



# KPMG in Leeds





# Foreword

Welcome to KPMG in Leeds. We are a leading provider of professional services, including audit, tax and advisory, with a heritage in the UK regions.

Our office in Sovereign Square – one of the firm's largest outside of London – is our vantage point across our region's dynamic and diverse economy. Across Yorkshire and the Humber we are helping businesses grow and communities thrive, and we are seeing real progress and positive change locally.

Devolution has given West Yorkshire and our Mayor the power to set local priorities and address local challenges; the Humber's freeport has established a special economic zone to drive investment; government bodies, such as the UK Infrastructure Bank, are being established in Leeds; and the coastal energy cluster in Humberside is leading the way on decarbonisation. Looking ahead, we are delighted to be a platinum partner to LEEDS 2023 – celebrating our city's year of culture. Further forward, Bradford will take the mantle of City of Culture in 2025. This is an exciting time for the region.

Our founder – William Barclay Peat – believed in our profession's potential to be a force for good in society as well as across the economy. In Leeds and across our 22 UK offices, we've held onto that idea, striving to break down barriers inside the firm and make a difference locally.

It is in that spirit that KPMG recently launched a national social mobility network and, for the first time reported socio-economic pay gaps, alongside a commitment to ensuring that 29% of our Partners and Directors come from working class backgrounds by 2030. We are also making a positive social impact locally; 320 colleagues in Leeds volunteered a collective 2,800 hours last year to make a difference across the community.

We have world-class academic institutions across the region, and KPMG has a hugely exciting partnership with the University of Leeds, which is supporting entrepreneurs and high growth businesses at the Nexus innovation hub.

Our people are the reason our firm has stood the test of time for over 150 years. Last year we promoted 135 staff in Yorkshire, hired 164 new recruits, and welcomed 66 graduates and apprentices into the firm.

We have set out here how we are making an impact locally, and we look forward to working with our clients and partners in driving further growth and prosperity across the region.



**Euan West,**  
Office Senior Partner, KPMG in Leeds



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**Across Yorkshire and Humber we are helping businesses grow and communities thrive.**

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# Our region

## Leeds, our base in Yorkshire and the Humber

As one of the biggest cities in the UK and the economic capital of Yorkshire, Leeds has a long and vibrant history. Music, sport, and politics have each played a significant part in shaping the city region and determining the wide range of things for which it's famous – from Leeds United to Jeremy Paxman, and from the Kaiser Chiefs to Marco Pierre White.

Our office in Leeds sits at the heart of the largest urban regeneration project in Europe – the development of the city's South Bank covers an area of 253 hectares and will see over 8,000 new homes provided, creating over 35,000 new jobs by 2028. It's here that KPMG has over 1,100 staff working flexibly across the region – between city centre, client sites, and home.

As a firm we also have a significant national presence, with 22 offices across the UK, so our people in Leeds are connected with a wider network, giving them access to world leading insight whilst enabling them to develop their careers from a base in the region.



## Our hub, one sovereign square

We made a significant investment in the city region by becoming Sovereign Square's first occupier in 2015. Our home is not only one of KPMG's largest offices outside of London, it is now a hub shared with several other professional services firms and rapid growth tech businesses.

Our office has a striking and innovative design, providing a space that meets our clients' needs and that ensures we can collaborate with colleagues. It reflects the history, culture and landscape of our region with a feature wall displaying images including Queen's Hall, the Moors and Scarborough Spa, as well as the region's modern architecture and landmarks.





## KPMG: Champions of the UK economy

Our story is the UK's story, and we have proudly stood beside institutions and businesses through times of peace and prosperity, upheaval and disruption.

From its earliest days, KPMG was wherever industry was, whether it be maritime in Liverpool, potteries in Stoke, steel in Sheffield, tin in Cornwall, agriculture in Yorkshire or colliery in Wales.

Our foundations are across the UK regions, which are also home to many of our clients, and we believe that the long-term challenge of rebalancing our economy can be met by supporting, empowering and connecting people and places.

As experts in local business conditions, we know that success means unlocking local productive potential, by creating the conditions that determine where companies can locate and grow, the talent they can access, and the infrastructure they can count on.



