



# Inclusion, Diversity & Equity

KPMG Sweden annual IDE report  
FY 20/21



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**The Inclusion & Diversity  
annual report**

This is the first annual Inclusion, Diversity and Equity ("IDE") report published by KPMG Sweden. The purpose of this report is to provide some insights into the work and initiatives undertaken and planned by IDE representatives and ambassadors in order for KPMG Sweden to be a more inclusive and diverse workplace.



## Message from the CEO:

# Inclusion, Diversity & Equity – in every situation, in all of KPMG

Inclusion, Diversity, and Equity (IDE) are three fundamental parts of what KPMG is built upon. As a global leader in our industry, we have a responsibility to make a positive impact and make sure that we have a workplace where every individual feels secure in being exactly who they are. We are also convinced that we deliver higher quality and more value to our clients and to society if our teams are diverse and dynamic, making IDE important from several perspectives. I'm proud to say that we as a firm are continuing to see a lot of positive development in this area.

In 2019, the Inclusion, Diversity & Equity group was formed at KPMG in Sweden, initiated by employees with the aim to both inspire and follow up on the development. Over the past years, the group has grown and is now carrying out multiple activities on a firm-wide level. One of the group's initiatives is this report, which marks a milestone this year since it's the first external report from KPMG in Sweden about our work within Inclusion, Diversity and Equity. The report provides us with a baseline for our work and allows us to reflect and assess both our progress and the areas where we need to continue evolving.

By being transparent and clear, KPMG understands and embraces the position that we have in the industry, as well as the privilege of having employees who are working daily to build a culture in which people will thrive and feel welcome – independent of gender, sexual orientation, age, religious view, or origin. That is the kind of culture we want, need, and always aim for.

To achieve our goals within the IDE area, we need to put in the work and hold ourselves accountable. We will continue doing this by challenging ourselves both short-term and in the long run. I'm proud to be part of KPMG and the development we are seeing, but I also acknowledge that there is more work and progress to be done.

It all begins with us – as individuals, as colleagues, as professionals, and as a company.

### **Patrik Anderbro**

CEO and Managing Partner for KPMG in Sweden

## Inclusion, Diversity & Equity

# A part of our strategy

Our ambition is for inclusion and diversity to be an integrated part of our values and business plan.

### Together

We respect each other and draw strength from our differences.

**What it means:** showing care and consideration for others. Embracing and acting inclusively. Collaborating with and across teams.

**Why it matters:** without together we lose sight of collaboration, inclusion and connectedness both locally and globally. *Together* emphasizes a “we” versus “me” culture, which is critical to our people, our clients and audited entities.

#### Our values:

##### Integrity

– We do what is **right**.

##### Excellence

– We never stop **learning** and **improving**.

##### Courage

– We **think** and **act boldly**.

##### Together

– We **respect** each other and **draw strength** from our differences.

##### For Better

– We do what **matters**.

### Initiatives

We build bridges between society and our business by contributing to initiatives that encourages diversity.

**Female Digital Engineer:** KPMG is a partner for the program which encourage and support female engineers within digitalization. Read more on page 10.

**WomenCorporateDirectors:** KPMG sponsors the world’s largest network for female corporate board directors. Read more on page 10.

**Jobbsprånget:** KPMG has partnered up with Jobbsprånget and has provided paid internships for newly arrived academics. Read more on page 9.

# What inclusion, diversity and equity means to us

## **Inclusion is about belonging**

We commit to creating a safe environment built on trust; where we can bring our true authentic selves to work and feel valued for our unique contributions and perspectives.

## **Diversity is about difference**

We commit to embracing and respecting the variety of unique experiences, cultures, identities and perspectives we collectively bring to KPMG.

## **Equity is about access to opportunities**

We commit to standing against systemic barriers and biases. We help level the playing field and ensure everyone can succeed and thrive at KPMG.



**"Our goal at KPMG is to eliminate the need for IDE groups or programs. Reaching that would mean that the values of inclusion, diversity, and equity are truly integrated in everything we do – in our culture, in the way we act, in our client assignments, and in how we recruit. I'm 100% sure that if we have diverse teams, where everyone feels welcome, then we will have better results, clients will be more satisfied with our work, we will have more fun together, and learn more within KPMG. It is very important that we mirror our clients and the society we live and work in."**

**Annica Hedmark**

Head of People and Culture KPMG Sweden



# Inclusion, Diversity & Equity Governance structure

To ensure that Inclusion, Diversity & Equity (IDE) related strategies and policies are in place, we have established a steering group and ambassador group. The steering group steers the overall strategic direction for IDE, as well as oversees firm-wide IDE-related policies. Under the leadership of the steering group, the inclusion and diversity ambassadors help support with identifying focus areas and initiatives throughout the different business areas and teams, including implementing various initiatives.

