



Values in action  
– thinking beyond





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KPMG is a global network of professional firms providing audit, tax and advisory services. We operate in 145 countries and have 139,000 people working in member firms around the world. The independent firms of the KPMG network are affiliated with KPMG International, a Swiss cooperative. Each KPMG firm is a legally distinct and separate entity and describes itself as such.



[Timothy P. Flynn](#)  
Chairman  
KPMG International

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Our motivation for publishing this book was simple: by demonstrating the contribution that a group of committed people can make in support of their wider social environment we hope to show the positive difference of even small actions. Involvement in these activities inspires our people to do more and we feel that the current challenging economic conditions only increase the need to extend our commitment to the communities in which we work and live.

In collecting “snapshots” from KPMG member firms of their work in the area, it came as no surprise to me that, whether on big or small projects, personal missions or global initiatives, our people are putting our stated values into action and are thinking beyond what is required of them in their day to day jobs, beyond their own needs and beyond these difficult times. While we do not claim to be preeminent in these efforts, these stories demonstrate that our member firms are trying to contribute in a meaningful way around the world.

By capturing some of our stories and illustrating them with vivid and compelling photographs, this book is an acknowledgement and appreciation of the efforts of many of our people, our clients and our friends. Hopefully, it will also inspire and encourage others to engage with global and local community issues as leaders, volunteers and supporters.

Supporting the communities in which we work and live is not just a concept. It goes to the heart of what it means to be part of KPMG. Our projects are many and varied. Our people are devoting time to local schools, planting trees in barren landscapes, painting orphanage playgrounds, working without charge for aid organizations, rebuilding homes, setting up their own foundations to respond to local needs, becoming involved in global projects that affect us all, sharing their skills and helping others. While I know there are others who may be doing even more, each of our projects makes a difference. This is important, especially now when there is so much economic uncertainty and times are only going to become tougher for those most in need.

KPMG International has set up a Global Citizenship and Diversity team, led by Lord Michael Hastings, to set a strategic direction for KPMG firms to support communities around the world. This team has identified themes that unite us all and provide a framework for our work:

- **Education:** building the capacity of schools and colleges to advance the skills and potential of young people and help build enterprise and community cohesion.
- **Environment:** investing in responsible energy use, working with leadership groups to address issues such as climate change and food and water scarcity, and helping our own people behave in a sustainable way.
- **Development:** investing in social justice and building sustainable enterprises to tackle poverty in line with aims of the Millennium Development Goals.