# Our vantage point

## Our region

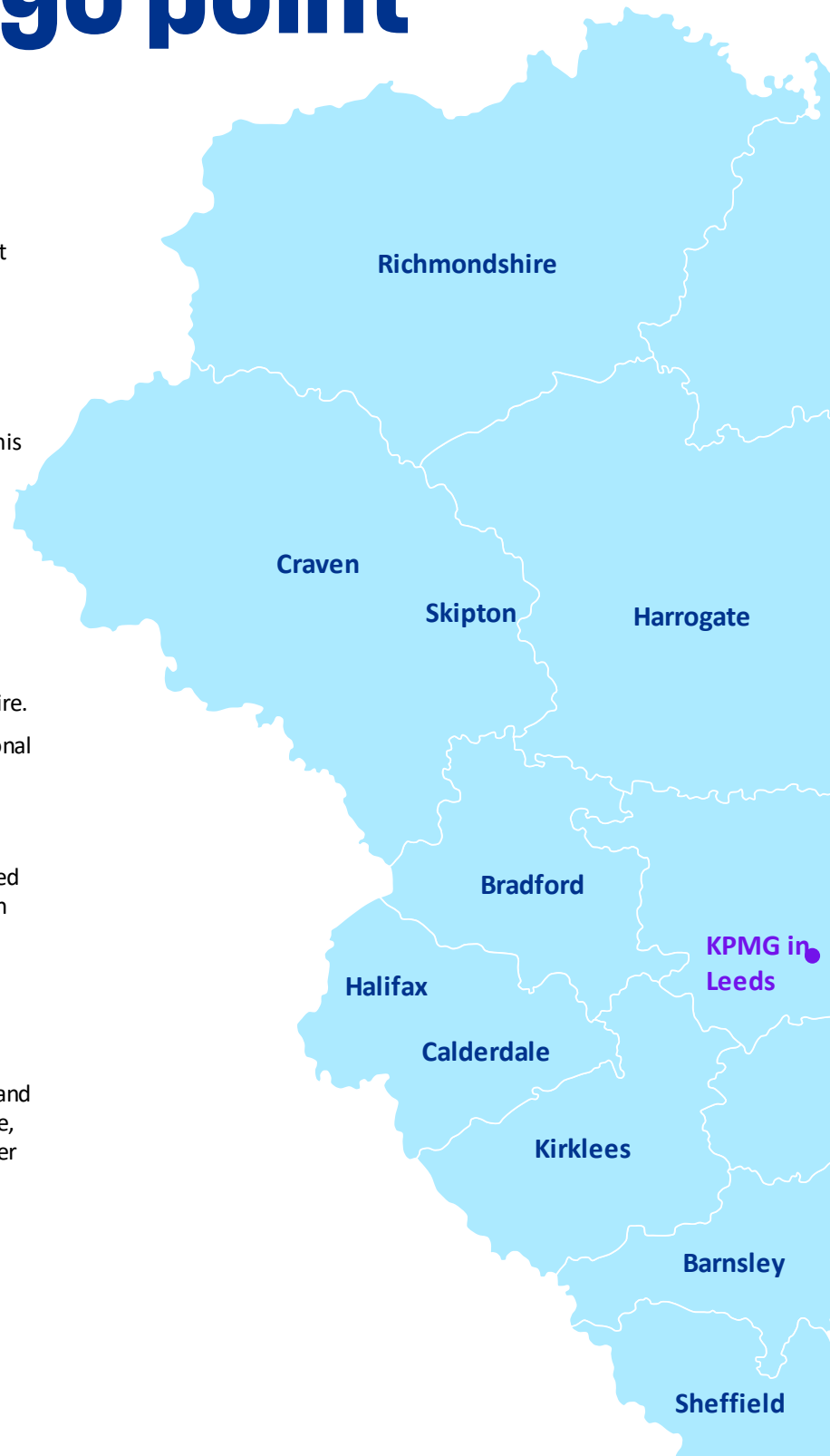
Our hub in Leeds ensures we have a vantage point across the diverse business ecosystem in the Yorkshire and Humber economy, which is characterised by several well-established and emerging clusters and hubs.

Across the region, and its major towns and cities, there are several economic engines for growth. This includes a strong financial services presence that extends across Leeds, Bradford, Halifax and Skipton, to York; the Humber's energy cluster, which is leading the charge to net zero, with processing plants on either side of the estuary, and the Dogger Bank wind power facility being developed offshore; as well as the advanced and specialist manufacturing hub across South Yorkshire.