## The Inclusion, Diversity & Equity Steering group

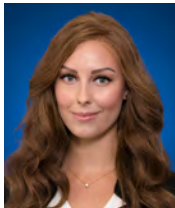
In order to know where we want to go, we first need to know where we are. The firm-wide Inclusion, Diversity and Equity steering group started operating in 2019. One of the first tasks for the steering group was to identify the current situation. A maturity model was used to analyze where KPMG Sweden is regarding IDE issues, where we want to be and the gap between the two. From this analysis, focus areas for improvement, strategic goals and KPIs have been identified. An operative working model and methods for evaluation has been established.

With help of concrete goals in the inclusion and diversity work, the steering group drives the process to create a more inclusive KPMG, where we take advantage of our employees' differences.

## The Ambassadors

The Inclusion, Diversity and Equity ambassador group has about 60 ambassadors. The ambassadors are all employees of KPMG Sweden from different cities, departments and seniorities who help initiate, implement and support with different activities. Having ambassadors in various departments and cities creates an opportunity to start, engage and inform about activities and initiatives throughout KPMG Sweden, while also being able to pick up on current questions and events on local levels.

### IDE Steering group



**Josefin Gustavsson**  
 Manager  
 Legal



**Jan Forsell**  
 Partner  
 Advisory



**Sabina Rodén**  
 Director  
 Advisory



**Joachim Grebe**  
 Senior Manager  
 Advisory



**Paige Moore**  
 Senior Manager  
 IRM



**Niklas Alyhr**  
 Senior Manager  
 Audit & Assurance



**Amanda Megrya**  
 Senior Associate  
 FS Audit



**Vladimir Marica**  
 Senior Manager  
 Global Mobility  
 Services



**Hanna Stjernström**  
 Senior Associate  
 Audit & Assurance



**Thaissa Olinisck**  
 Senior Associate  
 Deal Strategy



**Carolina Pettersson**  
 Manager  
 FRM

## Inclusion, Diversity & Equity

# Our focus areas

KPMG Sweden's work with inclusion, diversity and equity is an on-going journey and we are humbled by the fact that the perspective and results need to be long-term and lasting. As a way of following up on the activities and initiatives, the IDE steering group has created key performance indicators\* (KPIs) for our main focus areas. The past year's results show that there is still work to be done but we are also clearly moving in the right direction.

### Culture & Labour standards

*"Openness and respect of people is part of our core values and shall characterize our workplace"*

The KPIs show progress in this area. KPMG Sweden is committed to having an inclusive workplace and the clear majority of our employees perceive KPMG as exactly that.

### Salaries & conditions

*"Salaries and benefits shall be free from discrimination and be motivating based on the individuals preferences and conditions"*

We are in a good phase in this area, working actively to make sure that salaries and benefits are just and unbiased. We offer parental pay to employees on parental leave, and also include employees on parental leave in the salary review process.

### Recruitment & Promotion

*"Gender equality and diversity is a critical success factor and should be used to increase competitiveness and professionalism"*

We can proudly say that we are gender equal among our employees in total as well as in leadership positions and in the management group and board of directors. We are also seeing a strong positive development in the partner group.

### Skills Development

*"Everyone at KPMG shall have the same opportunities for competence development, free from discrimination"*

We are moving in the right direction and we will continue working hard to make sure that all of our employees feel that they have the same career opportunities regardless of gender, age, ethnicity etc.

### Parenthood

*"We shall have a gender-equal, modern and flexible view on parenthood and the long-term career development"*

Beyond our parental pay, KPMG's flexible and hybrid way of working is highly appreciated by all the parents in our company. In our latest survey we even surpassed our set KPI when asking about how KPMG supports work-life-balance.

\*The KPIs are set on a 3-5 year horizon and are measured through data and statistics collected from, for example, Statistics Sweden (SCB) and our diversity review, combined with KPMG Sweden's employees' view, which is collected through our annual global people survey (GPS) and annual IDE survey (read more on page 11).

