



You Belong: Building Champions of Inclusion

2019 INCLUSION & DIVERSITY REPORT

Let's do this.





Foreword

Since releasing our first Inclusion & Diversity report *Bring Your Whole Self to Work* in 2016, we have continued in our journey to foster a more inclusive workplace and inspire our peers to follow suit.

Championing inclusion in the workforce is a commitment we don't take lightly. We recognize that it is more important than ever to respect and reflect the diverse experiences, perspectives, and backgrounds of Canada's growing population. We also understand how important it is for all Canadians to feel welcome and thrive in our offices and communities. That's why we endeavour to create spaces where professionals can feel comfortable bringing their whole self to work each and every day and – most importantly – enter our offices knowing they belong here.

Our mission is ongoing. **We are so proud to have been named one of Canada's Best Diversity Employers for 12 consecutive years, but now we are eager to build on our successes and keep the momentum going.** Our leadership team is growing and becoming more diverse as we also continue to grow and expand our internal employee networks and integrate more inclusion into our recruiting, advancement, and development processes.

This year's report shares insights into why we believe it's important for KPMG to be at the forefront of inclusion and diversity in corporate Canada. Clearly, we have to be adaptive in our thinking and continue working towards creating a truly inclusive and diverse culture. Not only is it a must, but it's what our people, clients and communities expect.

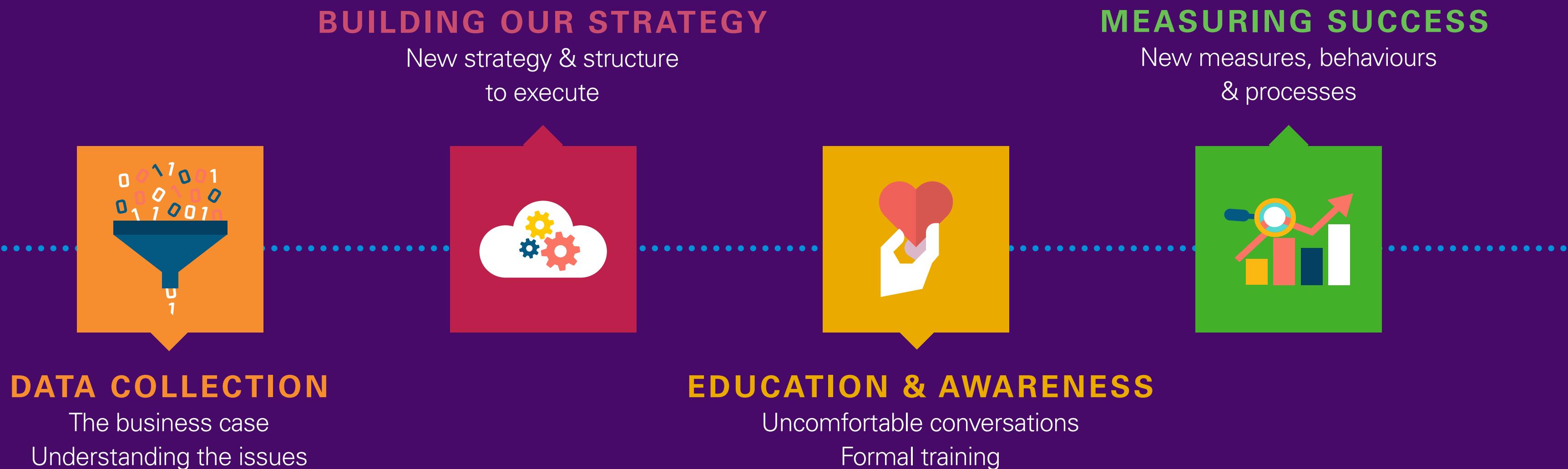
Kristine Remedios
Chief Inclusion and Social Impact Officer

Elio Luongo
Chief Executive Officer and Senior Partner

Our inclusion journey

Four years ago, KPMG in Canada embarked on its journey to embed a more inclusive culture within the workplace. Since launching our strategy in 2015, we have taken a data-driven approach to build our business case, understand our workforce, define our strategic priorities, and measure our progress.

Yet while data has been critical to mapping our journey, our ongoing success relies on our people. In recent years, we have shifted the emphasis of our training from addressing unconscious bias to focusing on inclusive leadership. Moreover, we are continuously evaluating our progress and setting new goals – all with the mission to ensure every employee knows they belong and are encouraged to bring their whole selves to work.