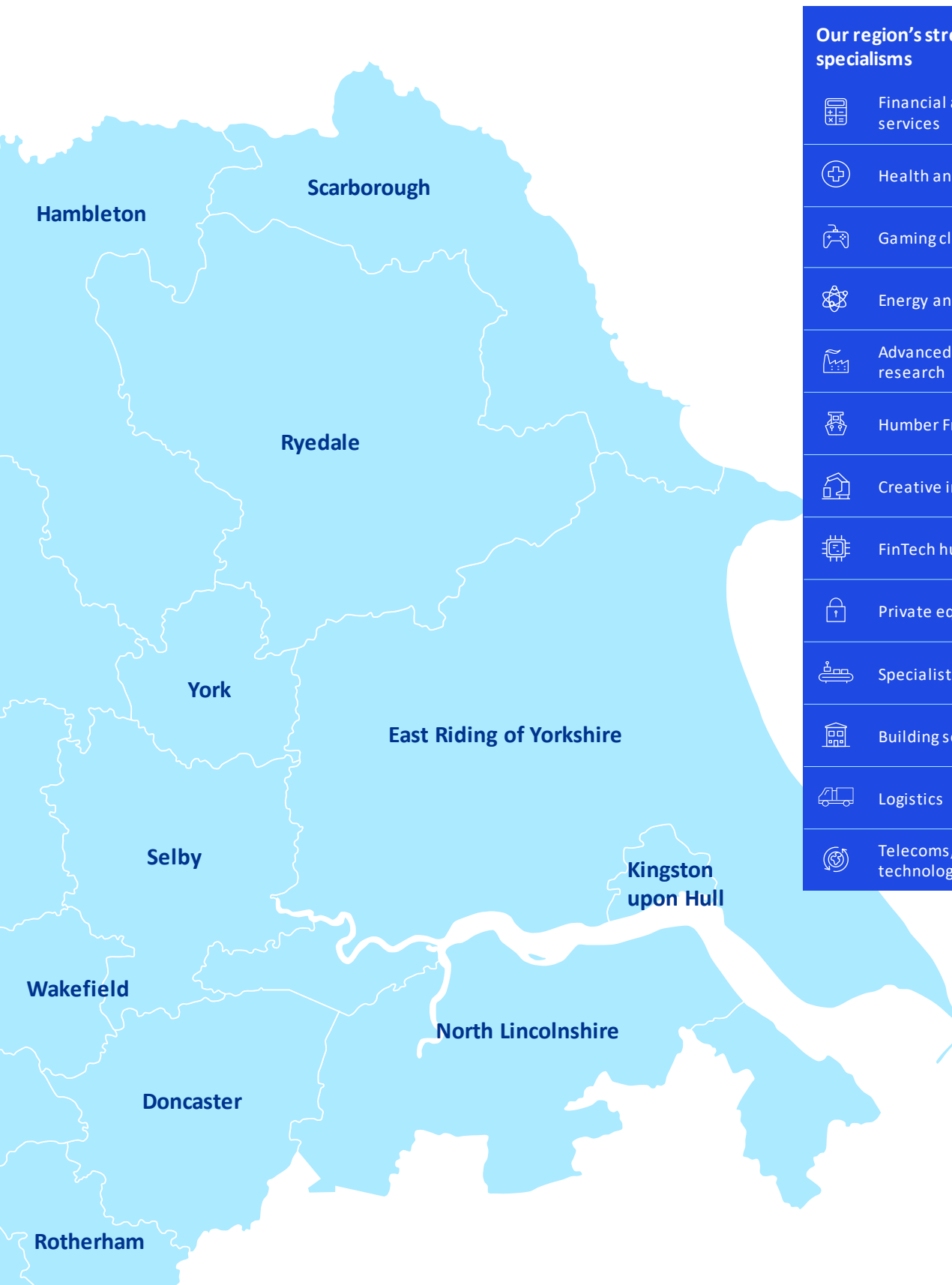
We are also seeing innovation born out of traditional industries, fused with technology. The region has burgeoning FinTech and MedTech sectors.

It has also been empowered, with a directly elected Mayor and combined authority now established in West Yorkshire, alongside the existing devolution deal for South Yorkshire. We will also soon see a Mayoral Combined Authority established for York and North Yorkshire.

