



Moving forward with intention

Our Inclusion, Diversity & Equity journey

KPMG in Canada
2023



Land acknowledgment

We respectfully acknowledge that KPMG offices across Turtle Island (North America) are located on the traditional, treaty and unceded territories of First Nations, Inuit and Métis peoples.

Indigenous Peoples share a sacred relation with the land and this land acknowledgment is the first step in learning about our history and taking action toward reconciliation.



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At KPMG, our vision is to represent and reflect the diverse communities in which we live and work. We are committed to fostering an inclusive, equitable, and mentally healthy culture where all people have the opportunity to join, advance, belong and thrive. To achieve this ambition, we actively collaborate with our people to identify and remove barriers and embed equity, inclusion and mental health into all talent and business programs, processes and systems.

While our commitment to Inclusion, Equity & Diversity (ID&E) is longstanding, our work and strategy is continuously evolving to meet the needs of our people. We are proud to share the progress we have made over the past two years along our ID&E journey with our people, clients and communities.

Our Inclusion, Diversity and Equity strategy

01

An equitable and inclusive workplace

Build allyship and actively remove barriers so all our people can bring their whole selves to work, experience belonging, and have equal access to opportunities.

02

A mentally healthy and resilient team

Reduce stigma and provide the right tools, education and supports for our diverse team to proactively manage the mental health of themselves, their team members, and their families.

03

Recognized as Inclusion, Diversity and Equity leaders

Have a strong voice on inclusion with our people, clients & communities and collaborate with external organizations to advance our inclusion and social impact goals.

"I found inclusion and belonging at KPMG. It's my mission to help everyone at the firm experience the same."

Rob Davis, Chief ID&E Officer and Tax Partner
Co-Chair of National Executive ID&E Council

How we measure success

At KPMG, our vision is to represent and reflect the diverse communities in which we live and work.

- ID&E is embedded in all programs, processes and decisions at our firm
- We listen to, amplify, value, and collaborate with our People Networks
- We foster an inclusive culture where all of our people feel they belong
- We continuously measure ourselves to understand outcomes and take informed action
- We hold our people and leaders accountable to advancing our ID&E goals
- We use our voice to advocate for ID&E and mental health in corporate Canada
- We contribute to positive socioeconomic change in our communities

Our ID&E Priority Groups

Our ID&E strategy focuses on addressing bias, barriers, equity, inclusion, and well-being with a specific focus on seven priority groups. We apply an intersectional lens to the work we do to help ensure our efforts consider and work to address the unique identities that shape the experiences of our people.



“Inclusion strengthens us, both as individuals and together as one team. I am proud of how we continuously seek to advance inclusion, diversity, and equity with our people, clients, and communities.”

Elio Luongo, Senior Partner, CEO
Co-Chair of National Executive ID&E Council

A collaborative approach

Achieving more inclusive, equitable, and mentally healthy workplaces requires all of us. As one team, we work together to continually embed ID&E across all talent and business processes, programs and systems while fostering a culture of inclusion, belonging and allyship.

ID&E leadership

Roles dedicated to advancing ID&E and mental health at the firm include:

- Chief ID&E Officer
- Chief Mental Health Officer
- ID&E Team
- ID&E Talent Attraction Team

People Networks

35 People Networks with 5000+ members who serve as strategic ID&E collaborators and lead grassroots initiatives that advance inclusion, belonging, allyship and mental health

Human resources and business teams

Strive to continuously embed ID&E into all talent and business programs and processes

National Executive ID&E Council

25 leaders who provide input into our collective ID&E strategy, and execute and embed ID&E programs and initiatives in their respective business areas

Our leaders and people

Educated as allies and accountable to serve as inclusive leaders and team members who contribute to an environment of belonging

“The ID&E Council plays a unique role to ensure the firmwide ID&E strategy is executed locally with involvement from local leadership. I am proud to play that role in Quebec, including through leadership of our regional Women’s network.”

