be elusive, but progress is entirely possible. We are educating our people leaders and managers about what it means to create and maintain a mentally healthy lifestyle and remove the stigma around mental health in the workplace.

Finally, we believe that demonstrating consistent leadership in inclusion and diversity will send an important message to our people, and to Canada’s business community. KPMG intends to keep leading the conversation around inclusion and diversity so it draws others in and, hopefully, makes meaningful improvements in many workplaces.

“"We are happy with our progress to date, and recognize we’re on a journey to achieving inclusion. We are committed to an inclusive culture that represents who we are as a firm: the clear choice."”

Elia Luongo
CEO, KPMG Canada, 2016
Thank you for your interest in inclusion and diversity at KPMG in Canada. If you have any comments about this report, positive or negative, we would like to hear them. Your comments will reach decision makers and help make our programs better.

Contact us

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