Leeds will also accommodate government institutions, including the UK Infrastructure Bank and the future National Infrastructure Commission site, bringing businesses in Yorkshire and Humber closer to policy efforts aimed at regional growth.







## Our region's strengths and specialisms



Financial and professional services



Health and MedTech



Gaming clusters



Energy and Net Zero



Advanced manufacturing research



Humber Freeport



Creative industry clusters



FinTech hubs



Private equity houses



Specialist manufacturing



Building societies



Logistics



Telecoms, media and technology clusters



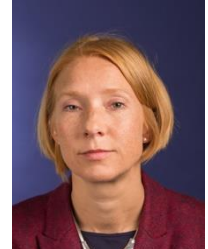
# Our work

## Audit and Assurance

At KPMG we act in the public interest; we obtain deep audit insight, increase transparency, and harness innovative technology. Our professionals inspire trust in data and financial information and our focus on innovation delivers efficiency and value to our clients. We are committed to providing exceptional audits, and we leverage the power of evolving technologies to deliver fresh insights. With this approach, KPMG is driving the future of audit.



**John Pass**  
Partner



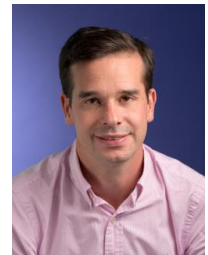
**Frances Simpson**  
Partner

## Tax and Legal

As the world of tax has changed, so have our services – evolving to reflect the modern complexities and challenges our clients face. By taking the time to understand our clients' unique issues, KPMG's tax team can offer targeted approaches and data-driven insights, engaging a variety of tax specialists right on the doorstep.



**Philippa Sanderson**  
Partner



**Jonathan Turner**  
Partner

## Deal Advisory

### Corporate Finance

A transaction is the pinnacle value realisation event for shareholders so having a trusted and experienced partner alongside is crucial in navigating the journey effectively. KPMG Corporate Finance is the most active M&A advisor in the mid-market, both nationally and in the North, ensuring we have the most relevant market insight and deal tradecraft to help shareholders maximise their objectives.



**Christian Mayo**  
Partner



**Giles Taylor**  
Partner

### Transaction Services

Our Transaction Services team help to better assess the potential risks and rewards of a transaction, to maximise value from M&A. This ensures well informed decisions throughout a transaction process and beyond. Our deep sector expertise and insight, together with our advanced technology and data analytics tools, allows us to understand the key value drivers of a business, and anticipate potential issues and opportunities in transactions.



**Sue Richardson**  
Partner



**Chris Stott**  
Partner



## Consulting

How do you deal with the new reality of a distributed workforce? How do you build a sustainable, resilient and purpose-led business? How can you keep up with changing customer expectations? These are just some of the questions facing businesses today. To succeed in the new reality, organisations also need to accelerate digital transformation, rethink supply chains, and do all that while managing costs and risks.



**Annette Barker**  
Partner



**Phil Murden**  
Partner



**Adam Barton**  
Director

We have over 3,000 consultants who can help. We have deep technical expertise and can call on an in-house team of data scientists, architects and modelers. We work alongside the world's leading technology, data and service companies, bringing experience across a range of industry sectors. This enables us to support with specific technology queries through to enterprise-wide operating model redesign.



### Connected

Rebuild your business around your customers to create a borderless organisation, where people, data and technology interact for new levels of productivity and value creation.



### Powered

Harness the latest technologies, leading business practices and tested solutions for a smarter, faster path to nimble, scalable business functions and the right operating model.



### Trusted

Embed a balanced approach to risk and regulation into your transformation journey, securing the stakeholder confidence that enables responsible growth, bold innovation and high performance.

## Infrastructure, Government and Healthcare

Any wider economic growth must be inclusive. We need to ensure that our children have access to good education; our parents to world leading healthcare; our transport system is renewed for the new economy; and those who are most vulnerable in our society are looked after. KPMG's Public Sector team understand that a vibrant place needs all those things, and more. We work at the intersection of business and the public sector organisations across our region to enable that to happen. We work alongside local government, transport authorities, schools, colleges, and universities, as well as all aspects of the regional NHS, to deliver better services for our colleagues, our clients, and the region.



