



Diversity, Equity and Inclusion

Together. For Better.

2020 U.S. Transparency Report
March 2021

read.kpmg.us/diversity



Our values

What do we do at KPMG?

We work in concert.

Every function. Every skill. Every background.

Working in harmony. We can see ourselves as soloists.

Or we can imagine the possibilities when we all perform as one.

Photographs from our U.S. firm concert are used throughout this report.



Watch the video [↗](#)

Integrity

We do what is right.

Courage

We think and act boldly.

For better

We do what matters.

Excellence

We never stop learning and improving.

Together

We respect each other and draw strength from our differences.

Learn about culture and values at KPMG, and meet our Vice Chair — Culture [↗](#)

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Our legacy

Diversity, Equity and Inclusion are foundational to KPMG’s purpose, values and strategy. I have witnessed incredible change and significant progress throughout my 37-year career, but it has not been nearly enough — as a society, as a profession and as a firm.

The events of the past year taught us that we must think bigger and be bolder in our ambition and our action. At KPMG we will take action to fight racism, intolerance and inequity in our society, and drive sustainable change in our firm and in the communities where we live and work.

One of my first acts as KPMG Chair and CEO was to launch Accelerate 2025 — our collective commitment to advance Diversity, Equity and Inclusion through bold leadership, values-driven actions and strong accountability.

Accelerate 2025 is a firmwide commitment to understand the lived and shared experiences that our Black talent and all underrepresented groups have in navigating the workplace, and to identify real or perceived barriers, pain points and biases that may influence and impact moments that matter for our people.

We are focused on our commitment to attract, retain and advance underrepresented talent — at KPMG and in the profession more broadly — through continuous learning, courageous conversations and inclusive leadership.

These are my [aspirations](#) for the U.S. firm for the end of fiscal year 2025:

- | **50% partner and managing director representation from underrepresented groups, including doubling our Black representation**
- | **50% increase in our Black and Hispanic/Latinx workforce**
- | **Significant increase in representation from underrepresented groups in client and firmwide leadership roles**

Our Board of Directors will hold our Vice Chairs and me accountable for delivering on our Accelerate 2025 priorities. We will accomplish this by more frequent updates and greater levels of transparency around our actions. This Transparency Report is a big step in holding us accountable and measuring our progress.



Paul Knopp

U.S. Chair & CEO



he / him / his



Our vision

I joined KPMG in November 2020 because I believe in Accelerate 2025. I believe that Paul, as Chair and CEO, the Board and the Management Committee understand that we have a responsibility to make KPMG a place where all of our people can grow and thrive, and are committed to that vision. Our vision.

The aspirations of Accelerate 2025 require us to talk to one another, deeply and meaningfully. We need to do more to attract, retain and advance Black and other underrepresented talent, but these are complex issues with no easy fixes. And I do not pretend to know all the answers—I believe there is no single answer.

But I am passionate about my work and playing my part in making the vision of Accelerate 2025 a reality. This first Transparency Report is a critical milestone in that journey. I trust it will be the beginning of many conversations about how we move forward, together, and how we create an environment that is diverse and in which all our people feel included.

I am excited about the opportunities that lie ahead, and I look forward to hearing many voices as we work together to find our path, Together, For Better.



Elena Richards

Chief Diversity, Equity
& Inclusion Officer

She / her / hers



Our talent

Diversity, Equity and Inclusion are business imperatives, and the right thing for the bottom line—these are indisputable facts. And yet, corporate America is struggling to create truly inclusive environments that support Black talent and all underrepresented groups.

As a professional services firm, our people are what make us successful. Our clients choose KPMG because of who we are and how we support our relationships as trusted advisors. If we don't have the best talent, we will not win in the marketplace. And attracting the best talent in the market will not happen without accelerating efforts to improve Diversity, Equity and Inclusion in our workforce. This is why talent and Accelerate 2025 are critical, foundational components of our business strategy.

The information you see in this report is where we are today. We must act with urgency, purpose and stewardship. Through these efforts, we aim to establish KPMG as a leader. We are moving forward together as a unified team of 33,000+ to make positive change and become a stronger firm.



Laura Newinski

Deputy Chair & COO

She / her / hers



Our future

People are our business, and how our people experience KPMG is the key to retaining them.

The diversity of knowledge, skills and experiences that our people bring to their work helps to sustain us, and our investment in them is an investment in our collective success. It starts with fostering an inclusive environment in which our people can feel comfortable being and sharing themselves. But we must also provide them with the opportunities, encouragement and support to grow professionally, contribute confidently and advance their careers here.

All professionals who choose to build a career at KPMG must see their own potential reflected in the diversity of our leaders. Ensuring that this happens is our greatest opportunity — our future depends on it.



Darren Burton

Vice Chair — Human Resources

he / him / his



Accelerate 2025



Accelerate 2025

As a firm that relies on intellectual capital in an increasingly competitive environment, our ability to attract and retain the best and brightest talent is inextricably linked to our U.S. firm strategy. We also know that a diverse, inclusive and supportive working environment is an imperative for our people to thrive and deliver excellent, high quality work to our clients.

The ambition of Accelerate 2025 is for under-represented talent to select KPMG as their employer of choice and have the opportunity to reach their full potential.

The success of Accelerate 2025 requires that we build the systems, processes and checks that embed our Diversity, Equity and Inclusion strategy into all aspects of everything we do. This is a strategy that requires immediate and sustained action, as well as responsibility and accountability for the long term.

The first milestone was the commitments made by the Chair and CEO.

This was followed by the formation of the following workstreams to develop actions through understanding the employee and partner experience, and assessing every stage of the career lifecycle:

- | Recruitment
- | Development and advancement
- | Experience and retention
- | Transparency and accountability

Actions to date

170+ ideas generated by a taskforce of 70+ partners and employees



ideas

people

750+ individuals engaged, including:

- 120+ one-on-one interviews
- ~100 working sessions
- 15 focus groups
- 50 external sources of market research leveraged





CEO commitments

1 Plan 

Create a concrete, multiyear strategic action plan to operationalize the firm’s inclusion agenda; efforts will be transparent and measurable.

2 Partner 

Explore partnerships with other organizations that focus on equity and inclusion as part of their core business.

3 Donate 

Donate \$500,000 to support **community** efforts to combat racial inequity.

4 Dialogue 

Continue the open dialogue about race to drive awareness, understanding and allyship.

5 Implement 

Create action steps to ensure that we are recruiting, developing and advancing underrepresented talent.

6 Share 

Launch a sharing platform to raise awareness from an educational standpoint about the evolution of race and bias in America.

To ensure that we identify the best long-term solutions, we have analyzed available data, including feedback from employee focus groups and surveys conducted with our [Business Resource Groups](#). This enables us to understand who we are now as a means of clearly seeing the path ahead.

This report is part of our initial step in showing all of the firm’s efforts, as evident in [Who we are](#), as well as the work required to become the firm we aspire to be.

[Elena Richards](#), our Chief Diversity, Equity & Inclusion Officer, will guide and work with our business leaders to enable our strategy and report on the progress of Accelerate 2025.

As we progress, we expect to make adjustments with new insights. We are absolutely focused on our ambition — for there to be no doubt that underrepresented talent select KPMG as their employer of choice and have the opportunity to reach their full potential.