**Linda El Ghordaf, Partner, Risk Consulting
National Executive ID&E Council Member**



Our People Networks

Our People Networks play a critical role in advancing our ID&E strategy. We listen and engage with these networks as strategic ID&E collaborators to:

- Inform our collective ID&E, talent and business strategy, priorities, and actions
- Contribute to an environment of inclusion and belonging
- Amplify the voices of our people and raise awareness of their experiences
- Educate and build allyship to advance equity and inclusion

Our People Networks connect and collaborate regularly, highlighting the intersections of people’s identities and how that shapes their unique experiences to build awareness, allyship and unity.

5000+ Members Nearly half of our firm belongs to one or more People Networks

“I co-lead two People Networks, both of which are very personal to me. Growing in my career at KPMG, I didn’t see anyone like me in a leadership position. I’m really proud that we have been able to raise awareness and understanding of the Muslim faith and for the progress we have made advocating for neurodiversity and supporting neurodiverse talent.”

Asma Hasan, Partner, Intelligent Delivery & Innovation, and Tax Co Lead, Special Family & Friends Network and Salam Network

“To be an effective ally is to take intentional actions that help promote and support the rights and inclusion of people with disabilities. With ongoing education, the Disability Inclusion Network aims to continue to raise awareness, reduce the stigma and help enable a work culture where people with disabilities can thrive.”

Lisa Park, Director, Tax Lead, Disability Inclusion Network

35 People Networks

Indigenous Peoples

- National Indigenous Peoples Network

Black People

- Black Professionals Network

Persons with Disabilities

- Disability Inclusion Network
- Special Family & Friends Network

People of Colour

- India Network
- East Asian Network
- Korean Network
- Latin America Network

2SLGBTQIA+

- Pride@KPMG Networks

Newcomers to Canada

- Newcomers Advisory Committee

Women

- Regional Women’s Networks
- Women in Tech
- Women in Law

Faith

- Salam Network
- Sikh Network
- Jewish Network
- Christian Network



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Spotlight: Truth & Reconciliation

In October 2022, we were proud to build on and accelerate our commitment to Truth & Reconciliation with the release of our formal Action Plan.

Our plan was created in consultation with our National Indigenous Peoples Network, Indigenous team members, and Indigenous-led organizations we have formed deep relationships with. Collectively, they shaped our vision to contribute to empowerment and equal opportunity for Indigenous Peoples and be a part of building prosperity for current and future generations.

We will share our progress annually to hold ourselves accountable for achieving our goals.



PILLAR 1:

Advancing an equitable and inclusive culture

Addressing bias and barriers to advance an equitable and inclusive culture where Indigenous Peoples are supported, can thrive, and achieve their professional goals.



PILLAR 2:

Building allyship

Building allyship with Indigenous Peoples by raising awareness about the truth of our shared history internally, with clients and in corporate Canada to inspire their action toward reconciliation.



PILLAR 3:

Being a trusted and active contributor to Indigenous empowerment

Continuously engage and collaborate with Indigenous communities and organizations to positively contribute to sustainable socio-economic benefits for Indigenous Peoples.



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National Day for Truth & Reconciliation

The National Day for Truth & Reconciliation takes place each year on September 30 and honours the survivors of residential schools and the children who never returned home, their families and communities. Since this day's inception in 2021, KPMG has chosen to close our offices and commit to a day of learning, reflection and healing to advance Truth & Reconciliation.

Over the last two years

11,800+

People participated

78,000+

Hours invested in Truth & Reconciliation education

"Before joining KPMG, I hid a lot of aspects about myself and didn't know much about my family's Métis and Mi'kmaq background. Being involved in my People Networks is helping me explore my Indigenous identity."

**Courtney Reid, Senior Consultant, Risk Consulting
Co-Lead, National Indigenous Peoples Network and Pride@KPMG Leader**

"Our Action Plan marks a milestone in KPMG's reconciliation journey, and we are energized to build on and deepen our impact. I feel incredibly fortunate to be a leader at a firm making these strides and commitments."