### Health and Human Services Consulting Team – Michael Allen, Global Lead, Future Workforce in Healthcare

Michael leads our Health and Human Services Consulting Team in the UK and is a member of our Infrastructure Government and Healthcare Consulting Leadership Team. Michael and his team work extensively with NHS, local government and social housing clients across the region. In this sector we work with local organisations, such as NHS Trusts, as well as national bodies such as NHS Digital. During the COVID-19 pandemic our IGH Consulting Team helped the NHS vaccinate over 2 million people in the Leeds City Region, and has supported the NHS in guarding against cyber-crime.

### Education and Skills – Justine Andrew, Partner, Education

Justine leads our national Education and Skills Sector at KPMG. She leads our work with some of the largest education providers nationally as well as being at the forefront of our work in the skills space. She has a particular interest in the economic development of 'place' and the role of collaboration to achieve that. As Head of KPMG's University Partnership Office, Justine also leads our strategic relationships with universities, including the University of Leeds.





## Financial Services

Our Leeds office is one of KPMG's main financial services hubs in the UK, and was born out of the buildings societies and retail banking centre of excellence we established here in the 1980s. We are at the heart of a significant cluster of financial services institutions in Leeds and across the wider Yorkshire and Humber region. In Leeds, clients get access to the best of KPMG's financial services locally, nationally and globally. We provide assurance and advice across banking, insurance and asset management, and help to facilitate cooperation throughout the financial services ecosystem through our relationships with providers of finance, regulators and local and national government.



**Alex Simpson**  
Partner



## Case study: Humber Freeport

Freeports are special zones where different economic regulations apply. The Humber was announced as one of eight English Freeports by the Chancellor in March 2021. The Humber Freeport – covering a large area from Grimsby in the East to Goole in the West – will incentivise economic activity through a suite of tax reliefs including: Business Rates; Stamp Duty Land Tax; Employer National Insurance Contributions; Enhanced Capital Allowance and Enhanced Structures and Buildings Allowance available at defined Tax Sites; and through access to simplified customs arrangements at defined Customs Sites.

KPMG's Infrastructure Advisory Group has been supporting the Humber on its Freeport proposition since late 2020. This has included writing the bid, delivering the required business case and setting up the governance structures and contractual arrangements to secure approvals from Government. We are therefore well placed to support businesses located within the area, or those looking at investment opportunities in it. Our work with companies active in the Freeport location include ABP, Yorkshire Energy Park and INEOS.

Freeport status has the potential to support levelling up in our region by attracting and incentivising private sector investment. The Freeport, through the local authorities, will also retain the incremental growth in Business Rates at Freeport Tax Sites for 25 years. This revenue stream will facilitate investment in skills infrastructure and innovation that will deliver further sustainable green growth across the Freeport area and beyond, and deliver meaningful and sustained growth. The Humber Freeport proposition has been designed to build on the Humber's strengths in green energy and support innovation in energy transition and industrial decarbonisation.

## Our Clients

This is a selection of the clients we are proud to work with. We also support many others and plan to work with many more across our region.







## Case study: COVID-19 Vaccination Programme support

We were privileged to be approached by Leeds Teaching Hospital NHS Trust to provide Project Management Office (PMO) support to the West Yorkshire & Harrogate COVID-19 vaccination roll out.

The programme ran from November 2020 through to May 2021 and saw KPMG supporting the delivery of the West Yorkshire Vaccination Programme to timescales set by the Government – in compliance with instructions from the Joint Consultative Vaccination Institute (JCVI) – and providing support to the Senior Responsible Officer and the Programme Lead.

### The programme involved KPMG:

- Providing day-to-day support and management of the allocation and distribution of the vaccine
- Assisting with the establishment of several Community Vaccination Centres – capable of delivering up to 30,000 vaccinations per week – and the hospital vaccinations services
- Supporting the Primary Care Networks and GPs to create a model of vaccination delivery
- Helping with the onboarding of community pharmacies, and the identification of the preferred location of these across the city, in order to maximise take up
- Working alongside the Programme Lead to agree a model for ‘roving’ or ‘pop up’ vaccination services for those hard-to-reach areas (the ‘VaccinationBus’)
- Supporting the mobilisation of the workforce to deliver and administer the vaccine
- Ensuring compliance with JCVI directives and priorities for the roll out.