OUR STRATEGY

- Embedding an Inclusive Culture
- Creating a Mentally Healthy Workplace
- Being Inclusion & Diversity Leaders in the Community

WHAT INCLUSION & DIVERSITY MEANS TO US

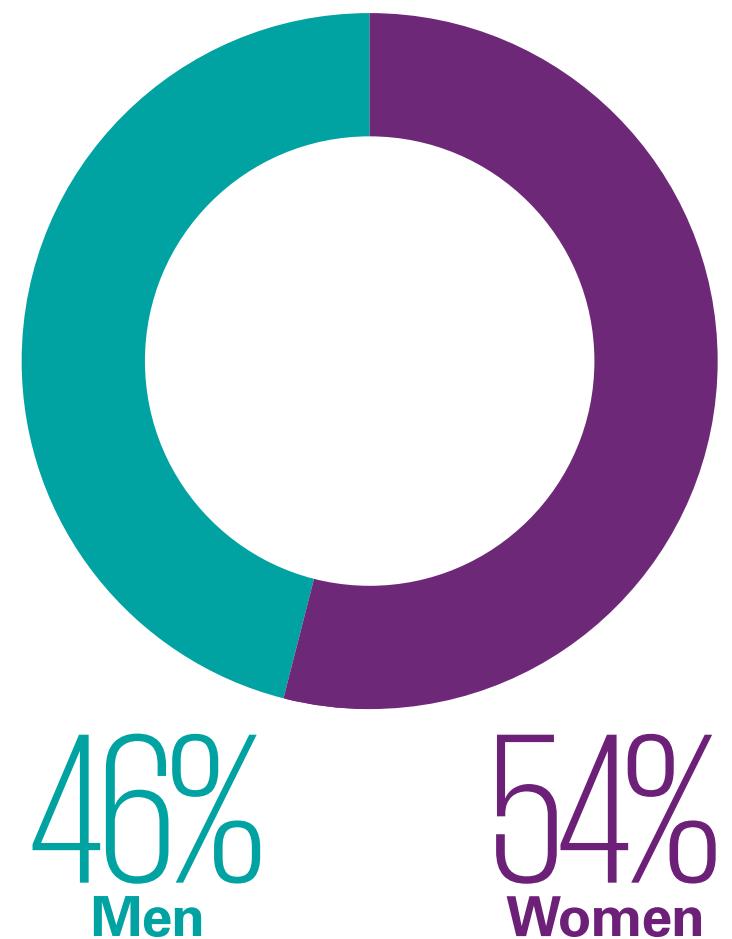
Inclusion is about **all** of us. It is defined by environments that strive for equity, value differences, and respect every individual.

Diversity is about **each** of us. It is about recognizing and respecting the variety of unique experiences, perspectives, and qualities that every person brings to the team.

Diversity of our people

86% favourable KPMG's Inclusion & Diversity annual engagement survey score. This is an increase of +7% since we released our 2016 report.

Source: KPMG in Canada 2018 Employee Engagement Survey



Today 33% of our people identify as a visible minority, a +3% increase over the past two years. We have also increased the representation of women and visible minorities at the leadership level over the past five years.

32% of our KPMG people were born outside of Canada, and we value the impact a diverse cultural lens and skills can have on innovation and business success. Moving forward, we aim to enhance our focus on hiring new immigrants and refugees.



We recognize that diversity is not one-dimensional, and that people view their identities in many different ways. We now apply this lens of intersectional identities to our data to better understand the unique experiences of our people. In fact, 21% of our people have self-declared they belong to at least two of our five priority groups (women, visible minorities, persons with disabilities, Indigenous Peoples and/or LGBTQ2).

KPMG in Canada's Executive team

What do 4 women, 3 men, 2 mothers, 3 fathers, a lesbian, all with a variety of different ethnic and religious backgrounds have in common? They all **belong** to KPMG's executive team.



43%
Men

57%
Women

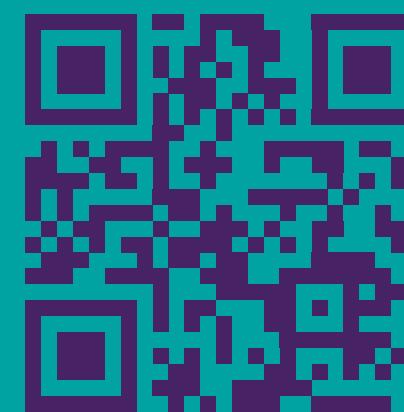




"Having a diverse leadership team is critical to providing our people with role models they can relate to and be inspired by. Introducing this new short-term goal will accelerate our progress and hold us accountable."