Who we are

Total partners & employees

Representing five generations

Fiscal year September 30

2018 32,642

2019 34,655

2020 33,391

Female¹



LGBTQ+

Self-reported²



People with disabilities

Self-reported²



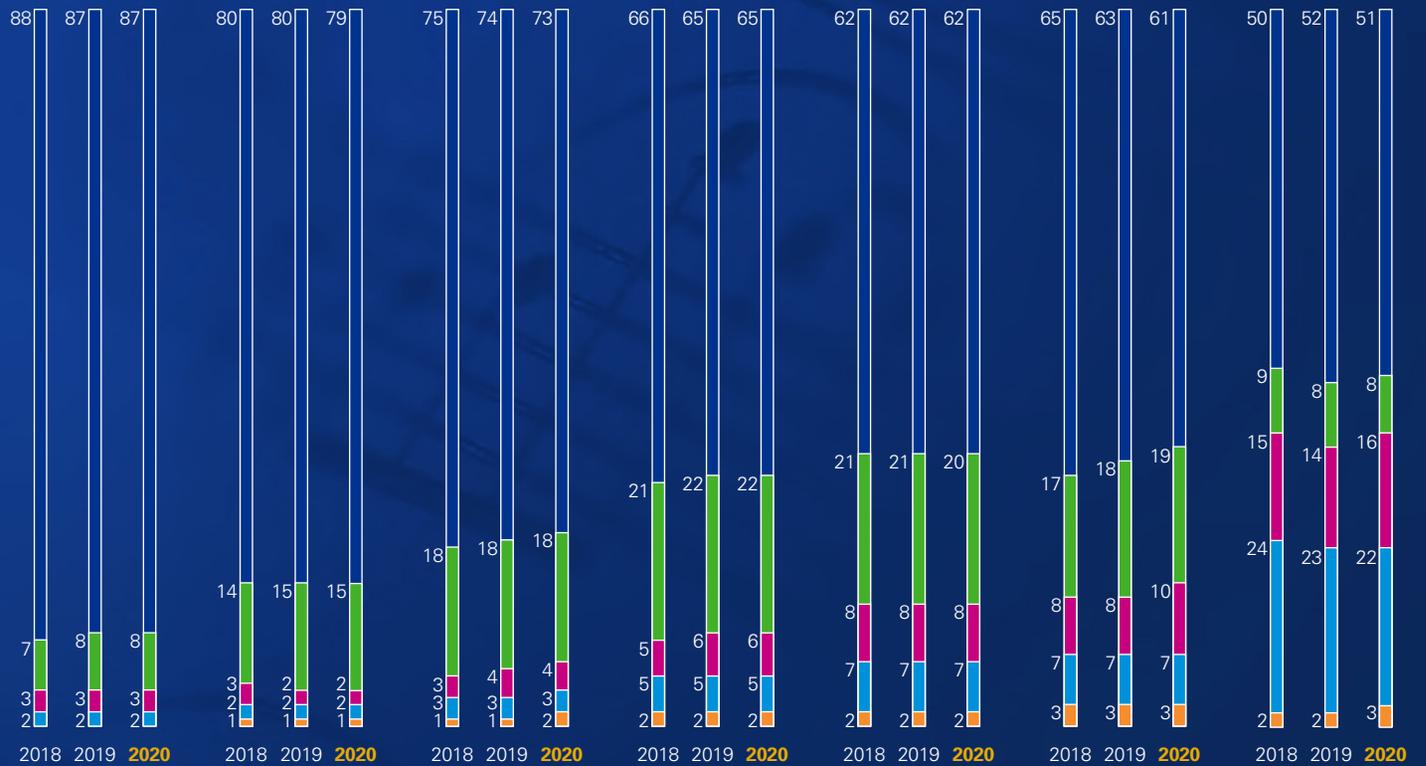
Veterans

Self-reported²



Throughout this report, charts exclude percentages less than 1%, and percentages do not always add to 100% due to rounding.

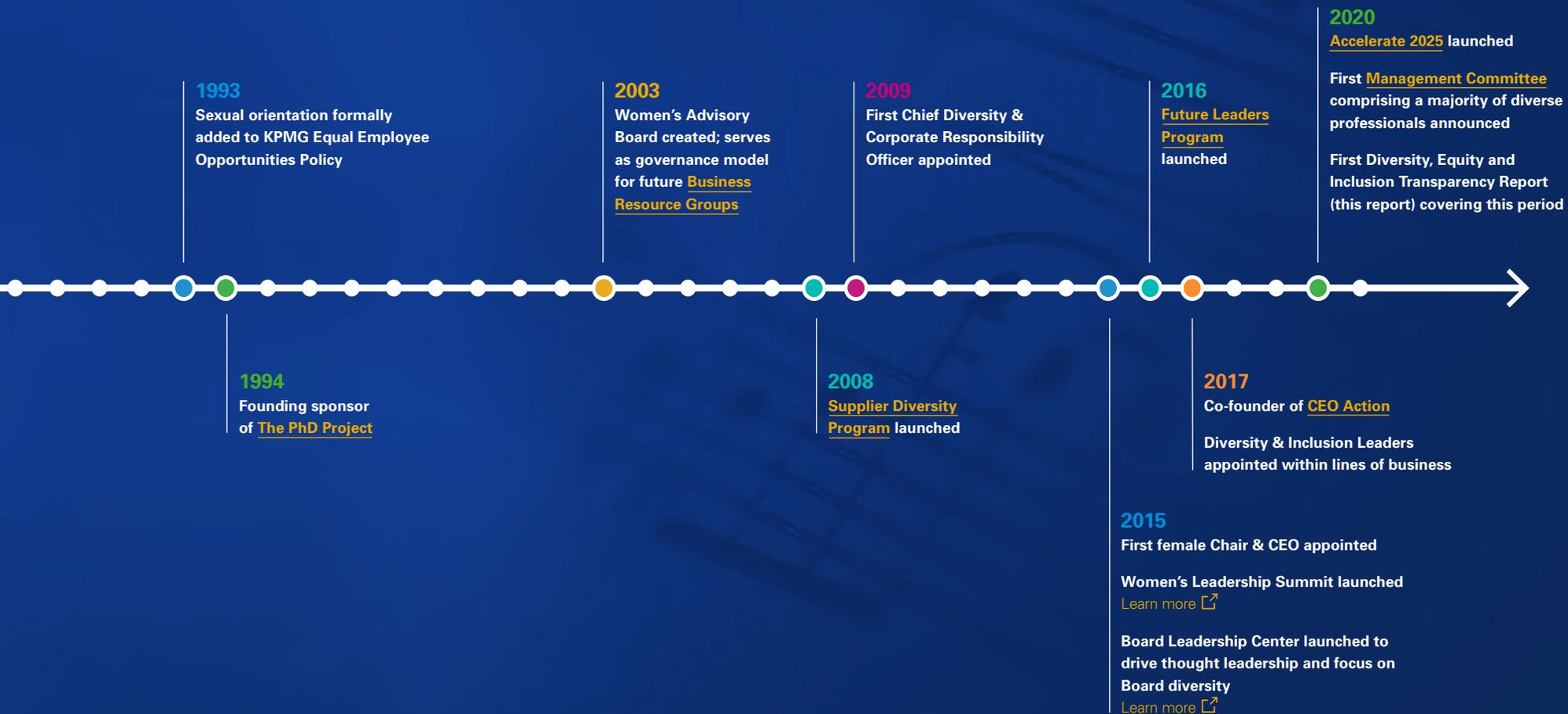
1. Currently we do not gather other data; read about [self-identification](#).
2. Self-identification in these diverse groups is voluntary; read about [self-identification](#) and the dimensions of diversity.





Milestones

Some key milestones over the years include:





Moments that matter

We will achieve our objective by focusing on efforts that are important to our people, our clients, our communities and the marketplace.

Our ultimate success will be defined by those we serve and empower. As such, our concentration will be in three key moments that matter in the career lifecycle.

Transparency & Accountability



- | Attracting more individuals from underrepresented groups to the profession.

