



# Women's initiatives at KPMG LLP

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# KPMG's Women's Advisory Board

**KPMG LLP's commitment to fostering a culture that is both diverse and inclusive—one that encourages and enables all our employees and partners to be successful—is a logical extension of our core values, and key to sustaining our high-performance culture.**

Comprising nearly half of all new hires at KPMG LLP, women represent an enormous part of KPMG's talent pool. In 2003, KPMG's Women's Advisory Board (WAB) was established to create a more compelling work environment and enhance career opportunities for women by driving national and local initiatives that support, advance, retain, and reward them.

Thanks to the efforts and influence of the WAB, since 2003, the percentage of women partners at KPMG has increased significantly, rising 46 percent. In addition:

- KPMG's chairman and CEO is a woman.
- Women comprise 38 percent of the firm's board of directors.
- Currently, 19 percent of our partners are women.
- Women continue to be promoted to key leadership positions within the firm, including vice chair, Operations; national managing partner, Advisory; national managing partner, Diversity and Corporate Responsibility; and national managing partner, University Relations and Recruiting.
- For FY16, more than 42 percent of promotions into and within management positions were women.

As part of its commitment, the WAB established **KPMG's Network of Women (KNOW)** in 2003 to drive the strategy, deliver programs, and strengthen strategic alliances at the local level. Today, the WAB's 20 members, six committees, and 65 KNOW chapters are charged with engaging KPMG's women professionals, and executing the WAB's overall strategy.

# KPMG's Network of Women

KNOW is a national network that engages the members of its chapters to drive, tailor, and deliver the WAB's broad national programs and strategies for local audiences.

KNOW's objectives are to:

- Foster an inclusive environment where women can thrive
- Increase networking opportunities for women
- Connect KPMG women to women in the marketplace, positioning them for market development opportunities
- Develop mentoring relationships
- Further the development and advancement of women
- Provide a forum for women to share experiences and support each other in personal and professional pursuits.

Across the country, local KNOW chapters are responsible for delivering a wide array of programs and activities that support the advancement of KPMG's women, enabling them to connect internally and externally with peers and colleagues in their communities, meet mentors, and share career experiences.

Some of the programs developed by the WAB and delivered by KNOW's local network chapters include Sponsorship, Lean In Circles, the Career Life Strategies workshop, KPMG's Executive Leadership Institute for Women, and Moms Who KNOW, a mentoring program designed to ease the transition for KPMG's new and expectant mothers before, during, and after their leave.

## Women's Advisory Board: Committees

Through six committees, the WAB continues to influence KPMG's succession planning and partner pipeline processes and ensure that women are included on every slate. The committees also enable the WAB to identify and champion programs and activities that benefit women at every level and at different stages of their careers.

### **KNOW**

KPMG's Network of Women (KNOW) is a grassroots, employee-driven national network that tailors and delivers the WAB's broad national programs and strategies through chapters at the local office level. The committee also liaises with more than 150 KNOW chapter leaders to support their initiatives and increase their visibility in local markets.

### **Functional Committees**

Organized as six sub-committees, the Functional Committees are aligned with our business—Audit, Tax, Advisory, Innovation & Enterprise Solutions, Industries and Markets, and Business Process Groups—and serve as a resource to drive the development and advancement of our women throughout the firm.

### **Strategic Market Relationships**

Provides KPMG's women at all levels with training and networking opportunities, helping them develop long-term client relationships.

### **Strategy Committee**

Charged with developing WAB's strategy and aligning it with the firm's priorities.

### **Talent Development**

Invests in and delivers programs to create a continuum of training that supports women's development at every stage of their careers.

### **Thought Leadership**

Utilizes various communication mechanisms to effect change by driving and strengthening the WAB's connectivity and visibility with key audiences. This includes leveraging opportunities to develop and publish thought leadership with leading external organizations, with a focus on issues impacting women and families.

# Women's Advisory Board

## Programs, strategic relationships, and representative activities

### Programs

#### KPMG Women's PGA Championship and Women's Leadership Summit

Launched in 2015, the KPMG Women's PGA Championship represents a world-class Major golf championship with the purpose of elevating women's golf. As the first partnership between the LPGA Tour, PGA of America, and KPMG, it further demonstrates KPMG's commitment to the development, advancement, and empowerment of women. Held in conjunction with the Championship, the KPMG Women's Leadership Summit is held on-site during Championship week, and is an investment in the next generation of women leaders that provides content, tools, and networking to encourage their advancement to the C-suite.

#### KPMG's Executive Leadership Institute for Women

Established in 2009 by the Philadelphia chapter of KNOW and designed specifically for KPMG's women and their peers in the marketplace, this professional development series equips participants with a deep understanding of the principles and practical skills necessary to become great leaders. The Institute also addresses two of KPMG's business imperatives: to provide enhanced leadership development training for women partners and senior managers, and to provide a vehicle for enhancing the connectivity our women have with the marketplace. The program has since expanded to Washington, D.C., Chicago, New York, Dallas, and Los Angeles. We are also proud that the program was recognized by *Profiles in Diversity Journal* as a Top 10 winner of the 2015 International Innovations in Diversity Award.