Silvia Montefiore
Canadian Managing Partner,
Business Enablement and
Operations

Our Goal: 30% Women & 20% Visible Minorities in the Partnership by 2022

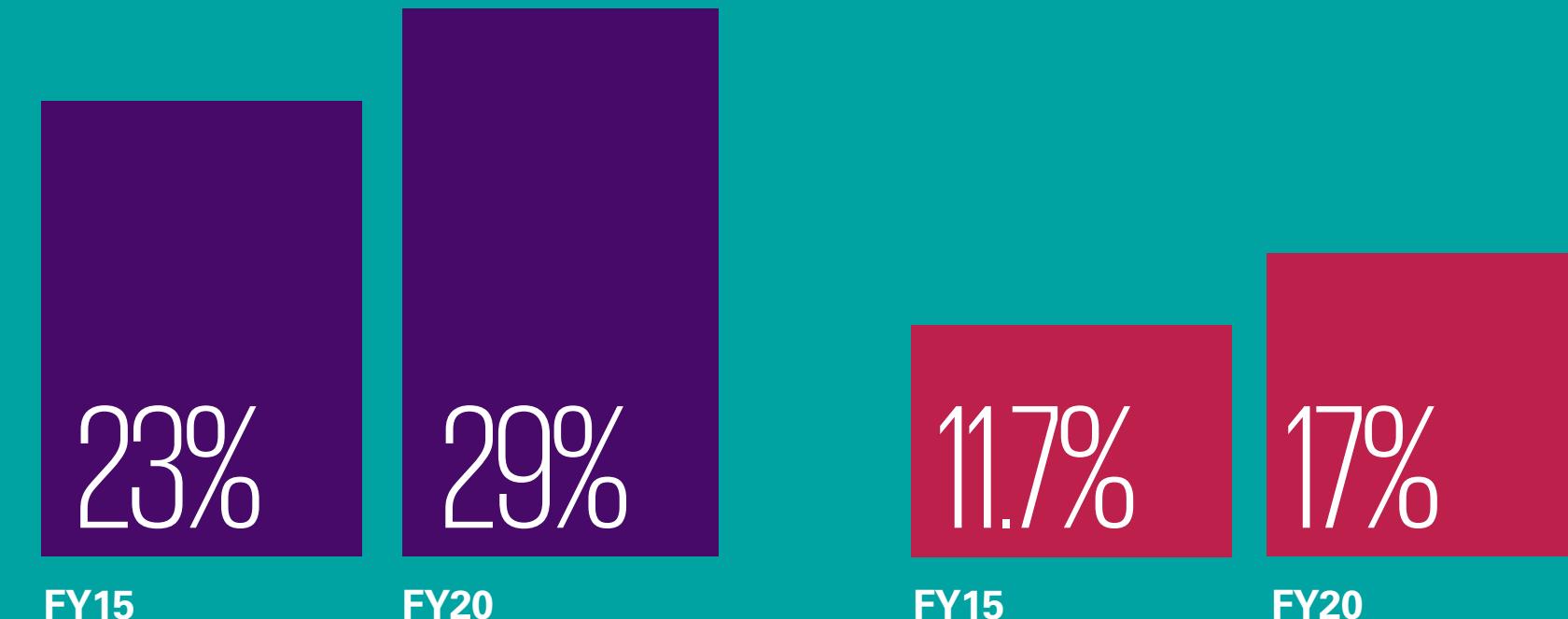


We have made strides over the past five years towards creating a more diverse leadership team. **Our FY20 new leaders are 45% women and 22% visible minorities, reflecting the diversity of our people, clients and communities.** While we have increased representation at the leadership level over the past five years, we acknowledge there is more work to be done.

[Meet our FY20 new Leaders](#)

■ Women ■ Visible Minorities

DIVERSITY OF THE PARTNERSHIP TRENDS



PROMOTION TO PARTNER TRENDS





Our Executive Inclusion & Diversity Council

#FUTUREISINCLUSIVE

The strength of KPMG's Inclusion & Diversity strategy is linked to the passion and ongoing commitment of our leadership team. KPMG's Executive Inclusion & Diversity Council formed in 2014 with the mission of establishing our national strategy and driving engagement at the office level. Chaired by our CEO Elio Luongo and our Chief Inclusion & Social Impact Officer Kristine Remedios, it is guided by a diverse team of 24 leaders from across our firm. Our Chief Mental Health Officer Denis Trottier, Chief Talent Officer Linda Speedy, and Global Head of Inclusion & Diversity Mary Lou Maher also sit on this council.