- | Making KPMG the clear employer of choice.

- | Onboarding talent with intentionality to prepare them to succeed here.

- | Creating consistency of experience for all.

- | Engaging everyone in our firm to foster an environment of diversity, equity and inclusion.

- | Providing deliberate access to development and advancement opportunities.

- | Creating clear paths to Managing Director and Partner.

- | Cultivating talent to rise to senior leadership positions within our firm, the profession and marketplace.

- | Serving our communities through stewardship and board service.



Getting here



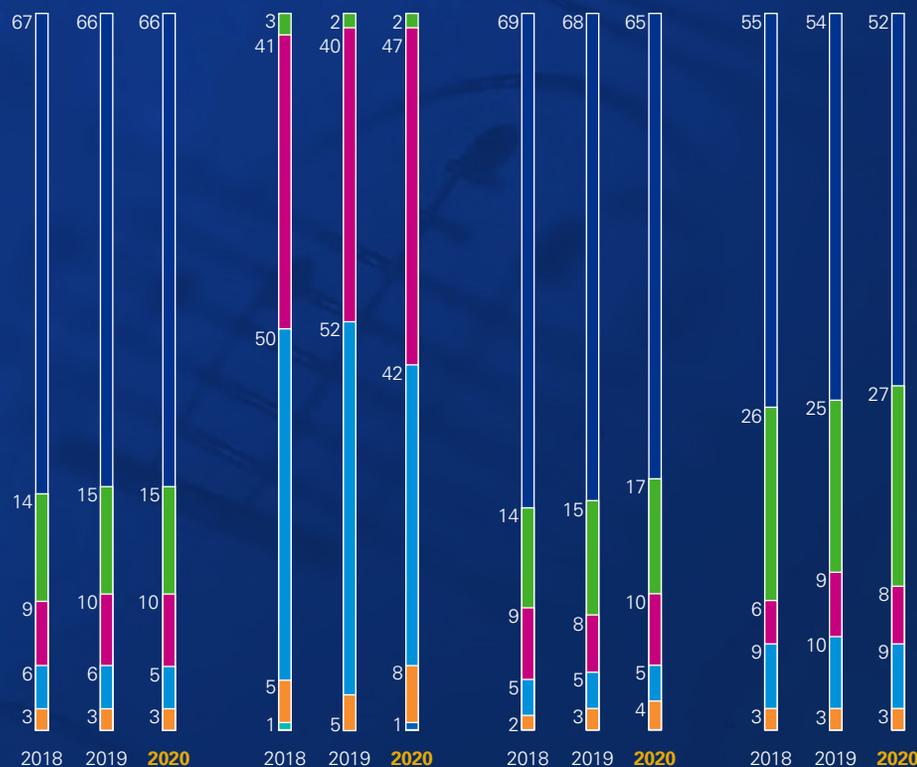
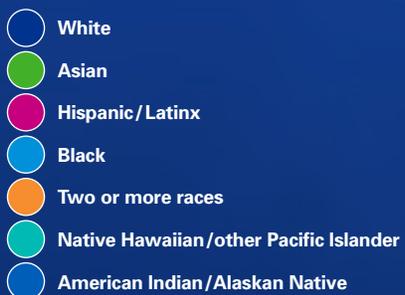
Joining us today

This data is based on calendar year to better align with varying school calendars and graduation dates.

Numbers shown are percentages



Numbers shown are percentages



Interns

2018	2,745
2019	3,308
2020	3,400

Embark interns

2018	209
2019	225
2020	194

University hires

2018	2,846
2019	3,432
2020	2,713

Experienced hires

2018	3,256
2019	3,549
2020	1,460

1. Interns from our [Embark Scholars Program](#)



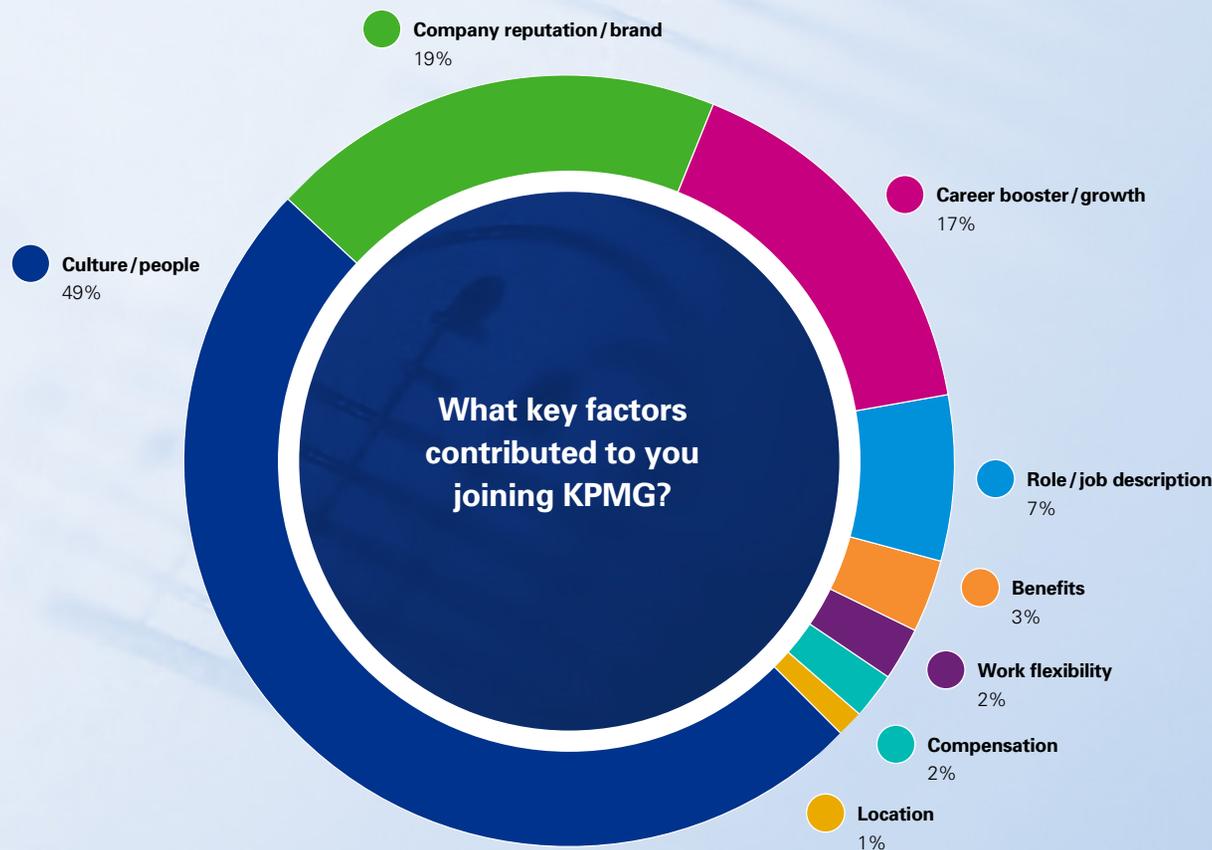
We asked a cross-section of members of our [Business Resource Groups](#) why they joined KPMG.

The feedback overwhelmingly pointed to KPMG’s being recognized as a destination employer on the basis of the intangible qualities that make us who we are — all of us as individuals, our collective culture and [values](#), and our reputation.

In addition, of the total experienced hires in 2020, 42% of female hires, 41% of people of color hires and 69% of hires from all underrepresented groups were referred by existing partners and employees. That’s positive affirmation.

Although the feedback indicates a positive and welcoming work environment, the data on who is joining KPMG shows that we have to do more to attract underrepresented groups at all stages of their careers.