This was a hugely significant programme of work which we played a part in delivering for the benefit of 2.2 million adults living in and around West Yorkshire and Harrogate.



# Our partnerships

## Strategic Partnership with the University of Leeds

We recognise the value of universities and education providers as catalysts for the development of talent and skills provision in our region. Our strategic partnership with the University of Leeds reflects this and underlines our shared ambition to support regional economic growth in Yorkshire.

This is one of several collaborations between KPMG and universities across the UK, and each partnership has a specific specialism or sector focus, delivering insight for clients as well as local growth.

In Leeds we focus on entrepreneurship and the scale-up of high growth businesses, through the university's innovation hub, Nexus. This is a community of high growth start-ups, SMEs and entrepreneurs, and its members have access to support services, opportunities, and connections.

Together, KPMG and Nexus collaborate on a range of initiatives aimed at supporting business growth across the region. This has included the creation of a joint incubation space for entrepreneurial businesses, which can draw on the combined expertise of our organisations.

We use the space to share best practice and hold

events for the Nexus community, and its members can also access KPMG's Leeds office for meetings and collaboration sessions.

With the University of Leeds, we are exploring various projects focusing on learning and skills development opportunities for students, businesses, and KPMG colleagues. With its abundance of expertise, innovative activity, and research excellence, our partnership with the University harnesses our collective strengths and underlines KPMG's own heritage in Yorkshire.

We look forward to working closely with the University, and supporting its local, national and global impact. Looking ahead we will explore further opportunities, develop products, and embark on research projects aimed at supporting our communities, clients, and colleagues.





## LEEDS 2023

KPMG is a platinum partner of LEEDS 2023; a year-long celebration of culture across the city, involving events and creative experiences, with everyone invited.

Not only will this put Leeds firmly on the cultural map of the world, leveraging our strengths in the creative industries and tourism, it will also drive creativity locally with a positive social and economic impact on our communities.

LEEDS 2023 was born out of the city's bid for European Capital of Culture for 2023, with an ambition to ensure that every person here benefits from the changes the year-long celebration will bring. There will be 12 signature events, with the year split into three seasons, each with its own unique identity, spirit and ambition that will promote Leeds and West Yorkshire to the world.

KPMG is supporting this because we believe culture can be a driving force in our city and in our region, and analysis suggests that LEEDS 2023 will bring at least £100 million to the visitor economy, supporting jobs, and boosting the retail, hospitality, and travel industries. Like our partners, we are also committed to ensuring that this is the greenest and most sustainable Year of Culture yet.

Supporter of  
**LEEDS 2023** YEAR OF CULTURE

## Stronger Together in Leeds

KPMG is proud to be a founding member of Stronger Together – a network aimed at raising the profile of racial diversity, inclusion and equality in the Leeds City Region professional services sector.

We work collaboratively alongside the other 'Big Four' accounting firms and the six largest law firms to create more peer-to-peer role model relationships and encourage more people from black and ethnic minority backgrounds to be attracted to and retained in the professions, across Yorkshire.

The network features a cross-firm mentor programme for sharing collective experiences of equality and diversity challenges, and for suggesting approaches and ideas to overcome those barriers.

Recruitment initiatives are planned to engage with the local education network, particularly at school leaver level to showcase the diverse range of career opportunities within professional services.

The network was launched in March 2022, and an events and speaker programme is currently in development. We are delighted that Steve Blacker, a Tax Partner in KPMG's Leeds office, and a sponsoring partner of our African Caribbean Network in the North, represents our firm in the network.

 **STRONGER TOGETHER**  
LEEDS CITY REGION

# Our people

## Inclusion, diversity and equity

Our aim in Leeds is to ensure our colleagues experience a diverse and inclusive working environment, where they can thrive and reach their potential regardless of their background.

We outlined bold ambitions as a firm with *Our KPMG: A fairer future for all*. This is our plan for promoting inclusion, diversity and equity across our network, with a focus on leadership accountability; investing in our recruitment, talent progression and training; and ensuring diverse pitch and client teams when allocating work.

It marks an ambitious but evolutionary chapter as part of our long-standing commitment to change. We know we need to continue to challenge ourselves, confront biases and listen and learn from each other, and this marks the next step in our journey towards a fairer future for all.