**Tammy Brown, Deputy Chair of KPMG's Board of Director, National Leader Industrial Markets
Executive Sponsor of Truth & Reconciliation**



[Learn more](#)

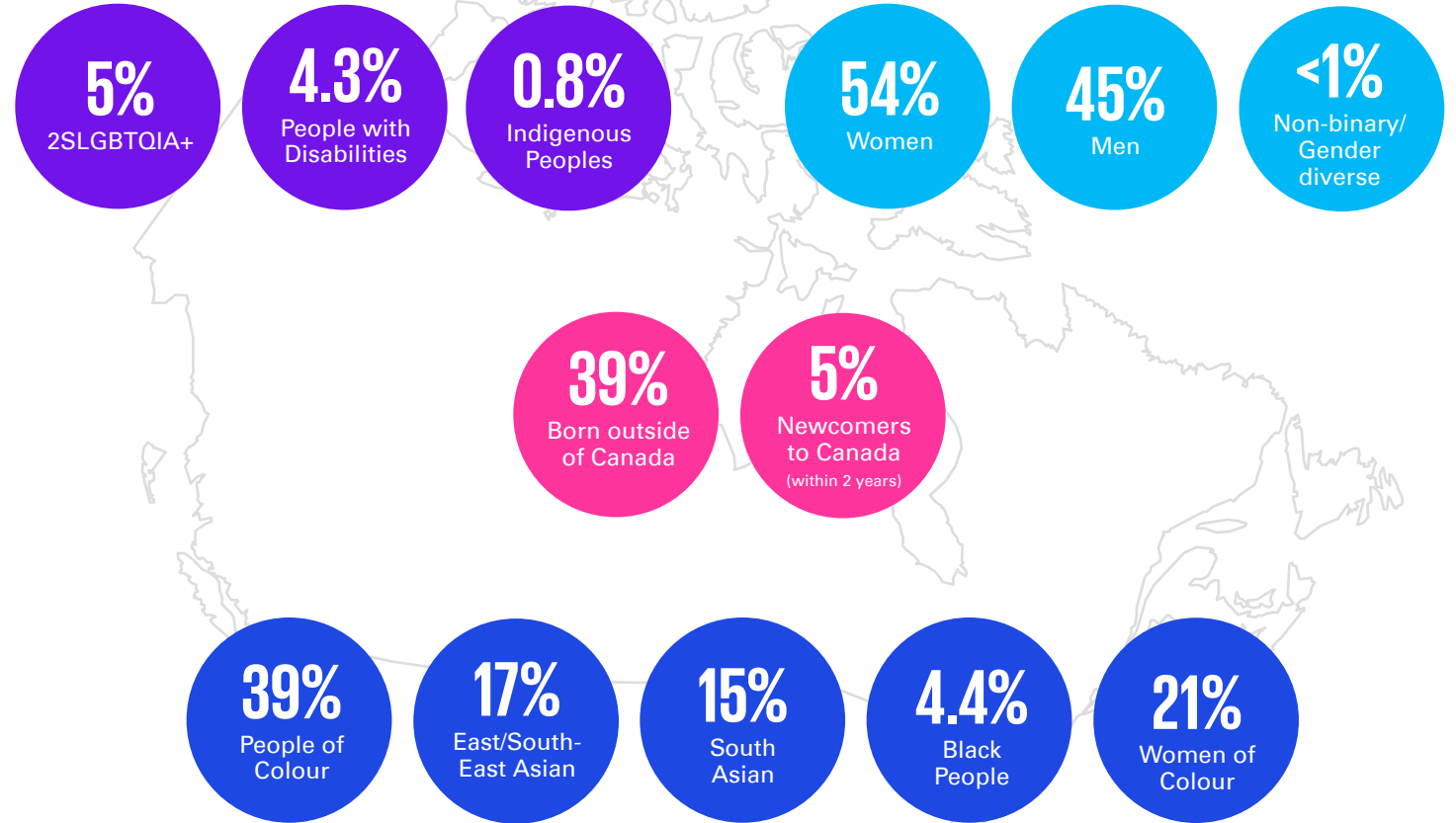


Diversity at KPMG

Our firm captures information about the diverse identities of our people to continually understand our representation, identify any gaps, and measure outcomes across all talent processes, including recruitment, onboarding, advancement, performance, retention, employee experience and more.