THOUGHT LEADERSHIP

"If we don't create environments that enable people to bring their whole selves to work, we will never achieve our individual and collective potential – and that's not good for anyone. This is the reason we focus our efforts on driving both inclusion and diversity. As a member of the LGBTQ2 community, I walk the talk every day and encourage others to do the same."

Mary Lou Maher

Canadian Managing Partner, Quality & Risk Management, Global Head of Inclusion & Diversity

2018 Global
Inclusion &
Diversity Report

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Engaging our leaders

91% of KPMG employees believe Partners support inclusion & Diversity in the workplace, recognizing and respecting the value of difference

Source: KPMG in Canada 2018 Employee Engagement Survey

#WHATISYOURSTORY

Leaders from our Vancouver Office reflect on what it truly means to belong. Hear from these Champions of Inclusion on how they bring their whole selves to work.



"Courageous Inclusion is more than a tag line – it's a call to action. It's about speaking up in support of someone when it might be easier to be quiet. It's about developing a relationship with someone because they're different, not because they're the same. It's about all of us. We all need to work at being braver and more courageous, in order to bring our whole selves to work and truly foster an environment that lets others do the same."

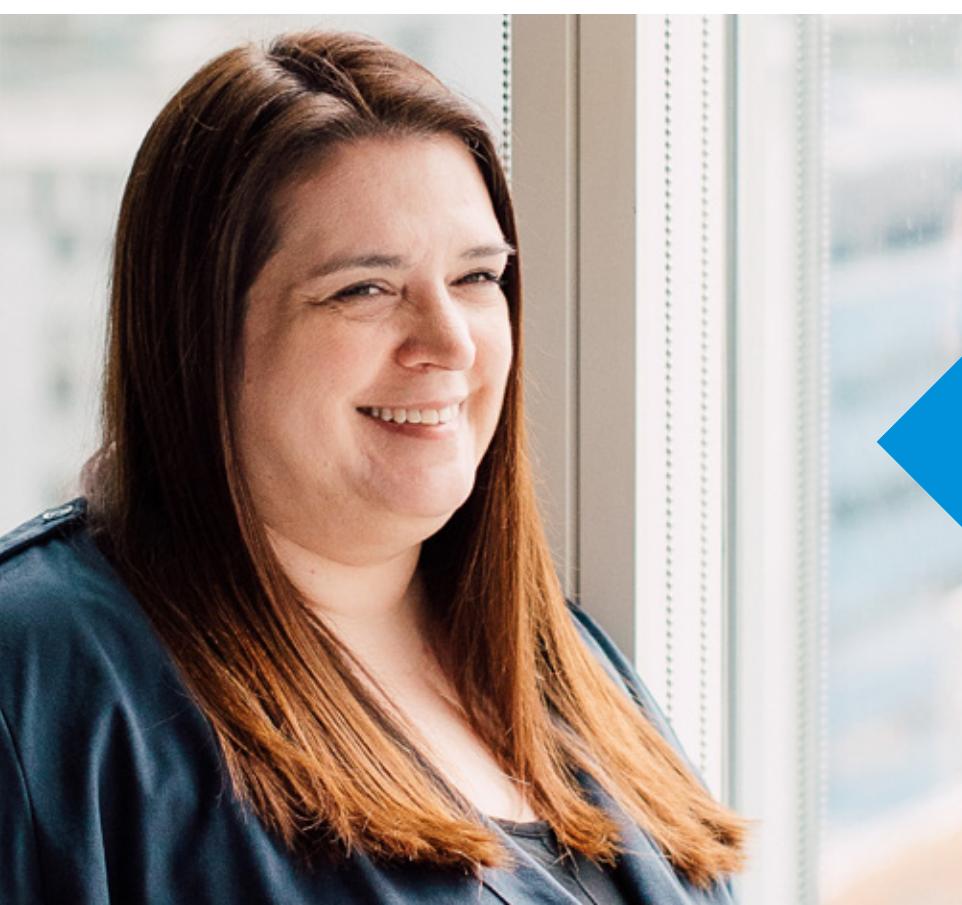
Andrew Smith

Audit Partner, Executive Inclusion & Diversity Council Member



"We created #Whatisyourstory to share our stories, demonstrate vulnerability, help break down barriers and promote a culture where everyone feels a sense of belonging. #Whatisyourstory has created an openness where more people are comfortable sharing their unique stories and are able to get to know others in a more meaningful way than ever before. I have been so inspired by the stories shared with me through #Whatisyourstory, and I am excited to hear and learn more."