## Inclusion, Diversity & Equity

# Activities at KPMG Sweden and KPMG Global

All through the year there are many ongoing activities happening regarding IDE, both small initiatives and larger projects. This work is done on many levels, in teams and offices all though the country, on national level, in cooperation with our colleagues in the Nordic countries and the Baltics as well as on a global scale. We are happy to be able to share some examples of our initiatives and activities.

### **Establishing the internal IDE ambassador network**

Our IDE ambassadors in various departments and cities creates an opportunity to start, engage and inform about activities and initiatives while also being able to pick up on current questions and events on local levels. They are one of the keys to making sure that the work and effort put into IDE issues have a noticeable impact on our employees work life throughout the company.

### **Engaging in the Courageous Conversations Collective Action Plan**

In 2020 a global conversation took place for employees at KPMG to listen, learn and share thoughts, ideas and experiences about racism across country borders. The conversations resulted in a KPMG Global Action Plan.

The work with the action plan is an on-going process with a time frame that in the initial implementation reaches to FY22 and beyond, and has resulted in several activities carried out on a local level at KPMG Sweden.

### **Diversity Review – a study of gender balance & foreign background at Swedish universities and KPMG key clients**

KPMG Sweden is a company of and for people. We need people with diverse background and experiences to be the best that we can be for our clients. We have conducted a diversity review in order to gain a deeper understanding of how diversity is reflected at Swedish universities and at our clients. The aim is to better reflect the people studying at Swedish universities and working at our clients in relation to gender and foreign background, in order to attract and retain talent. And to be able to set clear, measurable and achievable, but challenging, KPI's for KPMG Sweden's continued work related to Inclusion Diversity and Equity.

### **Parenthood x KPMG**

At KPMG Sweden we want to be able to support our employees though all phases of life, including the varying phases of parenthood. The Parenthood x KPMG project is used to clarify what we can do as an employer.

### **Educational inspirational lectures**

*Mustafa Can, author and journalist*, invited the KPMG employees to ask themselves what their definition of inclusion is, and why people are afraid of change and conflict.

*Lovette Jallow, author and activist*, gave a lecture about xenophobia, whiteness norms and privileges. We learned about how we can change structures, realize what bias we have, and how to be more inclusive in our language and approach to our colleagues.

### **Mandatory IDE training for all KPMG Sweden employees**

In 2020, an IDE e-training was launched for all KPMG Sweden employees. The e-training consists of four modules with the aim to highlight the importance of inclusion and diversity, and how to be conscious about IDE within different areas, such as interactions with clients, performance management, staffing and recruitment. For all new employees, this e-training is included in the mandatory course package to be completed in the beginning of their employment.

### **Examples of other activities:**

- Annual employee IDE survey (see more on page 11)
- Dilemma workshops across all business areas and departments
- Gender Equality bonus review
- KPMG Global Pride Conference 2021
- International Day for the Elimination of Racial Discrimination Summit
- Nordic Inclusion, Diversity & Equity Summit
- Promoting female role models at KPMG
- Yearly salary review
- Updated Equal treatment plan
- IDE as an integrated part of our business plan
- International Day of Persons with Disabilities Summit



# Jobbsprånget & KPMG

Jobbsprånget is a four-month internship for academics who are new in Sweden. In 2020, Jobbsprånget connected Suchi Siwach and Bindushree Chandrappa with KPMG Sweden and they were both offered employment at Lighthouse after their internship.

Prior to starting at KPMG Sweden, Suchi Siwach worked at a Swedish IT-company as a software developer and data engineer. "I saw that KPMG was one of the companies in Jobbsprånget, so I sent in my resume in and started my internship in October 2020. I thought it was a great opportunity for developing and learning as KPMG is one of the top financial companies."

Unlike Suchi, Bindushree Chandrappa applied to Jobbsprånget as a new graduate. "I was looking for courses when I read about Lighthouse at KPMG Sweden and thought it seemed very interesting. I applied and started my internship in February 2020."

At the start of the internship, they were both assigned a mentor who introduced them to Lighthouse and KPMG Sweden. Both of them agree that the mentors had a big role in introducing them to the work culture, projects and gave insights into how KPMG Sweden works. Coming to KPMG Sweden, neither of them were fluent in Swedish. "We have a very diverse team whom can communicate in English, so I haven't experienced any language barriers. Honestly, we don't even notice it," Suchi says and Bindushree adds, "When we started, we were offered some Swedish courses that unfortunately stopped due to Covid. But many people speak English at Lighthouse."