Diversity of the firm

As of October 1, 2022



"This is personal to me. As a racial minority in Canada myself, I often looked around and didn't see other people or leaders who looked like me. Fast forward to today, I am now a Partner at the firm and a member of KPMG in Canada's Executive Inclusion, Diversity and Equity Council. I put my hand up to be on the council to be able to use my voice and show up as a visible and committed leader every day."

Naeem Rajabali, Partner, Risk Consulting
National Executive ID&E Council Member

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Diversity of our Leadership Team

57%
Women



14%
People of Colour



Board of Directors



41%
Women



29%
People of Colour



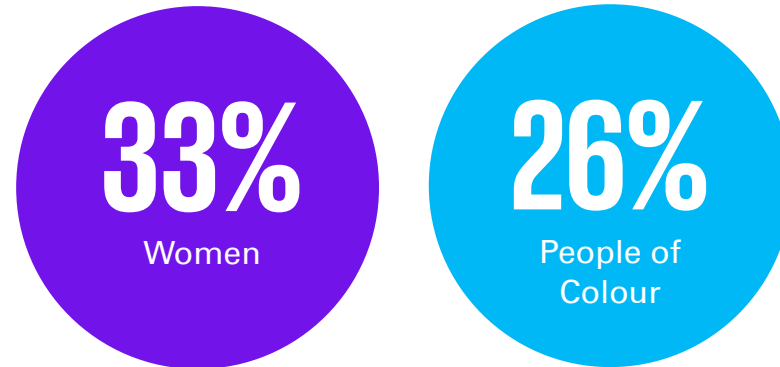
Our collective goals at KPMG

Diversity of the Partnership goals

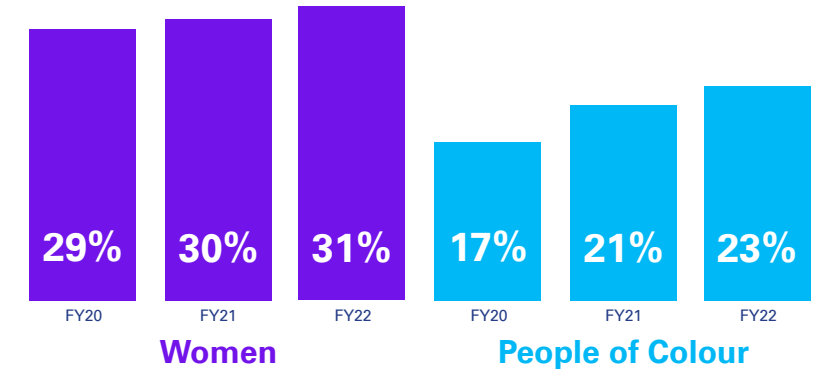
In 2018, KPMG introduced a Diversity of the Partnership goal to build on and accelerate the progress already made on advancing Women and People of Colour into the Partnership, providing our people with role models they can look up to and be inspired by.

As of October 1, 2021, we achieved our target of having 30% Women and 20% People of Colour in our Partnership by 2022. Now we are striving to go beyond this and reach a new goal of 33% Women and 26% People of Colour by 2025.