## Our commitment to fairer representation

### Our 2034 targets



**40:40:20\***

Female (minimum 40% female)



**20%**

Ethnic minority



**15%**

Disabled



**6%**

Sexual orientation



**5%**

Black heritage



**29%**

Lower socio-economic background

For the purposes of our inclusion, diversity and equity targets, we define leadership as our partners.

\*40:40:20 requires us to have a minimum of 40% women and 40% men in the relevant population. 20% is flexible and recognizes the moving nature of our firm, while being more inclusive and still setting parameters for us to meet and stay within.

## MyLeeds

We have various networks across the office and firm, bringing together people with common interests, shared beliefs or backgrounds.

MyLeeds brings together all of these under one umbrella group, providing our colleagues with the opportunity to build their knowledge and understanding of the communities, backgrounds and beliefs represented at our hub in Leeds.

We know that the more diverse and inclusive our office is, the more empowered and understood our people will feel. Furthermore, with greater diversity of thought, we perform better when it comes to providing solutions for our clients.

The MyLeeds group started life around three years ago, before the pandemic, when Rob Wilson – a Partner in the

Leeds office – started a monthly meeting with a view to aligning network leads to identify common themes, learning from their unique experiences. This has led to partnerships between groups where there is intersectionality, including a combined event delivered by our KNOW and Muslim Networks about what it is like to be a Muslim woman working today.



Key contact:

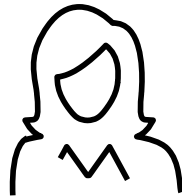
**Rob Wilson,**  
Partner



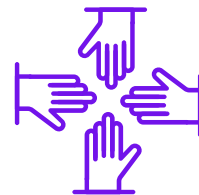
# Leeds staff networks



BeMindful – our mental health network



KPMG Network of Women (KNOW)



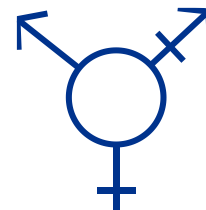
Forces in the Firm



Muslim Network



African & Caribbean Network



Breathe – our LGBT+ Network



KPMG Leeds Office Choir



Cancer Community



All Grades Network

# Our impact

## Environmental, social and governance commitments

As a firm we believe sustainable growth is the only way to build a successful business and have a lasting impact on the world. This means we need to lead by example, nationally and locally.

Our Environmental, Social and Governance (ESG) commitments are key to this approach, and these are set out in Our Impact Plan. Elements of this include:

- Our aim to secure a fairer future for our people and for society, with ambitious targets to build a more diverse and equitable firm by 2030, including by ensuring 29% of our Partner and Director group are from working class backgrounds.
- Community projects with purpose, aimed at strengthening our society. This includes ensuring our support reaches community beneficiaries in the coldest social mobility spots across the UK.
- Managing our environmental footprint differently, by aiming to become a Net Zero business across our entire value chain by 2030, and by moving to 100% renewable energy use across our estate.

Our Impact guides our approach in Leeds, where we want to go even further, and faster.





## The Leeds ESG Group

Formed in 2021, and led by Michael Allen, the Leeds ESG Group has taken the initiative and set a course for a local journey towards a more sustainable future, while ensuring that we, as a firm, continue to support our clients with their own transformation efforts.

### Taking a lead in reducing emissions

The group looked into our local emissions and what generates them, working alongside our national ESG team. This led to the development of a dashboard measuring environmental impact over time, which has subsequently been adopted by the national firm.

Armed with this information, the team in Leeds has made a commitment to ensuring we reach Net Zero by 2028, meaning we will be the first KPMG UK office to do so, two years before the rest of the firm. We are making progress already, and a combination of a more flexible way of working, and changes led by the firm locally and nationally, have meant we have reduced our environmental impact in Leeds by over 50% since 2019.

This reduction has been achieved by several changes to our operation in Leeds, specific to how we travel: our Partner Car Scheme limits vehicle emissions to 110g, and ours was the first of KPMG's 22 offices selected to install fast-chargers for electric vehicles.

### Our social impact

We are also hugely invested in our local communities, and the social impact of our hub in Leeds has been highly significant. In 2021 more than 320 colleagues from our office volunteered a collective 2,800 hours to make a difference in our local community. We raised over £6,500 for the NSPCC by supporting the Big Walks, and helped the NHS in West Yorkshire administer over 1.4 million Covid vaccines across the Leeds City Region.