As an action coming out of [Accelerate 2025](#), we have reimagined recruiting to broaden our reach and help give every person an equal chance of getting here.





Seeding talent

KPMG conducts and sponsors a variety of programs and experiences that lead to great careers. Here are some examples.



Embark Scholars Program

Supported by our African Ancestry and Hispanic Latinx [Business Resource Groups](#), Embark is a multiyear internship that helps to develop high-performing students of color into KPMG leaders of tomorrow.

Featuring national training and rotations into our Audit, Tax, Advisory and Business Process Group practices, the program allows Scholars to become students of the firm before choosing a practice internship the following year.

[Learn more](#)

Veteran Development Days

This program serves as a platform for the firm to give back to those who served our country by advising veterans on career transition, introducing tools to help them conduct their search, and providing them exposure through networking and interviewing.

In various cities around the U.S., veterans spend a day with KPMG professionals, many of whom are veterans themselves. These workshops are held in association with local and national veteran organizations, including our continued partnership with the Wounded Warrior Project.

[Learn more](#)

Rise Leadership Institute

This program is open to high-performing college freshmen and sophomores who identify as people of color, veterans, people with a disability, LGBTQ+ and/or first-generation college students.

Rise offers a multiday leadership conference, a variety of scholarship and career opportunities, and year-round support and learning through a virtual cohort.

[Learn more](#)



Talent acquisition

Our reimagined recruitment strategy—based on virtual recruiting and a standardized technology platform—is key to the success of [Accelerate 2025](#).

Our hiring process is open and robust. Regardless of location, individuals can learn about, and apply directly to, all opportunities for which they meet basic qualifications, and interview directly with KPMG leaders in those markets.

We have transitioned university recruiting to the same open application process that is used for experienced hires—with the same applicant

tracking system, automated assessment tool and video interviewing so we can maximize our reach to candidates of all backgrounds.

For university recruiting applicants, the process also provides automatic eligibility notifications, participation in pymetrics® exercises with personal assessment, and faster time-to-offer responses.

We actively recruit at Hispanic and Native American Serving Institutions; and at Historically Black Colleges and Universities where we have more than tripled our outreach and commitment. Our goals are to establish relationships with faculty and administration, educate students and faculty on careers in public accounting and build a strong, diverse pipeline of talent for our firm.



We also partner with national organizations, including the National Association of Black Accountants (NABA), Jopwell (representing and advancing careers for Black, Latinx and Native American students and professionals), the Thurgood Marshall College Fund, the Association of Latino Professionals for America (ALPFA) and Ascend (supporting Pan-Asian students and professionals).

Read our related [Story of Impact](#)

Transformed university recruiting



We meet applicants through our on-campus recruiting efforts and virtual events.

Accessed via our website, an application is open to all; this means more opportunities for more applicants.

In approximately 10 minutes, applicants can apply directly to the position and location they are most interested in—from their computer or mobile device.

Two national application deadlines.

Learn more



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Engaging everyone

Having arrived at KPMG, true success for any new hire requires the ability to thrive at our firm, in our culture.



Since the launch of Accelerate 2025, membership in our Business Resource Groups has increased 18%.

Our Culture Champions Network has over 4,200 members who engage and empower all our people, and 63 Culture Councils have been established across geographies.

Culture is how we do things, driven by our values. It's the combination of how we think, the actions we take every day (both big and small) and how we support the work being done. We all impact our culture and make a difference for those around us.

KPMG has had a long-standing commitment to Diversity, Equity and Inclusion. And while no one initiative addresses all issues, the launch of Accelerate 2025 was a singular call to action that has galvanized us with a greater focus and toward a greater purpose.

Making a real difference requires engaging all 33,000+ of us, and listening to understand is the starting point for doing just that. Our focus on compassionate candor means supporting personal and sometimes uncomfortable conversations about race across the firm. This deepens our understanding and strengthens our resolve to do better, which leads to greater trust.

Pivotal moments included our first Town Hall on race, equity and allyship (watched live by 21,000+ partners and employees), virtual events hosted by our Business Resource Groups and offices around the country, and a global, 72-hour virtual discussion called Courageous Conversations.

Each one of us is on a personal journey that requires us to:



educate

Educate ourselves and be intentional in our own learning journeys.

Actively listen to understand, and not to respond.

listen 

Be an active — if at times imperfect ally — and speak up.



advocate

challenge your thinking



Challenge our own assumptions, being mindful of unconscious bias and privilege.

Create a safe environment that allows space for vulnerabilities and concerns.

protect



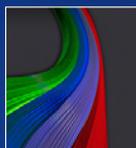


Business Resource Groups

Our Business Resource Groups are cross-functional, multigenerational associations of partners and employees who work together to support our efforts to advance Diversity, Equity and Inclusion across the firm and in the marketplace. BRGs are an integral part of our strategy, and contribute significantly to our ability to succeed at achieving our collective DEI priorities.

Inclusion Councils support and drive the efforts of our strategy in offices where not all BRGs are represented. They also allow for cross-collaboration between BRGs, and connectivity and engagement with local office leadership.

At the end of 2020, there were over 200 local BRG chapters and Inclusion Councils around the country with more than 13,500 members. Importantly for our strategy, just over half of these members identified themselves as allies. Allyship is critical for building an authentically supportive environment in which people thrive.



Established in 2007, the **Abilities in Motion** BRG fosters an environment of support for professionals with a disability or who serve as caregivers for others with special needs as they build their careers at KPMG.



Established in 2005, the **African Ancestry** BRG supports Black/African American professionals in their pursuit of professional excellence, focusing on recruiting, retaining and advancing diverse talent.



Established in 2005, the **Asian Pacific Islander** BRG engages the firm's Asian Pacific Islander professionals in career-enriching opportunities and fosters a deeper understanding of Asian-Pacific cultures.



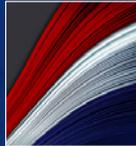
Established in 2005, the **Hispanic Latinx** BRG fosters an environment that encourages mentoring, professional development, community involvement and high performance.



Established in 2003, **KPMG's Network of Women** aims to create a more compelling work environment and enhance career opportunities for women.



Established in 2003, **pride@kpmg** engages the firm's LGBTQ+ professionals and their allies in career development, community service and mentoring.



Established in 2012, the **Veterans** BRG is committed to the recruitment, retention and success of current and former military service members and their families.



Educating ourselves

Over the years, our firm has changed significantly in terms of creating infrastructure (like our [Business Resource Groups](#)) and tailored engagement opportunities (like the [Women of Risk Community](#)), but we want and need to do more.

This was the clear message that came through in 2020—in stories shared through emails, phone calls and virtual meetings.

Our commitment to making more meaningful changes for our long-term Diversity, Equity and Inclusion strategy means educating ourselves about bias—both conscious and unconscious. Unconscious bias dictates how we might react in certain situations without realizing it.

As part of our personal journeys, all partners and employees have access to training on bias. To date, nearly half of all professionals have taken the training.

Training alone, however, is not sufficient; and therefore it is coupled with leadership actions and collective accountability for advancing DEI.

This is why unconscious bias—and how to recognize it—is a frequent discussion topic in less formal settings, such as in educational sessions run within engagement teams and inclusion reminders as part of performance development.



“We ran a workshop on unconscious bias. The more I listened to and heard from my colleagues about what it meant to them in their personal journeys, the greater my conviction grew that this is a strategic imperative that we have to make progress on.”

Greg Engel

Vice Chair—Tax

he / him / his



Culture Commitments

Every one of us, regardless of role or level, has the responsibility to strengthen our culture, model our values, and create a positive environment for each other, our clients and our communities.