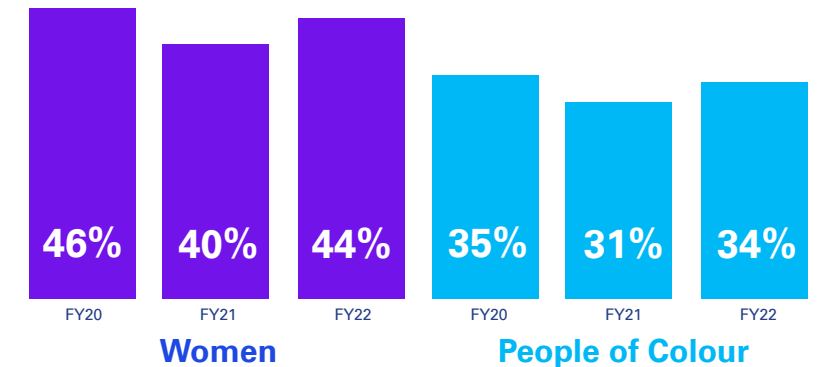
October 1, 2025 goal



Diversity of the Partnership trends



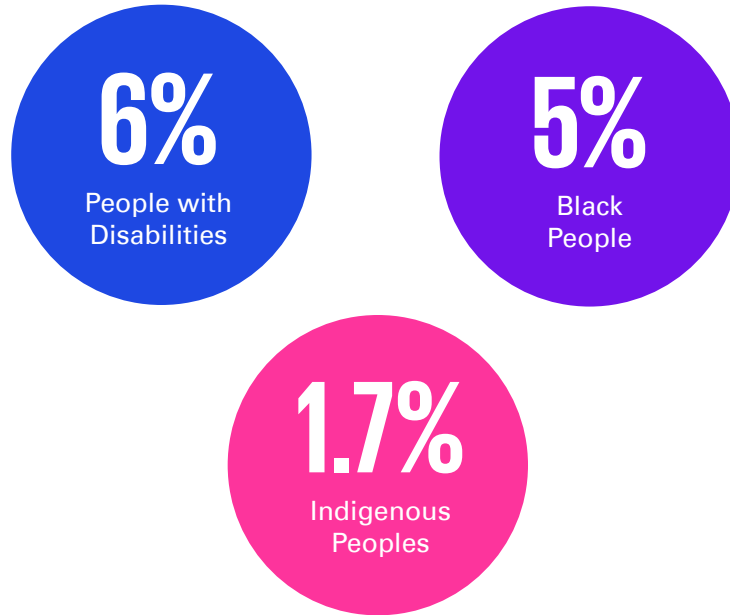
Promotion to Partner trends



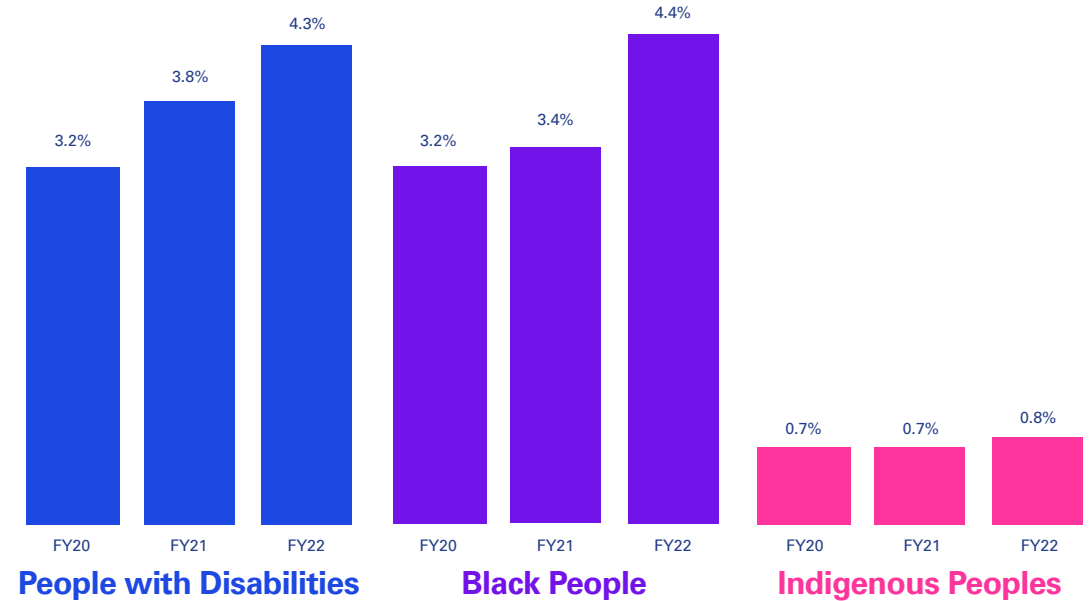
Diversity of the Firm goals

We know representation matters. Our firm has set goals to increase representation of ID&E priority groups where we have gaps.