Jodi Kelleher, Partner in Charge of Tax, GVA, Executive Inclusion & Diversity Council Member



Engaging our leaders of tomorrow

800%
80%

of our people feel they can bring their whole selves to work – a trend we are proud to have maintained since our 2016 report

Source: KPMG in Canada 2018 Employee Engagement Survey

People Networks are critical to KPMG's goal of creating a sense of belonging for our people. In the past year, we launched a number of new networks to create a more inclusive workplace:

- Mental Health Network
- Indigenous Peoples Network
- Special Family & Friends Network
- New Women's Networks



THOUGHT LEADERSHIP

Fitting in at work:
why corporate
Canada needs to
talk about Covering

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"It's not enough to just say we have an inclusive workplace, we need to make sure our employees feel more included, appreciated and safe. A truly inclusive culture will not only help attract the best talent, it will ultimately inspire them to build a longer career here as well."

Linda Speedy
Chief Talent Officer

Innovation and inclusion

\$2,000

Enhanced mental health benefit

\$10,000

gender affirmation benefit

3900+

of our people have received training on unconscious bias, a **26%** increase since our 2016 report was released.

EMBEDDING INCLUSION INTO KEY PEOPLE PROCESSES

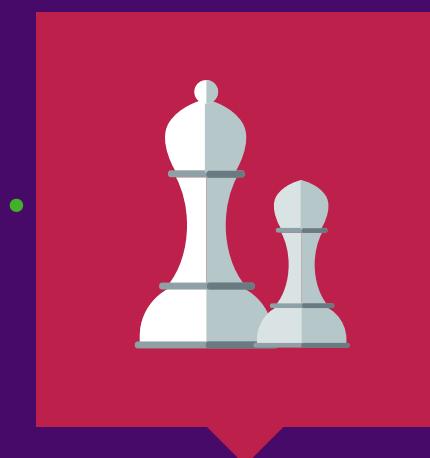
RECRUITING



PERFORMANCE DEVELOPMENT



PROMOTIONS





"Mental health is health. My dream is that no one has to suffer in silence. Asking for help is the first step."

Denis Trottier

Chief Mental Health Officer,
KPMG in Canada



Creating a mentally healthy workplace

In 2017, we took our Inclusion & Diversity mission one step further by appointing retired KPMG Partner Denis Trottier to the role of Chief Mental Health Officer - a first in corporate Canada. Since stepping into the role, Denis has visited teams in more than 24 KPMG offices to share his personal experience with mental illness with the ultimate goal to eliminate stigma, increase awareness and education, and connect people to mental health resources that will support them.

79% of our people believe KPMG in Canada supports mental health wellness for employees and Partners, an increase of **+3%** since our 2016 report.

730 of our People Managers have received in-depth training on supporting our employees who may be experiencing a mental health concern.

650 of KPMG's newly promoted Managers have received education on mental health from our Chief Mental Health Officer and a panel of KPMG advocates over the past two years.

KPMG's inclusion and diversity service offering

As part of the national People & Change Practice, KPMG's Inclusion and Diversity service offering helps organizations create an inclusive and diverse working environment. As one of Canada's Best Diversity Employers for 12 consecutive years, we are committed to building an inclusive culture for everyone. As a result, over the last few years, KPMG has invested in creating a leading-edge thought leadership platform. Our service offering delivers rigorous and relevant insights to help business leaders transform their culture, reduce risk, increase appeal to a broader client base, strengthen brand reputation and stakeholder perceptions, attract high performing talent, and increase innovation. We offer a proprietary current state assessment methodology, KPMG Inclusion IQ™, which informs organizations of any gaps they may have in their inclusion & diversity strategy and how to address them.

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THOUGHT LEADERSHIP

It's Corporate Canada's turn to acknowledge and address systemic discrimination

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THOUGHT LEADERSHIP

Integrating more immigrant women in the Canadian workforce is Critical

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THOUGHT LEADERSHIP

Corporate Canada needs to help break the silence on mental health

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THOUGHT LEADERSHIP

Eliminating the gender gap: Thanks to millennials, change is coming

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"I am a first generation Canadian. Our family immigrated here under refugee status from Nairobi, Kenya where I was born. From a young age, I felt a strong need to 'fit in'. My family was conscious of how we dressed and behaved so that people wouldn't question our right to be here. I can now look back and see how covering aspects of my identity in order to belong became a part of my everyday life.

For many of us, we hide who we are for so long we lose our authenticity. As a mother of two young kids, I now recognize more than ever the importance of leading by example. When we bring our whole selves to work and are authentic about who we are, it creates an inclusive space where others feel they belong.

Kristine Remedios

Chief Inclusion & Social Impact Officer





home.kpmg/ca/inclusionanddiversity



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