

KPMG



Business Impact

- Increase workforce diversity
- Pipeline of vetted skilled talent
- New entry-level recruitment model
- Acknowledgement of best practice company

Student/Employee Impact

- Gain corporate experience
- Earn tuition scholarship support
- 91% receive paid internship
- Acquire mentors
- Gain full-time positions with benefits

Future Diversity Leaders

- Targets expanding the diversity of workforce
- Helps cultivate entry-level talent
- Internship and scholarship support
- Support of Historically Black Colleges and Universities

Talent Pipeline Developed with Diverse and Prepared Employees

KPMG

By working closely with postsecondary institutions, KPMG hires more diverse, better skilled, prepared and ready workers by providing internships, tuition support and mentors.

KPMG LLP, the U.S. audit, tax and advisory services firm, operates from 87 offices with more than 21,000 employees and partners. Headquartered in New York City, KPMG turns knowledge into value for the benefit of its clients, its people and the capital markets. In 2011, KPMG was recognized by *DiversityInc.*'s Top 50 Companies for Diversity for the fourth consecutive year, and as one of FORTUNE magazine's "100 Best Companies to Work For" for the fifth consecutive year. Diversity and inclusion are business imperatives for KPMG, aligned with its strategic priorities, and key to its commercial success. Given the reality of workforce shortage projections and the importance of attracting and retaining a diverse talent pool, KPMG recognizes that there is a war for top talent. To help address these issues, KPMG created a recruitment program that is aligned with its corporate responsibility platform, with a goal of developing a diverse and inclusive workforce that contributes to the sustainability of its enterprise.

Diverse and Talented Workforce Provides Competitive Edge

Businesses that rely on intellectual capital tend to have a competitive advantage when they have a diverse workforce. Through the launch of the Future Diversity Leaders (FDL) program four years ago, KPMG began to identify and develop a pipeline of culturally diverse and talented students interested in pursuing a career in public accounting, with the goal of inviting them to build a career with the firm. In partnership with faculty members at Historically Black Colleges and Universities (HBCUs) and other higher education

institutions across the country, the FDL program seeks to provide diverse, high potential students with opportunities for mentoring, professional development, scholarships, and multi-year internships. Through this strategic learn and earn investment, the students are

PERSONAL STORY

During her sophomore year at Howard University in Washington, D.C., Dominique Nettles' professor and mentor recommended that she apply for KPMG's Future Diversity Leaders (FDL) program. She was interested in entering the program because she saw an opportunity to improve her skills and prepare for workforce entry while earning a degree. Through FDL's conference networking experiences, and two paid summer internships at a KPMG office, she quickly realized that FDL was giving her a "head start" in life as well as her career. When asked about her experience with FDL, Dominique said the most valuable benefits were the opportunity to establish relationships with KPMG professionals, and become acclimated to corporate culture. Upon graduation from Howard and while completing a master's program at Southern Illinois University Carbondale, Dominique was offered a job as a first-year tax associate. She credits FDL with putting her "ahead of the curve" as she entered the workforce, as compared to her classmates. Dominique looks forward to building her career at KPMG, and hopes to be promoted to senior associate in 2012.

exposed to professional services, gain valuable hands-on learning experiences, and are able to apply classroom knowledge to the work environment -- all of which help to position them as strong candidates to receive full-time offers with KPMG.

■ Recruiting and Building the Diverse Talent Pipeline

KPMG selects the top business and accounting postsecondary institutions, including HBCUs, to promote its FDL program. It focuses on freshmen and sophomore-level students, who have an interest in pursuing a career in business. Through the collaborative efforts of designated FDL campus faculty advisors and KPMG recruiters, 50-60 diverse business students are selected each year to attend a three-day firm-sponsored conference that helps them enhance their leadership and networking skills.

In the four years since the program was introduced, 60 percent of participants have been African American, 26 percent Hispanic and 9 percent Asian. To date, approximately 95 percent of participants have successfully completed the conference, with over 90 percent returning as interns the following summer. During the internship, participants earn a competitive salary while supporting KPMG's internal teams, including marketing, operations, finance, human resources and recruiting. KPMG's investment is extended further to provide each participant with a tuition scholarship after successful completion of the conference and subsequent summer internships - providing them with as much as \$6,000, depending on the number of years they are eligible to participate. For many students, the tuition scholarship provides the support they need to complete college.

Throughout the process, KPMG also encourages mentor/student relationships. KPMG professionals serve as mentors and help participants with cultural acclimation, workplace questions, and provide a connection to employee resource groups. The FDL campus faculty advisor establishes a mentoring relation-

ship and provides additional support and guidance related to the students' academic progress. The culmination of these opportunities have a single goal of providing participants with a full-time job offer prior to graduation and to ensuring they have the tools they need to succeed.

“The FDL program is an excellent investment for the firm to develop a robust, diverse talent pipeline that is workforce ready - ensuring a rich recruiting pool and ideally, new hires that are fully acclimated to our high performance culture.”

— Latoria Carroll
National Director,
Diversity and Corporate Responsibility

■ Forecasted Business Benefits

Through targeted recruitment efforts and an early investment in its future workforce, KPMG is leveraging its diversity and corporate responsibility strategy to respond to the issues of today's business environment. Now that the FDL program is four years old, KPMG is reaping its benefits, as the first full FDL class will be fully integrated into the firm this year. KPMG expects they will be up to speed much more quickly because they have a better understanding of KPMG's culture, internal resources and protocols in comparison to their peers. As with any employee initiative, KPMG's goal is to create a compelling value proposition for employees and the firm alike, one that demonstrates a meaningful return on its investment. The FDL program represents the best of an emerging trend -- businesses engaging with postsecondary institutions to provide paid work experience, tuition assistance, and mentoring support to participants. By combining a learn and earn model that identifies and nurtures talent with recruitment efforts among a diverse population on college campuses, KPMG has immediate access to technically skilled, workforce-ready talent that recognizes KPMG is a great place to build their career.

For more information about KPMG visit www.kpmg.com/us

SECTOR: Audit, tax and advisory services

SIZE: 23,897 serving U.S.

HISTORY: Since 1910

Funded, in part, by the Bill and Melinda Gates Foundation



About Corporate Voices

Corporate Voices is the leading national business membership organization shaping conversations and collaborations on public and corporate policy issues involving working families. A nonprofit, nonpartisan organization, we are a unique voice, and provide leading and best-practice employers a forum to improve the lives of working families, while strengthening our nation's economy and enhancing the vitality of our communities.

Washington, DC 20036

Phone: 202-467-8130

Fax: 202-467-8140

Blog: corporatevoices.wordpress.com

Twitter: @corporatevoices

Find Out More

Corporate Voices is committed to identifying and spotlighting businesses supporting postsecondary completion while making significant contributions to internal company goals. “Best practice” talent development models that increase access to career opportunities through education and training are being examined for characteristics that are transferable and replicable to other employers. This research is being conducted with the guidance of the Corporate Voices Learn and Earn Business Leadership Team consisting of business executives leading promising models and those interested in peer-to-peer learning. If you are interested in joining, contact Peggy Walton at pwalton@corporatevoices.org. Team members include:

- Verizon Wireless
- UPS
- Northrop Grumman
- Expeditors
- CVS Caremark
- AOL