October 1, 2025 Goal



Firmwide representation trends



"We believe goals clearly communicate to our people and our leaders what is important at our firm. Our Diversity of the Firm goals drive accountability for us to focus our collective efforts on removing barriers, addressing bias, and creating opportunities. To ensure accountability, these goals are linked to leadership compensation."

Steph Braid, Director of ID&E

Investing in talent attraction

We continue to advance our inclusive recruitment processes and invest in connecting equity-deserving talent to opportunities at KPMG.

01 Dedicated new ID&E talent attraction team

01

Dedicated roles to support inclusive and equitable recruitment processes and targeted strategies to attract Indigenous Peoples, People with Disabilities and Black People.

02 Inclusive recruitment process

02

We continually review our recruitment processes with our People Networks to identify and address potential biases and barriers.

03 Support early career talent

03

We operate innovative internship and mentorship programs to support Black and Indigenous high school students in skill-building and career planning.

04 Educating recruiters

04

All members of KPMG's recruitment teams take mandatory unbiasing the recruitment process training and participate in education on Indigenizing the hiring process.



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Investing in talent attraction

05 Providing inclusive access to education

215 scholarships provided by KPMG to students who are Black, Indigenous, and/or People with Disabilities since 2012.

06 Hiring neurodivergent talent

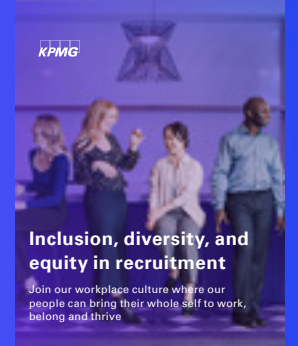
17 neurodivergent people hired through targeted cohort hiring program since 2020 with 88% retention rate.

07 Talent outreach

Collaborating with our People Networks to make meaningful connections with talent from our ID&E priority groups.

"Building equity in recruitment has always been an area of interest and a passion for me. We've taken conscious steps to integrate ID&E into our recruitment program to create an experience of inclusion and equity across our candidate and employee experience."

Noorin Mizuyabu, Senior Manager, ID&E Talent Attraction



[Learn more](#)



Measuring our culture

Every year, KPMG in Canada surveys our people to understand how they feel about our firm strategy, leadership and culture. We ask specific questions to better understand our people’s experience related to inclusion, equity and mental health, and review these scores through the lens of our ID&E priority groups. Survey scores are shared regularly with senior and geographic leadership and our Executive ID&E Council. Our People Networks are also engaged when we see gaps to better understand what is behind the results and how we can take action to remove barriers and create a more inclusive workplace.

2022 ID&E dimension scores

92% Favourable, +0% v.2021

I am treated with dignity and respect at work

85% Favourable, +2% v.2021

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

81% Favourable, +0% v.2021

Partners actively champion inclusion, diversity and equity in the workplace, recognizing and respecting the value of differences

78% Favourable, +2% v.2021

Everyone at KPMG has equal opportunity to advance regardless of differences such as sexual orientation, gender, race, ethnicity and more

“I am committed as a leader though our ID&E Council because I believe everyone can play a role. In my journey of learning how to become a better ally, I have recognized that allyship is about moving beyond the desire to be an ally to taking action..”