#### Accelerate Your Career Potential

Launched in 2015, the Accelerate Your Career Potential Program was developed to support the advancement of KPMG's women managers as they build their careers. This day-and-a-half instructor-led program is delivered to women managers across functions and business processes and features simulations, role plays, and group discussions designed to help them build and practice the skills they need to achieve their career goals. The program includes three key areas of focus: Enhance Your Confidence, Optimize Personal Alignment, and Accelerate Your Career.

#### Career Life Strategies

Developed to help senior associate women learn how to keep their careers on track and balance their priorities, the Career Life Strategies workshop has also proven to be a key driver in our ability to increase the retention of our women. Highlights of the one-day program include a panel discussion composed of women who have had success at KPMG and development of individual action plans. The training is intended to provide participants with strategies to integrate personal and professional priorities, guidance on how to measure success, and a network of colleagues they can stay connected to and share best practices with.

### Strategic Relationships

#### Women's Business Enterprise National Council

KPMG has been a member of the Women's Business Enterprise National Council (WBENC) from its inception and has been an active board member since 1998. WBENC is the nation's leading advocate of women-owned businesses as suppliers to America's corporations. It also is the largest third-party certifier of businesses owned and operated by women in the United States.

### Women Corporate Directors Foundation

KPMG is proud to be the Global Lead Sponsor of Women Corporate Directors Foundation (WCD), a global organization of women who serve on more than 8,500 boards of directors worldwide. Our sponsorship provides opportunities for our women partners to connect with and build relationships with senior women representing many of our client companies, while enabling them to further develop their own leadership skills through their participation in various committees and other activities. KPMG women partners and other professionals are involved in, or cochair, most of the 71 WCD chapters worldwide.

### Ellevest Network

KPMG is proud to be a corporate sponsor of Ellevest, a global professional women's network dedicated to helping women succeed at all levels of their career through relationship building, knowledge sharing and professional development, and investments in gender diversity.

### The Center for Talent Innovation

The Center for Talent Innovation (CTI), a nonprofit "think tank" based in New York City, has emerged as a thought leader in diversity and talent management, driving groundbreaking research and seeding programs and practices that attract, retain, and accelerate the new streams of talent around the world. As a member of CTI's flagship Task Force for Talent Innovation (formerly the Hidden Brain Drain Task Force), KPMG is working with more than 80 other member organizations to identify, develop, and promote corporate policies and practices that support the ambition, work, and life needs of highly qualified talent across gender, generation, and culture.

## What KPMG's women are saying about KNOW

- "The KNOW Network is a wonderful source for expanding relationships and gaining knowledge of other companies, industries and job prospects."
- "Through my involvement on the KNOW Leadership Council, I have been given an opportunity to work with other women leaders in the firm that I would not normally have access to. Additionally, a few of them have become sponsors and advocates of my skills."
- "KNOW has been a great experience—have been able to network with some very successful business leaders to gain knowledge of their actions around business success."
- "Participating in KNOW has given me access to very senior women and the opportunity to find mentors within the firm who are outside of my practice."

## Recognized as an Employer of Choice

- 2015 marks the seventh consecutive year *Working Mother* magazine has placed KPMG on its list of the 25 Best Companies for Multicultural Women. *Working Mother* creates the list by evaluating companies' initiatives in areas such as recruitment, advancement, and retention programs; hiring, attrition, and promotions; and company culture. Evaluators gave KPMG especially high marks for its efforts to strengthen its culture of inclusion, and cited the firm's mentoring and leadership programs for advancing diversity while helping all its people build their careers.
- *Working Mother* has also honored KPMG 19 times as one of its 100 Best Companies for *Working Mothers*, including seven times as one of its Top Ten organizations. In 2011, KPMG was inducted into the *Working Mother* Hall of Fame.
- For the fifth consecutive year, in 2015 KPMG was named to the National Association for Female Executives' (NAFE) Top 50 Companies for Executive Women. KPMG ranked in the Top 10, and was again recognized for its commitment to the advancement of women in leadership.
- KPMG is a recipient (2009) of the prestigious Catalyst Award, an honor bestowed to only a select few organizations in recognition of exceptional programs to support and advance women in business. The firm was recognized for its *Great Place to Build a Career Strategy*, a comprehensive and interconnected set of programs, resources, and benefits that touch on all aspects of employee engagement—recruitment and retention, training and career development, work/life effectiveness and flexibility, and diversity and inclusion.

For more information on KPMG's women's and overall diversity initiatives, visit [www.kpmg.com/us](http://www.kpmg.com/us).





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