Culture Commitments is a way of showing that we understand our individual responsibility to help shape, reinforce, nurture and sustain our culture. Partners and employees make a personal Culture Commitment as part of their annual performance development process.

Over 40% of these Commitments relate to themes of inclusiveness or drawing out diverse perspectives. Here are just a few examples of our senior leaders' Commitments to doing things differently and setting the tone at the top.



"The real magic of our Culture Commitment process is that each leader shares the Commitment with their team and, in doing so, seeks that team's help in living true to that Commitment.

So we have personal accountability and teamwork helping us to be a more diverse and inclusive workplace!"

Claudia Saran
Vice Chair— Culture



"I commit to a culture focused on integrity by being transparent, receptive to all views and standing up to disrespectful behavior.

I will also immediately recognize those who I observe living our values."

Scott Flynn
Vice Chair— Audit



"I commit to talk less and listen more, and invite open dialogue and healthy challenge.

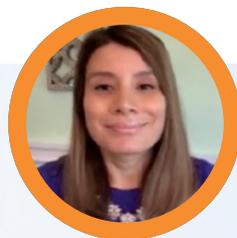
I will be intentional about seeking diverse perspectives and will engage colleagues in dialogue to foster inclusive collaboration."

Tandra Jackson
Vice Chair—
Growth & Strategy



"I commit to holding listening sessions to draw out everyone's voices, questions and challenges — and responding with appreciation, curiosity and openness."

Carl Carande
Vice Chair— Advisory



Stories of Impact

Every day there are acts of greatness that may go unnoticed or unrecognized across our firm.

By the end of 2020, nearly 300 of these Stories of Impact had been shared. Here is just one Story that speaks to the heart of our diversity, equity and inclusion efforts.

[Watch the video](#)

At KPMG —

We advocate for equity and inclusion

Throughout 2020, James has been an integral part of championing diversity and inclusion here at KPMG. Specifically, James had the idea of opening lines of communication with Historically Black Colleges & Universities (HBCUs) in and around Raleigh. The fruit of these efforts was seen in our African Ancestry Business Resource Group event — two professors from NC A&T attended and had an impactful and thought-provoking chat with our KPMG office.

James’s efforts are an attempt to open opportunities to recruit from HBCUs, which will have a lasting impact on diversity and inclusion at KPMG for years to come. Magical things happen when people from diverse backgrounds collaborate, and James champions that effort daily.

Thanks for inspiring me,

Nikko Lairtoo
Audit



Story inspired by **James Griffin**
Audit



Nurturing talent

KPMG runs a variety of programs and experiences dedicated to helping talent succeed at KPMG. Here are some examples.



Tax Stewardship Program

High-performing managing directors on track for partnership are paired with partners outside of their service lines and geographic regions. This helps participants to broaden their networks and provides them with an opportunity to continue to develop leadership skills.

The program has helped create a consistent baseline across our practice for the skills and behaviors to master before making partner.



Women of Risk Community

The community's mission is to advance women in the Risk profession, including in consulting and financial services.

The Women of Risk Community hosts events throughout the year that provide a collaborative and supportive environment where members can thrive both professionally and within their own communities.



Sponsorship

High-performing senior managers and managing directors on track for partnership are paired with partner sponsors who act as meaningful advocates.

Each protégé/sponsor pair meets at least three times a year and is provided with resources, topics for discussion and opportunities for live development sessions.



Social Equity Hackathon

In November 2020, our Advisory practice launched a virtual Social Equity Hackathon as part of the ongoing KPMG Data Citizens with Purpose Program™. Over 250 KPMG professionals came together to learn and experiment with data, and develop meaningful insights related to social equity, including:

- | **How to increase the firm’s talent pipeline for people of color**
- | **The impact of race and gender on returning to the firm’s offices**

In two categories (experienced and new data citizens), the judges evaluated submissions for quality and integrity, insight, innovation, creativity and data storytelling ability. In recognition of their great work, KPMG made donations in each of the winners’ names to a charity of their choice.

Here are the winning entries in each category.



Experienced data citizens

Exploring Black partner-level representation in proportion to available Black talent

The team analyzed national demographics versus representation at KPMG, and delivered messages on the importance of investing in onboarding and supporting success. As the team noted, representation matters.

Nathan Roberto
Senior Associate

Andre Walter
Director

N’Neka Wilson
Manager

New data citizens

Identifying areas with high concentrations of female householders in challenging living conditions

The team identified KPMG offices nearest to counties classified as ‘High Concentrated — High Risk’ for the underrepresented group of female householders, and local organizations that might assist in providing support. Identifying pockets of untapped talent is a step toward greater representation.

Bernal Cantillo
Manager

Kristjana Qurku
Senior Associate



Feeling included

We ask partners and employees to respond to the following statement (or similar): **I can be myself at work without concern for how I will be accepted.**

2020 has been a year unlike any other, with the confluence of COVID-19, economic uncertainty and social unrest playing out across the globe. All underrepresented groups [reported](#) feeling less comfortable being themselves in 2020.

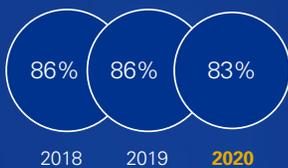
These results provide a clear benchmark as we move forward with [Accelerate 2025](#) to ensure that underrepresented groups have the opportunity to succeed.

As a starting point, [self-identification](#) increases our understanding of the depth of diversity within the firm. As more of us share additional dimensions of our identities, pulse surveys can be tailored to provide a better understanding of how all groups are experiencing the firm.