## Our work with the Ahead Partnership

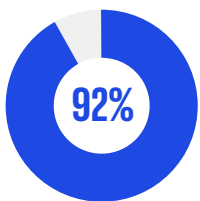
We support the Leeds based social enterprise, Ahead Partnership, which helps private sector organisations to play a transformational role in their local communities by enabling them to make a difference in the lives of young people in areas of low social mobility. We have worked with the organisation for several years, and our activities see KPMG colleagues engaging with young people across Yorkshire and Humber to help inspire them, and to prepare them for the future world of work.

Our colleagues support students' development of their employability skills through mock interviews and career panel discussions, as well as practical project-based activities to boost their essential skills. During 2020-21, we took part in 30+ activities with the Ahead Partnership which supported 3,635 young people to develop their skills. As a result, 96% of the students we worked with reported an increased understanding of how to get into different careers, and 92% are now thinking about their own goals for the future.

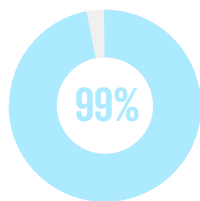
### Programme highlight: The Leeds East Academy Careers Carousel

KPMG volunteers took part in the Leeds East Academy Careers Carousel, which gave 300 Year 9 and 10 students the opportunity to network with local businesses and to develop their understanding of the roles across different industries. KPMG volunteers attended and gave their perspectives on working at the firm, and their reflections on joining as apprentices.

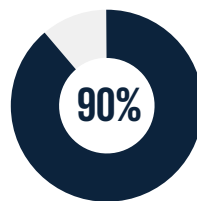
#### What young people said:



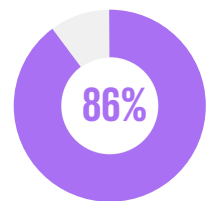
Increased their understanding of how to get into different careers



Improved their interview technique



Developed skills in representing themselves



Are now thinking about their own goals after school

### Programme highlight: KPMG Sustainability festival

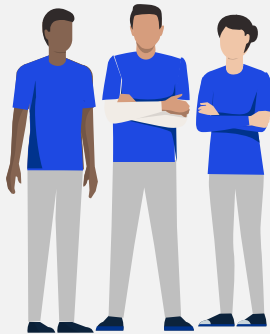
KPMG supported a Sustainability Festival for students from Shakespeare Primary School – an inner-city Leeds school in an area with high levels of deprivation. This aimed to build pupils' awareness and understanding of creative sustainability in urban farming and biodiversity.

At the session, 85 Year 6 students worked alongside KPMG mentors to create vegetable planters or bug hotels, using recycled materials. Pupils learnt that everyone can help the environment, no matter where they live and fed back their excitement about growing their own vegetables and reducing food waste in the UK.

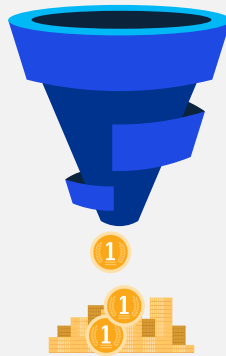
**100%**

Pupils enjoyed working alongside business mentors and learned something new.





**2,800** hours  
volunteered by 320  
colleagues in Leeds



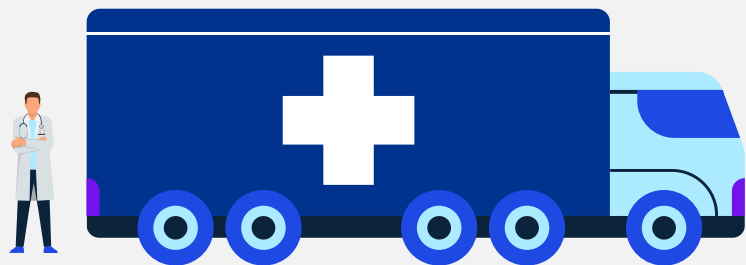
**£6,500** raised for  
NSPCC through  
KPMG's Big Walks



**30+ activities**  
with the Ahead  
Partnership, supporting

**3,635** young people

Supporting the  
NHS to deliver  
**1.4 million**  
Covid vaccines



Aiming for  
**Net Zero**  
by 2028

# Notes









Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.



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