Paula Presta, Partner, Audit

National Executive ID&E Council Member

2022 mental health dimension scores

86% Favourable, +0% v. 2021

KPMG supports mental health and wellness

79% Favourable, +2% v. 2021

I feel comfortable approaching a colleague if I have a challenge with my mental health or a team member’s mental health

75% Favourable, +2% v. 2021

Leaders and managers on my team demonstrate their commitment to mental health through their actions

Spotlight: Newcomers to Canada

Every year at KPMG, at least 5% of our people identify as new immigrants to Canada, arriving in the country within the last two years. Based on feedback shared through ongoing employee listening sessions with newcomers and their performance managers, we provide:

01 Ongoing intercultural competence training to help them understand and decode Canadian culture

02 Access to tools and resources targeted for Newcomers to Canada

03 Storytelling to connect with other Newcomers who have gone through similar experiences

04 Facilitate creating supportive networks, including a peer buddy when they join the firm

05 Ongoing practical support such as settling-in services and guidance on everything from seeking permanent residency to filing taxes

06 Ongoing education for performance managers to build their intercultural competence

We continue to listen and take action, and in 2021 we formed our first Newcomer Advisory Committee. This group is made up of KPMG team members and leaders who have lived experience as immigrants to Canada and are passionate about supporting others going through the same journey.

“One of the things we look at is how we can get new immigrants settled so they find the support they need to integrate and bring their whole self to work.”

Patrick Ojo, Senior Manager, and Audit Newcomer Advisory Committee Member

Advancing allyship: Engaging and educating our people

To achieve our vision for people to bring their whole selves to work, belong, and thrive requires us to create an environment of trust. To support our people and leaders with the necessary tools to serve as allies, we offer ongoing education and training to advance their inclusive leadership and mental health skillsets. Every education opportunity session is thoughtfully designed in collaboration with our People Networks, centering their voices and experiences.

Our impact over the last two years:

50+

ID&E education sessions

34,900+

Participants

50,000+

Hours invested

Hosted first interfaith forum

Collaboration across our Jewish, Muslim, Sikh, and Christian faith-based People Networks

Building intercultural competence

1200+

Newcomers and people managers educated

Gender inclusion

5000+

People educated to create a safe and affirming workplace for gender diverse team members

Advancing anti-racist leadership

850+

Partners and leaders educated

Supporting disability inclusion

4000+

Participants

"I view our network's role as providing insight into lived experiences and diverse voices to show people the human connection to the diversity of gender. Through that emotional connection, we can motivate and inspire people to do the personal work and self-education."

Zach Little, Senior Manager, Tax

Pride@KPMG Leader

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New inclusive benefits

Our firm continues to evolve our flexible, inclusive benefits by listening and responding to the unique needs of our people. Over the past few years, KPMG has been a leader in corporate Canada by introducing innovative new benefits.

Family Programs

Expanded pay top up benefits of 17 weeks to also include non-birth parents and benefit coverage for fertility drugs and treatment for employees, their dependents and their surrogate - informed by our Pride@KPMG Network



Indigenous wellness benefit

Annual allowance to be used for Indigenous healers, traditional medicines, ceremonies and more – informed by our Indigenous Peoples Network



Daily Living benefit for People with Disabilities

Additional coverage for aids such as grab bars, bed rails, chair lifts and more – informed by our Disability Inclusion Network



Gender Affirmation Benefit

\$10,000 lifetime allowance to support gender-affirming surgeries and procedures, available to KPMG people and their eligible dependents – informed by our Pride@KPMG Network



"We are committed ensuring that everyone feels supported, can bring their whole selves to work, experiences belonging and has the positive experience they deserve."

Alexandre Ladouceur Labonté
Senior Manager, Audit
Pride@KPMG Leader

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Fostering a mentally healthy workplace

Building a mentally healthy and resilient team has long been a strategic priority for us. We are proud that in 2017, KPMG in Canada became the first organization in corporate Canada to appoint a Chief Mental Health Officer, Denis Trottier. Denis is a former KPMG in Canada Audit Partner who has lived experience with depression. He connects with our people and leaders across the country to share his story to reduce stigma and advance our people's mental health knowledge so they can support themselves and those around them.