Male



Female



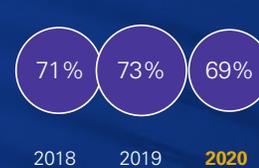
LGBTQ+

Self-reported



People with disabilities

Self-reported



Veterans

Self-reported



White



Asian



Hispanic / Latinx



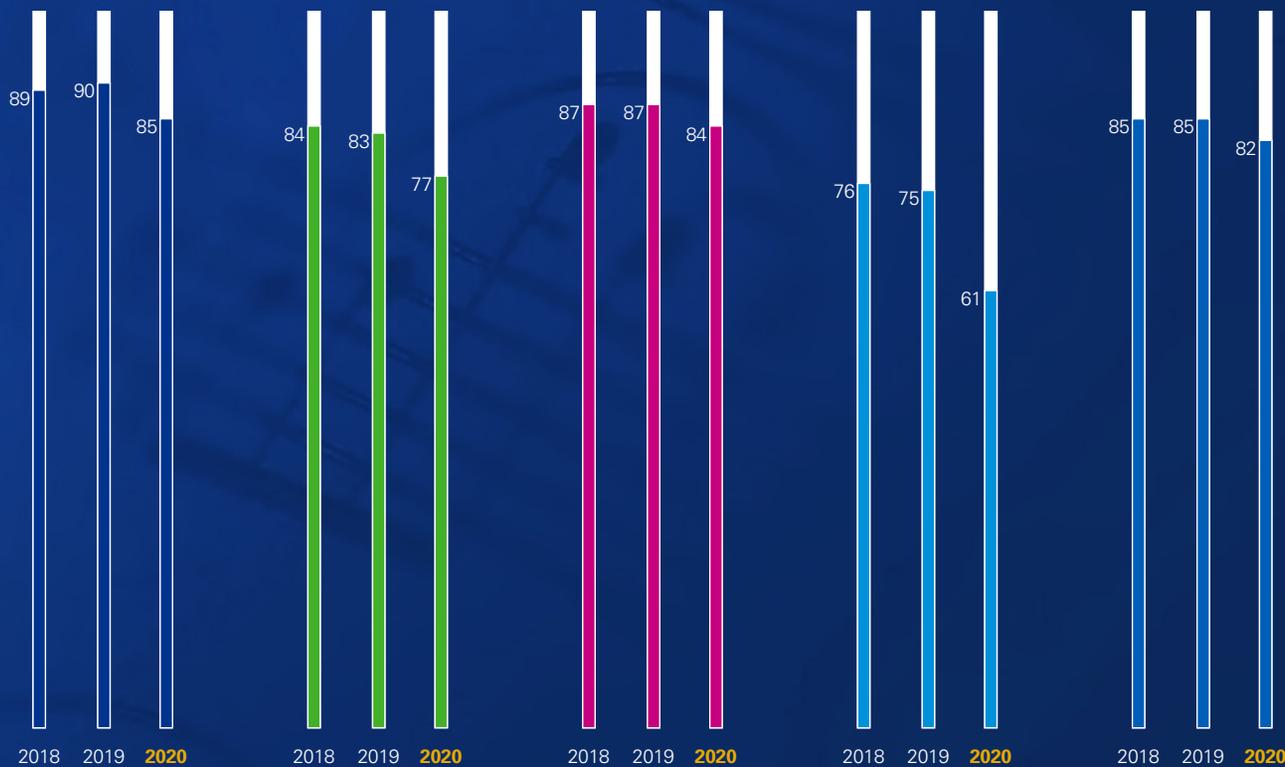
Black



Firmwide

"I can be myself at work without concern for how I will be accepted."

Percentage of respondents who replied "yes."





This is me

Who we are shows a small percentage of partners and employees who self-identify as LGBTQ+, person with a disability or veteran.

Self-identification is voluntary, but knowing who we are helps our efforts to sustain a culture where everyone can thrive.

For example, with the challenges created by COVID-19, understanding how many of our professionals are caregivers enabled us to expand and enhance resources like back-up childcare and eldercare.

Beginning with the Business Resource Groups, in 2020 we launched a voluntary campaign for partners and employees to announce their identifying pronouns in their email signatures. This was an important demonstration of our commitment to inclusion.

In 2021 we have launched a new self-ID campaign to help us do better in understanding and supporting one another.

This includes understanding the ways in which various dimensions of our identity intersect (intersectionality). While not all aspects of our identity can be measured or reported in the same way, self-identification can provide us with insights into who we are.

In addition to primary dimensions of diversity, such as race and ethnicity, our new campaign includes expanded options within the categories of Caregiver, Apparent and Non-Apparent Disabilities, Gender Identity, Sexual Orientation, Identification within Two or More Races and Military Branch of Service.





Pay equity

KPMG is committed to the principle of **pay equity**.

Employee pay is set based on non-discriminatory factors like skills, performance, job responsibilities, level of experience in role, and applicable geographic and market considerations.

The firm will continue to hold itself accountable: internally with our [Accelerate 2025](#) commitments focused on the employee experience of getting here, succeeding here and leading here, and externally through our pledges with [CEO Action](#) and [Catalyst Gender and Diversity KPI Alliance](#).

We understand these issues are of the utmost significance to our people, the firm and our profession.



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Leading here



Senior leadership

The business, property and affairs of the firm are managed under the direction of the Board of Directors. The Board of Directors is 38% female and 13% people of color. In total, 44% are from underrepresented groups.

The Management Committee (shown here) comprises members of senior management and is responsible for the day-to-day operation of the firm. The Management Committee is 45% female and 27% people of color. In total, we are proud that 55% are from underrepresented groups.



Paul Knopp
Chair & CEO
he / him / his



Laura Newinski
Deputy Chair & COO
she / her / hers



Darren Burton
Vice Chair—Human Resources
he / him / his



Carl Carande
Vice Chair—Advisory
he / him / his



Greg Engel
Vice Chair—Tax
he / him / his



Scott Flynn
Vice Chair—Audit
he / him / his



Tandra Jackson
Vice Chair—Growth & Strategy
she / her / hers



Lisa Madden
Vice Chair—Risk Management
she / her / hers



Tonya Robinson
Vice Chair & General Counsel—
Legal, Regulatory and Compliance
she / her / hers



Claudia Saran
Vice Chair—Culture
she / her / hers



Will Williams
Vice Chair—Operations
he / him / his



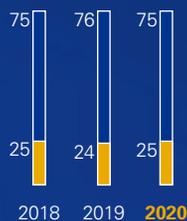
Advancement

This data shows promotes at October 1 each year into a more senior position.

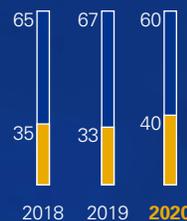
Numbers shown are percentages



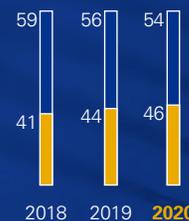
Promotion from Managing Director



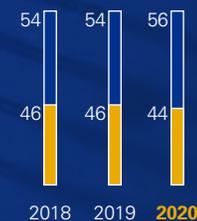
Promotion from Senior Manager or Director



