



Inclusion and Diversity

Strategy Group



An effective inclusion
and diversity strategy
drives cultural
transformation,
fosters innovation,
and mitigates
organizational risk.



#MeToo



In an age of transparency and the #MeToo movement, businesses must act now by implementing strategic inclusion and diversity practices.

What is the #MeToo movement?

A widely publicized movement that began in 2017, exposing institutional or systemic sexism that largely focuses on sexual harassment and abuse in the workplace.



Do you understand what #MeToo means to your organization?

Inclusion and diversity in an organization can give rise to fresh perspectives, new capabilities, and a workplace culture that both attracts talent and sets a business apart.

According to our 2017 Canadian CEO Outlook, limiting brand risk in an age of transparency rose from fourth place in 2016 to tie for the top spot in 2017. Businesses are more sensitive to risk than ever before as change accelerates.

Five key trends that are significantly increasing reputational, legal and financial risk in the absence of a strong Inclusion and Diversity strategy and execution are:

1. **Class-action and civil litigation is a fact in Canada, setting a precedent with settlements upwards of \$100,000,000.ⁱ**

In Ontario, updates to the Occupational Health and Safety Act raise the employer standard of care relating to the prevention of workplace sexual harassment. It requires that all incidents be investigated and complaints of harassment be reported. This shifts the burden of proof towards the employer. ⁱⁱ Federally, Bill C-65 exerts more pressure on federally-regulated companies to combat unacceptable behavior and punish those who don't take it seriously.

2. Regulatory and Institutional Investor scrutiny of diversity is becoming more prominent. Bill C-25 embeds "comply-or-explain" into the Canada Business Corporations Act for the very first time. Also, industry-leading global asset managers, as well as Canada's major institutional investors are actively calling for more gender diverse boards and executive teams.

3. Workforce demographics are in flux, leading to a shift in workforce culture. In 2016, individuals aged 55 and over accounted for 36% of the working-age population,

the highest proportion on record.ⁱⁱⁱ Without inclusive cultures and diversity at all levels, employers will find it challenging to replace older workers as younger top talent increasingly seek inclusive workplaces – leading to a significant brain drain and failure to innovate into the future.^{iv} By 2020, it is estimated there will be a global talent shortage of 85 million high-skilled and medium-skilled workers.^v

4. **Millennials are changing the way business is done.**

Empowered by technology and social media, they are exerting their leverage as employees and customers on organizations to create inclusive and diverse workplaces. By 2020, millennials will account for 50% of Canada's workforce.^{vi} If organizations do not adapt, they risk costly turnover.

5. **The Visible Minority is becoming the majority.**

Approximately 55% of persons living in Census Metropolitan Areas in 2031 will be either immigrants or the Canadian-born children of immigrants. In Toronto and Vancouver, these proportions will reach 78% and 70%, respectively.^{vii}



Questions to ask yourself:

1. What does inclusion and diversity mean to you?
2. How diverse is your organization today?
3. What percentage of your organization feels supported in bringing their whole self to work?

Source: ⁱ(Press, 2016) ⁱⁱ(Jessome, 2016) ⁱⁱⁱ(Statistics Canada, 2016) ^{iv}(Statistics Canada, 2016) ^v(Fortune, 2015) ^{vi}(Globe and Mail, 2017) ^{vii}(Canada, 2017)

How we define inclusion and diversity...

At KPMG, we believe inclusion is about all of us: the creating of a culture that strives for equity and embraces, respects and values differences for all of our people.

Diversity is about each of us: the variety of unique experiences, qualities and characteristics we all possess.

We have been at the forefront of inclusive policies and practices for visible minorities, women, persons with disabilities, the LGBTQ community and Indigenous Peoples.

And we have a proud history of fostering inclusiveness and diversity for everyone at KPMG.

It's core to our values and what we believe in.

It's how we work and who we are.



We can help you get there too...

We help companies achieve sustainable and profitable growth through intelligent Inclusion and Diversity strategy.

Through our 3 service delivery pillars, we can help your organization overcome challenges that come with creating an inclusive and diverse working environment.

Strategy and Execution

Operational effectiveness review and development of an inclusion and diversity strategy together with an execution roadmap

KPMG Inclusion IQ™

An organizational assessment based on our proprietary methodology

Training

Board and employee training to help address challenges and opportunities, as well as embed an inclusive culture into your workplace DNA



Questions to ask yourself:

1. What change is needed at your organization to create a culture that is more inclusive and diverse?
2. Is your leadership team committed to embedding a diverse and inclusive culture within your organization?
3. Are your talent processes anchored by inclusive leadership principles and behaviors?

Why we are different...

1. We can help develop your inclusion and diversity strategy and provide you with a roadmap for execution.
2. We lead by example. We are committed to maintaining an environment where every one of our people has a sense of belonging and purpose regardless of their gender, sexual orientation, race, religious beliefs, disability, or age.
3. We can provide the best in class tools and methodology, such as KPMG Inclusion IQ™.

KPMG Inclusion IQ™

Our measurement tool, KPMG Inclusion IQ™ will help you build a workforce that is diverse at all levels of your organization and create an inclusive culture. It will give you a starting point so you and your organization can make informed choices.



We deliver the results that matter.

Contact us



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