We strive to continually provide our people with culturally relevant education and supports to help our diverse team members proactively manage their mental health. For example, KPMG in Canada offers:

01 Enhanced Employee and Family Assistance Program

Directly access trained clinicians and have the choice of seeking counsellors with a preferred background – for example, a Black or 2SLGBTQIA+ counsellor

02 \$2000 annual mental health benefit

Available to our people and eligible dependents to spend with counsellors, psychologists, marriage and family therapists and more

03 6 mental health networks and a national wellbeing network

Dedicated to raising awareness, advancing education and allyship, and reducing stigma through storytelling



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04 Mental health onboarding for all new hires

All new hires have the opportunity to hear from our Chief Mental Health Officer and from KPMG people who share personal stories about their own mental health journeys

05 50 personal care hours

Paid time away from work so that our people can prioritize their mental health, wellbeing and personal commitments

06 Additional time off to support wellbeing

In 2022, we gave our people every Friday off in July and August, and in 2021 provided six extra paid days off

“My goal is to reduce the stigma surrounding mental illness and raise awareness of the tools available to help our people and communities. Our KPMG people have access to a wealth of mental health resources to support themselves, a team member, a colleague, or a family member.”

Denis Trottier, Chief Mental Health Officer



[Read Denis' Blog](#)

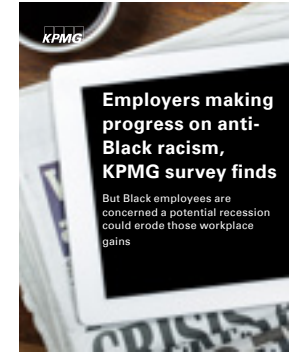


Spotlight: Advancing Anti-Racism

We are committed to creating an inclusive, equitable and mentally healthy environment for racialized people that is free from racism, bias and discrimination. In recent years, we have made progress towards this goal by:

- Embedding accountability to advance representation of racialized people at the leadership level through our goals to reach 26% People of Colour and 33% Women at the partnership level by October 1, 2025, which are linked to leader compensation
- Seeking ongoing feedback from our People Networks for racialized people to continuously remove bias and barriers from talent processes, programs and policies
- Uncovering the experiences of racialized groups across our talent and employee listening processes to understand and take action on the unique barriers they face
- Supporting the retention, development and career advancement of our Black senior managers by providing the opportunity to participate in 1:1 mentoring and mentorship circles with our senior leadership team

- Investing in equity for Black and Indigenous youth and early career talent by deepening our investment in targeted scholarships, internships and mentorship opportunities through collaborations with Indspire, ICON Talent Partners, and ABEEL Foundation
- Ongoing education investments on anti-racism, anti-hate, bias, emotional tax, and microaggressions, including targeted sessions for Partners and leaders, led by a mix of external experts and our People Networks
- Supporting the mental health of our racialized team members through targeted education sessions that speak to their unique cultural experiences, including sessions targeted to our Black, Muslim and East Asian team members
- Building capacity for Black entrepreneurs to succeed in collaboration with Réseau des Entrepreneurs et Professionnels Africains (REPAF) and University of Toronto's Black Founders Network



Advancing the conversation on the experiences of Black People in corporate Canada through our 2021 and 2022 Black Experience Poll

"What started as conversations with Black colleagues about the need for us to connect, share experiences and find some common ground to enable us to bring our whole selves to work, has now grown into one of the most active networks with over 300 members and hundreds of allies."

**Jay Henry, Practice Coordinator, Management Consulting
Black Professionals Network Member**

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A collective journey

We believe that advancing Inclusion, Diversity & Equity is a shared responsibility for all of us.

Our vision for this report is to transparently share our progress and to inspire others to do the same. In doing so, we also extend our hand as allies to our peers in corporate Canada and beyond to reach out if you would like to hear more about our journey.

We also encourage everyone to initiate or continue their own ID&E journey by reflecting on the programs, people, and insights featured in the report.

Together, we can work to ensure a more inclusive and equitable future for us all.





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home.kpmg/ca/inclusionanddiversity

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