Today, Suchi works as a data engineer, soon to be data scientist, and Bindushree works as a developer at Lighthouse. They both agree that the program was a great introduction, despite their different backgrounds. "It was a good opportunity as a first job after university," Bindushree says and Suchi, who came from another company, agrees, "It was a really good experience."



**Bindushree Chandrappa**



**Suchi Siwach**

## What is Jobbsprånget?

**Jobbsprånget is a program run by The Royal Swedish Academy of Engineering Sciences (IVA). The purpose of the program is to connect and match employers with newcomers and foreign academics through a four-month long internship. Jobbsprånget has primarily connections with engineers, architects, scientists and economists, but have also offered internships within HR, marketing and IT.**

# Highlighted collaborations

## Female Digital Engineer

Female Digital Engineer is a program for female engineer students that aims to diversify the image of what jobs within digitalization can look like. Since 2019, KPMG Sweden has been one of the partner companies to the program which is available for all female engineer students. The program is customized for the students in order to provide close contact with partner companies and also work as a selection process for the annual competition "Female Digital Engineer" where the winner receives a customized trainee program at three of the partner companies.

## WomenCorporateDirectors

Established in 1998, WomenCorporateDirectors (WCD) is the world's largest network for female board directors. KPMG International has been a main sponsor to WCD for the last decade and has a long-standing collaboration on both a global and local level. The network offers meetings and seminars during the year where international trends and challenges are discussed.



## Inclusion, Diversity & Equity

# Employee survey

In December/January 2021/2022, an employee survey regarding Inclusion, Diversity and Equity was carried out within all departments at KPMG Sweden as a complement to the annual Global People Survey. The purpose of the IDE survey was to understand the current situation at KPMG Sweden based on our employees experiences and perceptions, and thereafter develop suggestions for future activities in the inclusion and diversity area. The survey was based on three different focus areas: career opportunities, work-life balance, and culture.

The IDE survey received 799 responses which is equivalent to a response rate of 47 % of the employees.



**"It is imperative for KPMG that we work together with the management team to set goals and strategies both in a short- and long-term perspective, prioritizing among key activities and acting as a catalyst for change.**

**Our IDE survey and its results play a significant role in that progress. I am proud and grateful for the opportunity to work with inspiring colleagues on these important questions, and I look forward to what we as a group can do to make KPMG even better and ultimately impact the market and society around us too."**

**Jan Forsell**

Advisory Partner and IDE Sponsor for KPMG Sweden

### Focus area:

## Career opportunities

In this section we asked questions about the employees' experiences regarding biasness when it comes to career opportunities. Happily, a clear majority of the respondents agreed that they have the same career opportunities regardless of gender, age or origin. We are however not at a 100 % agreement rate and will continue educating our leaders and employees in what inclusion, diversity and equity stands for and how it can be manifested.

### Focus area:

## Work-life balance

In this section we asked questions about the level of flexibility within the firm, for example when combining work life with children and family life. We can proudly say that this was one of the areas where the employees' responses actually surpassed our targeted number. More than 80 % of the respondents agreed with the statement that KPMG as a firm supports work-life balance. A similar number were also comfortable in practicing flexible working hours to combine work life with personal life when needed. Among the respondents with children, there was also clear agreement in seeing it as a possibility to combine a career at KPMG with having a family.

### Focus area:

## Culture

The last focus area in the IDE survey was culture. In this section, 4 out of 5 employees answered that KPMG is on the right path in terms of diversity and inclusion, obviously a number we are both happy and proud of. The majority of the respondents experienced KPMG as an inclusive workplace and most also responded that our firm has clear expectations and rules concerning non-discriminatory behaviour. We look forward to seeing even higher numbers of agreement in next year's survey.

## Summary

This survey is one of several tools we have to obtain the employee perspective on inclusion, diversity and equity at KPMG. In parallel, it gives us the ability to follow up on the essential work that we do in this area. We are happy to see a positive development in most areas, and also grateful to know in which areas we need to continue developing. And even though we are fairly happy of the response rate, considering this was the first year for the survey, we see room for improvement next year.



# Thank you!

For taking the time to read through our report and understanding more about the Inclusion, Diversity, and Equity work within KPMG. We are on this important journey together, both within our firm and beyond, and the more we all learn, the more we can change.

We will continue our efforts to make sure KPMG Sweden is a workplace where everyone feels welcome and where everyone experiences the same opportunities to thrive and grow.

**The Inclusion, Diversity and Equity group at KPMG Sweden**

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