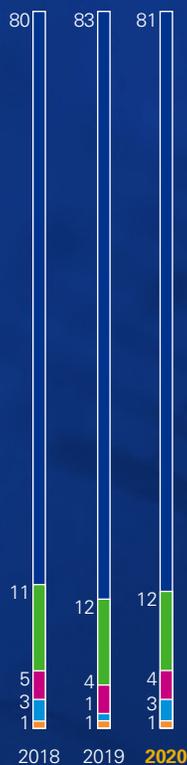
Promotion from Manager



Promotion from Senior Associate



Numbers shown are percentages



Promotion from Managing Director

2018	102
2019	110
2020	113

Promotion from Senior Manager or Director

2018	272
2019	361
2020	387

Promotion from Manager

2018	844
2019	989
2020	1,089

Promotion from Senior Associate

2018	1,332
2019	1,450
2020	1,518



Beyond KPMG



Action and impact

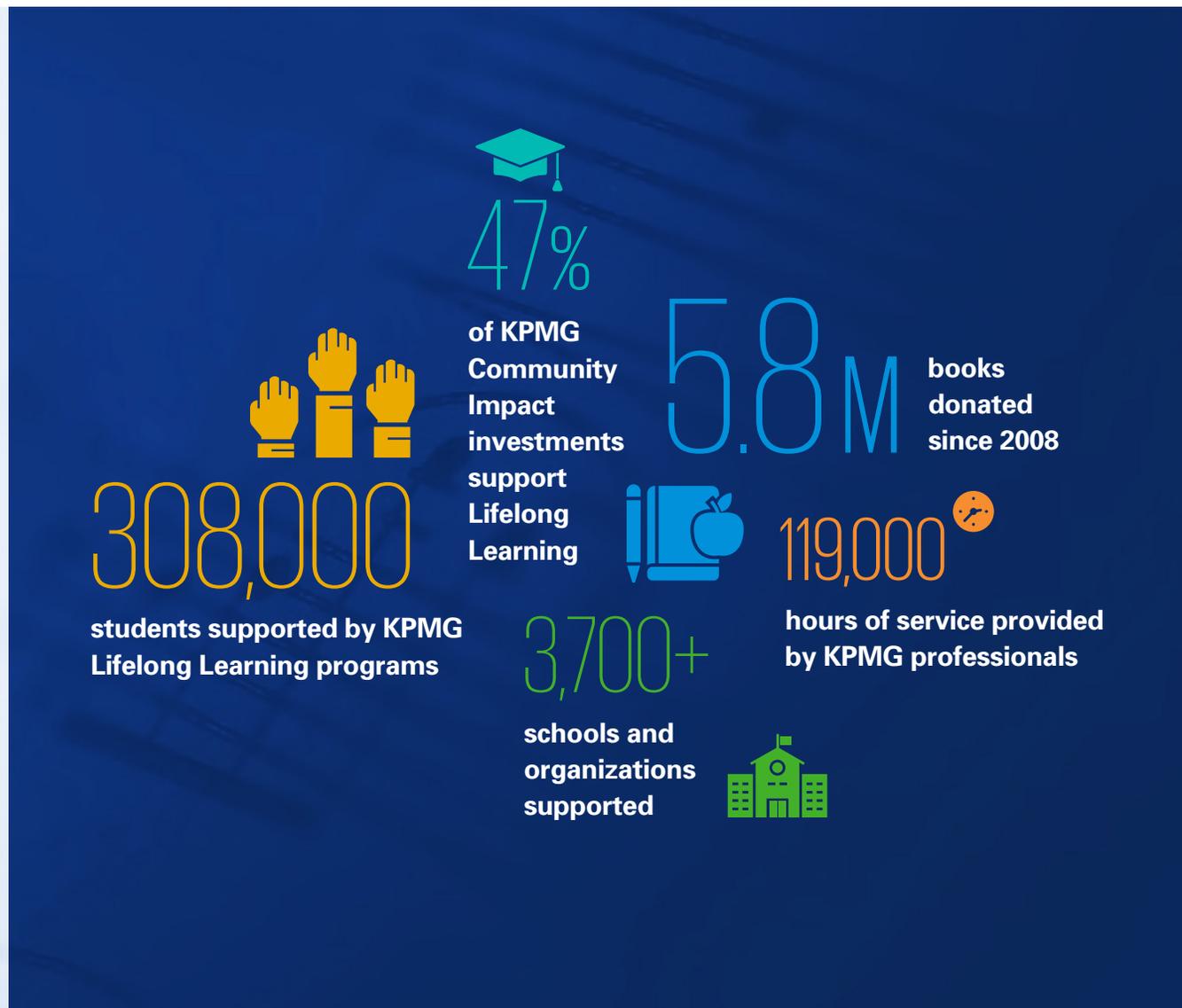
We are committed to doing what’s right, helping and caring for one another and supporting our colleagues, our clients and the communities where we live and work.

In this report, we provide a few examples of how we contribute to society’s broader diversity, equity and inclusion footprint.

In fiscal year 2020, KPMG and the KPMG U.S. Foundation gave \$52 million in support of our communities. The latest KPMG Community Impact and KPMG U.S. Foundation, Inc. Report discusses more of our community work.

[Read the report](#)

Systemic issues such as poverty and inequity persist as critical barriers to education and societal growth. We believe that **Lifelong Learning** is a journey of growth where knowledge and skills make all the difference. Building on our legacy to transform and enrich lives, we drive innovative programs and initiatives that positively impact our communities and reflect the causes most important to our people.





KPMG U.S. Foundation, Inc. is a separate 501(c)(3) organization that seeks to foster systemic change in business and society — specifically, an increase in the diversity of ideas. That’s why the Foundation invests in business education and volunteerism at all levels over the long term.

It works because of a simple multiplier effect: by giving to one — one program, one person, one organization — there is an impact on many and no limit to what they can do. It’s a burgeoning of knowledge, a proliferating of ideas, a propagating of understanding.



One of the greatest challenges facing corporate America is workforce readiness, perhaps most evident among children growing up in low-income communities. **NAF (#BeFutureReady)** is a national network of education, business and community leaders who work together to ensure high school students are ready for college, their careers and their futures. KPMG is proud to collaborate with NAF on topics like personal branding, cybersecurity and career possibilities.

[Learn more](#)

Each year, as part of the **Future Leaders Program**, top female multicultural high school seniors are given the opportunity to enhance their personal growth through college scholarships, a leadership development retreat, mentorship and an introduction to golf. The program’s main purpose is to help these young women continue to build strong foundations, and to instill the confidence and leadership abilities to help them succeed in college and, ultimately, in their careers in the long term.

[Learn more](#)

The KPMG U.S. Foundation has been the lead sponsor and administrator of **The PhD Project** since its inception in 1994.

Through engagement with KPMG partners and employees and an investment of nearly \$21 million, we have significantly impacted the Project’s vision to advance workplace diversity by increasing the diversity of business school faculty.

One of the key successes to date is a 500% increase in Black/African American, Latinx/Hispanic American and Native American business school professors since the inception of The PhD Project.

[Learn more](#)

Together with the KPMG U.S. Foundation, in fiscal year 2020 we donated \$2 million to support **nonprofit organizations impacted by COVID-19**. The funds provided immediate relief grants to nonprofits where we have a national collaboration, assisted national 501(c)(3) organizations in supporting key areas during the COVID-19 pandemic, and aided charitable organizations actively supported by our employees.

We also donated \$500,000 to the newly created KPMG U.S. Foundation **Racial Equity Action Fund**.



Collaborate for progress



Diversity, equity and inclusion is a broader societal issue, and alliances between organizations are the key to achieving success with greater reach and lasting impact. We have committed ourselves to working with a number of organizations. These are two of our pledges.

CEO Action¹ for Diversity & Inclusion™

These are the components of the CEO Action pledge:

- Continue to make our workplaces trusting environments to have complex, and sometimes difficult, [conversations](#) about diversity and inclusion
- Implement and expand upon our [unconscious bias](#) education
- Share known best — and unsuccessful — practices
- Create and share strategic diversity and inclusion plans with our [Board of Directors](#)

[Learn more](#)

Catalyst Gender and Diversity KPI Alliance

The Alliance is committed to measuring progress and better enabling organizations to track their progress by referencing the following KPIs, focused on the pipeline of women and underrepresented groups moving through the organization:

- Percentage of representation on an organization's [Board of Directors](#)
- Percentage of representation by employee category
- Pay equality: ratio of compensation by employee category (e.g., equal pay for equal work)

[Learn more](#)

