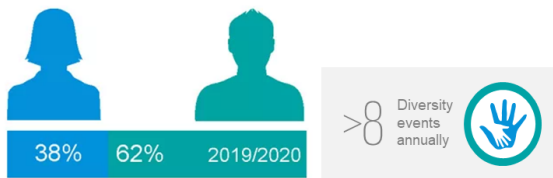




# Inclusion & Diversity overview FY2021

KPMG's understanding and point of view

## Facts & Figures at the start of FY2021



Level	Male	Female
Partners and directors	81%	19%
Senior manager	76%	24%
Manager	63%	37%
Senior	61%	39%
Junior	52%	48%

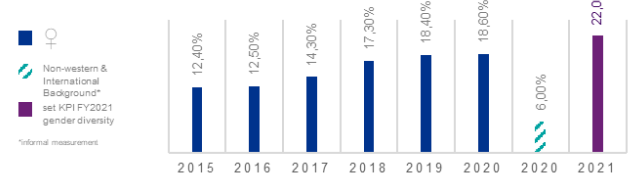
Male Female

## Female representation at leadership level



## Development PD-positions

Status Quo start FY21



## 5 I&D Communities



## The focus to achieve our vision

### I&D 10 step program

- Sharpen Leadership Accountability** Diversity is a business priority: sharpen leadership accountability via targeted I&D performance goals
- Equality by Design** We continue to relentlessly unbiass our processes for promotion, performance and remuneration
- Programs for inclusion** Strive for inclusion through mandatory two way mentoring programs, cultural diversity mentoring, evolving mentoring to sponsoring. Continue WPP.
- Relentless Education** We address bias through mandatory unconscious bias training for leaders, fitting the New Reality
- Inclusion Pulse Review** We measure the performance of our leaders on inclusion through regular surveys, incl. GPS
- Formal diversity measurement** We implement formal measurement and promotion of cultural diversity in senior positions and develop a new policy on the 'Participatiewet'
- Address Leaking Pipeline** We intensify our effort to address the leaking pipeline of female talent through root cause & sentiment analysis and focussed attention to culture
- I&D Guidance** We provide I&D guidance and support in talent- & performance review processes, invest in personal development of senior staff (Sr.Mngr assessments)
- Strategic senior hiring & onboarding** We will intensify strategic hiring with bold target: at least 50% women in senior positions, implement onboarding program for female senior leadership
- Unity in Diversity** We continue to contribute actively to all diversity networks internally & externally

### 4 High Impact Areas

- Leaking pipeline – Retention & female promotion**  
Identify all female talent (sr mngr level) and actively seek dialogue to ensure retention
- Leaking Pipeline – Strategic Hiring**  
Bold target setting: at least 50%, preferable 2 out of 3 strategic hires in leadership positions are female.
- Measure & promote cultural diversity**  
GDPR proof way of measuring cultural diversity  
Promotion of our successes in intercultural diversity
- Continued commitment**  
Relentlessly debias our processes, maintain gender parity in remuneration, presence in networks & commitment to charters.