1. KPMG was a co-founder in 2017.



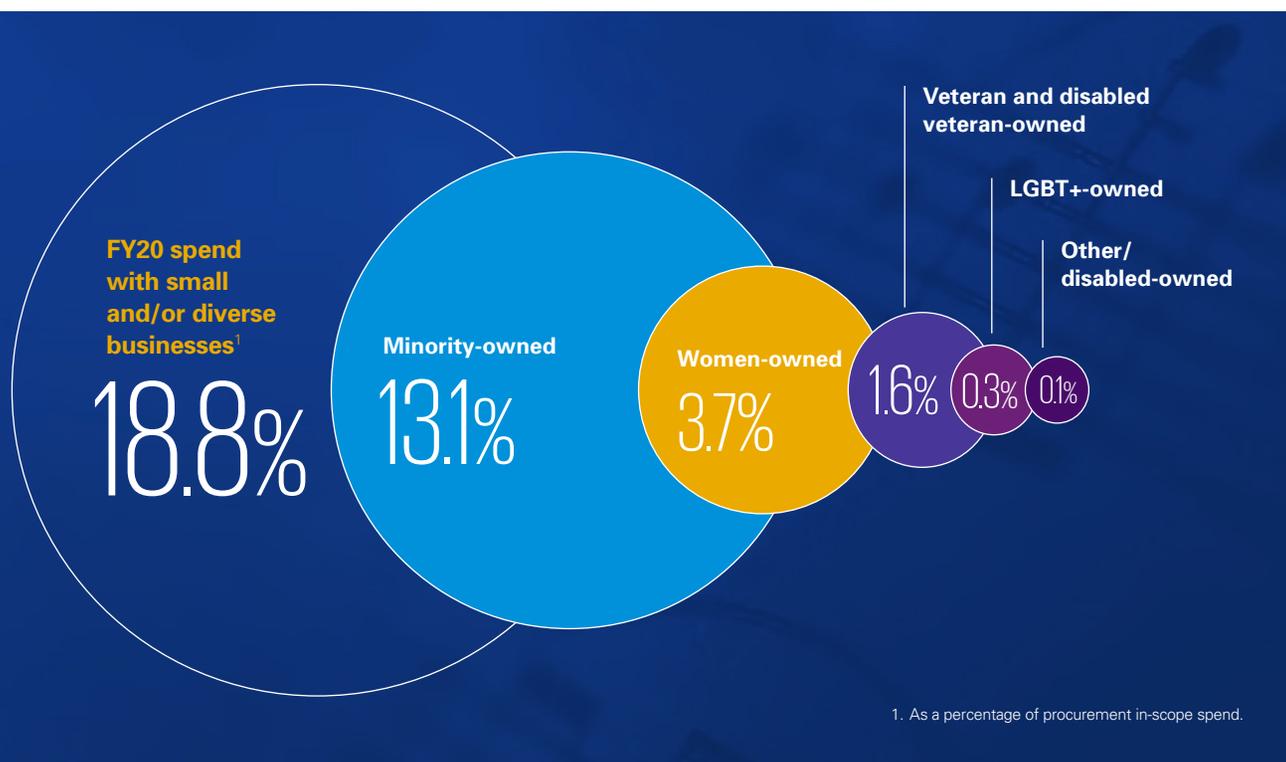
Supplier diversity

KPMG’s supplier diversity strategy includes our suppliers and partners embracing the importance of having inclusive supply chains. KPMG is committed to maintaining a diverse supplier base and building relationships with those suppliers that reflect the market, our clients and the communities we serve.



We believe that corporate responsibility means conducting business with the highest level of professionalism and integrity. we expect our business partners to embrace the values and commitments set forth in our Code of Conduct to support our mutual success.

[Learn more](#) ↗

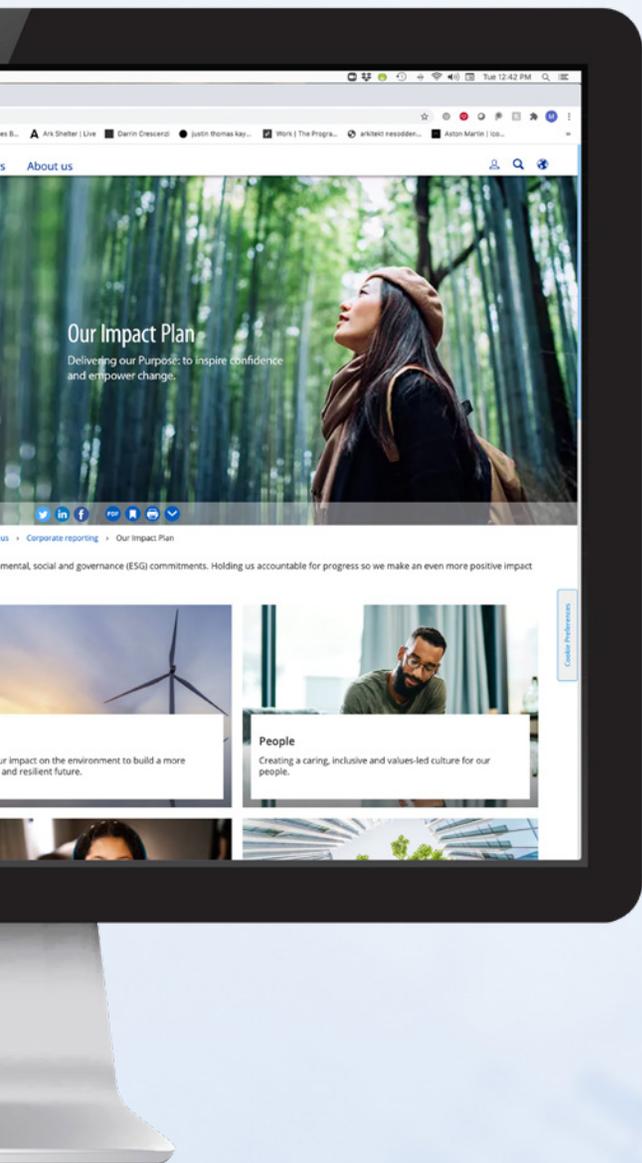




Environmental, Social, Governance



Stakeholder Capitalism Metrics



KPMG is a proud signatory to the Stakeholder Capitalism Metrics, issued by the World Economic Forum and its International Business Council in September 2020, and aligned with the global KPMG Impact Plan.

The SCM seek to improve the ways that companies measure and demonstrate their contributions toward creating more prosperous, fulfilled societies and a more sustainable relationship with our planet.

Drawn from existing voluntary standards, the SCM offer a core set of 21 universal and comparable disclosures focused on people, planet, prosperity and principles of governance. These standards are considered most critical for business, society and the planet, and companies can report on them regardless of industry or region.

These metrics strengthen the ability of companies and investors to benchmark progress on matters of sustainability, thereby improving decision-making and enhancing transparency and accountability regarding the shared and sustainable value companies create.

[Learn more about the KPMG Impact Plan](#) 
[Read about the SCM](#) 

As part of this initiative, we will:

- Reflect core metrics in our reporting to stakeholders by reporting on the metrics most relevant to our business (or briefly explaining why a different approach is more appropriate)
- Publicly support this work and encourage our business partners to do the same
- Promote the further convergence of existing ESG standards, frameworks and principles to support progress toward a globally accepted solution for nonfinancial reporting on common ESG metrics

This report is our first step in reporting on one area of these metrics, *Diversity and inclusion*.

We look forward to developing more in-depth diversity, equity and inclusion reporting over time, and to reporting on our broader ESG commitments.



Definitions



Definitions

American Indian or Alaska Native

(not Hispanic/Latinx)

A person having origins in any of the original peoples of North or South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian (not Hispanic/Latinx)

A person having origins in any of the original peoples of the Far East, Southeast Asia or the Indian subcontinent, including, but not limited to, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

Black (not Hispanic/Latinx)

A person having origins in any of the Black racial groups of Africa.

Disability

A person with an apparent and/or nonapparent physical or mental impairment or medical condition that substantially limits a major life activity, or a historical record of such an impairment or medical condition.

Equity

When all people have fair treatment, access to resources, opportunity and advancement in an environment built on inclusiveness, respect and integrity.

Hispanic/Latinx

A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

LGBTQ+

A person who identifies as Lesbian, Gay, Bisexual, Transgender, Queer or other (e.g., asexual, intersex, pansexual, questioning).

Military service/Veteran

A person who gave honorable service in one of the six branches of the military: Air Force, Army, Coast Guard, Marine Corps, Navy or Space Force.

Native Hawaiian or other Pacific Islander

(not Hispanic/Latinx)

A person having origins in any of the peoples of Hawaii, Guam, Samoa or other Pacific Islands.

Partner

References to “partners” in the context of the KPMG U.S. firm includes “principals.”

Person of color

A person who identifies as American Indian/Alaska Native, Asian, Black, Hawaiian/other Pacific Islander, Hispanic/Latinx or Two or More Races.

Two or More Races

People who chose more than one of the racial categories.

Underrepresented groups

Refers to a historical underrepresentation of a select group that has a smaller percentage within the KPMG workforce, as compared to the external population, such as individuals who identify as Female, Asian, American Indian/Alaska Native, Black, Hawaiian/other Pacific Islander, Hispanic/Latinx, Two or More Races, LGBTQ+, people with disabilities and/or military service.

White (not Hispanic/Latinx)

A person having origins in any of the original peoples of Europe, the Middle East or North Africa.



KPMG aspirational goals

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