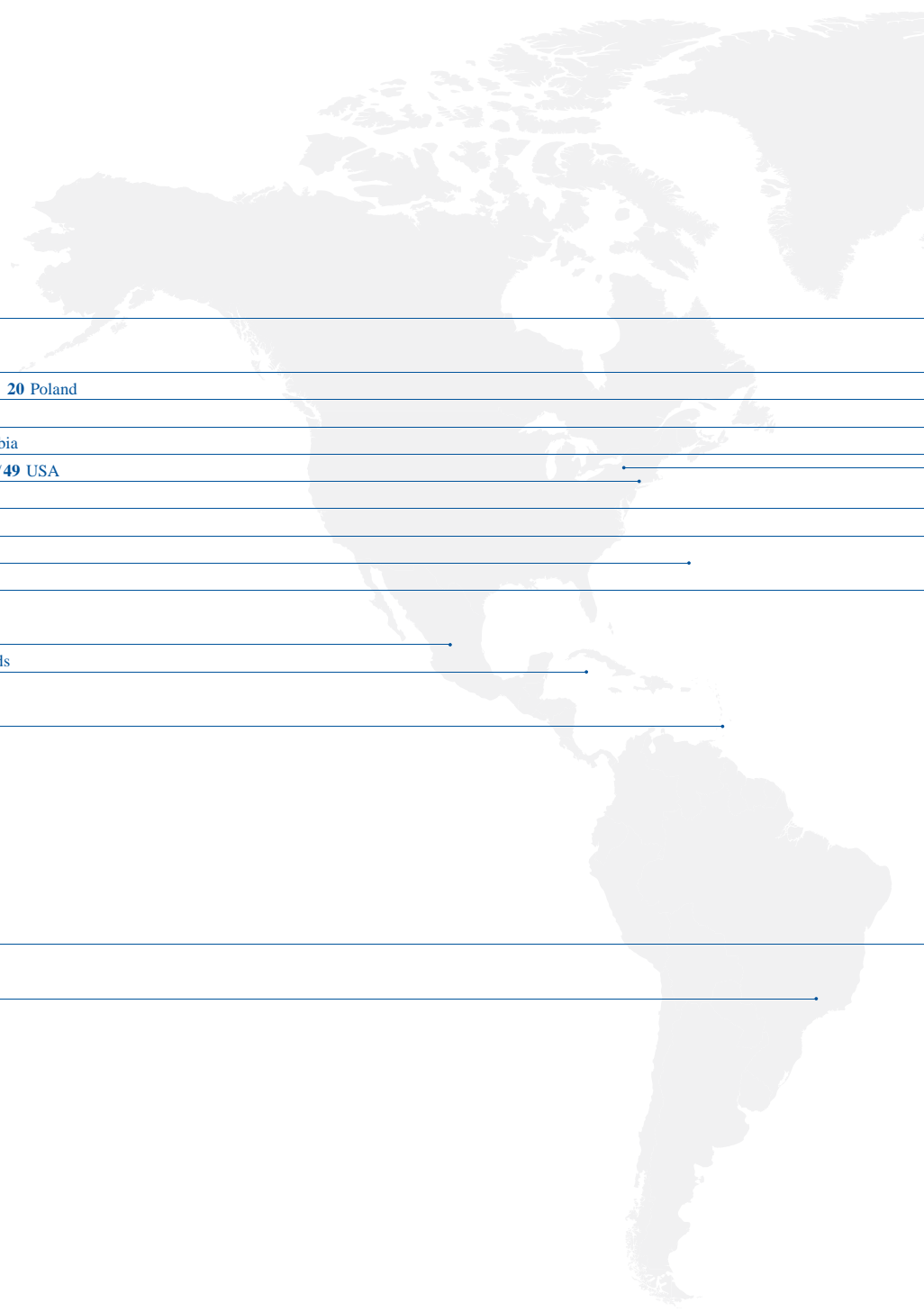
These are some of the most pressing issues of our time. Tackling them is fundamental to the future of our families, our communities, our environment, our people and our business.

We are working with organizations like *Reviving Baseball in the Inner Cities* in the United States to engage less privileged students both in a team sport and a mentoring relationship with a KPMG employee. Our *Family for Literacy Initiative* works with *First Book*, which has provided more than 60 million books to young people in less affluent communities. KPMG people and their families have volunteered hundreds of hours of time reading to students and presenting them with their first book to read. We work with *Students in Free Enterprise* to mobilize university students to work with their communities while developing their skills to become socially responsible business leaders. Our member firms are helping to address the challenges of climate change by taking responsibility for our own global carbon emissions and engaging our people, suppliers and clients to do the same. Using the *Millennium Development Goals* as our blueprint, around the world we are aligning our skills and capabilities to help resolve issues like the alleviation of entrenched poverty, and working with organizations like the World Economic Forum, Millennium Cities and Villages Initiative, UNICEF and aid agencies such as Save the Children and World Vision.

Sustainable change can only come through active commitment through and beyond these difficult times. That's why we have called this book *Values in action – thinking beyond*. I hope you enjoy it and are as inspired as I am by its stories.

#### KPMG global values

- We lead by example
- We work together
- We respect the individual
- We seek the facts and provide insight
- We are open and honest in our communication
- We are committed to our communities
- Above all, we act with integrity



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02 Netherlands

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04 France

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03/18/30/32/40/49 USA

47 Portugal

31 Japan

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36 Mexico

10 Cayman Islands

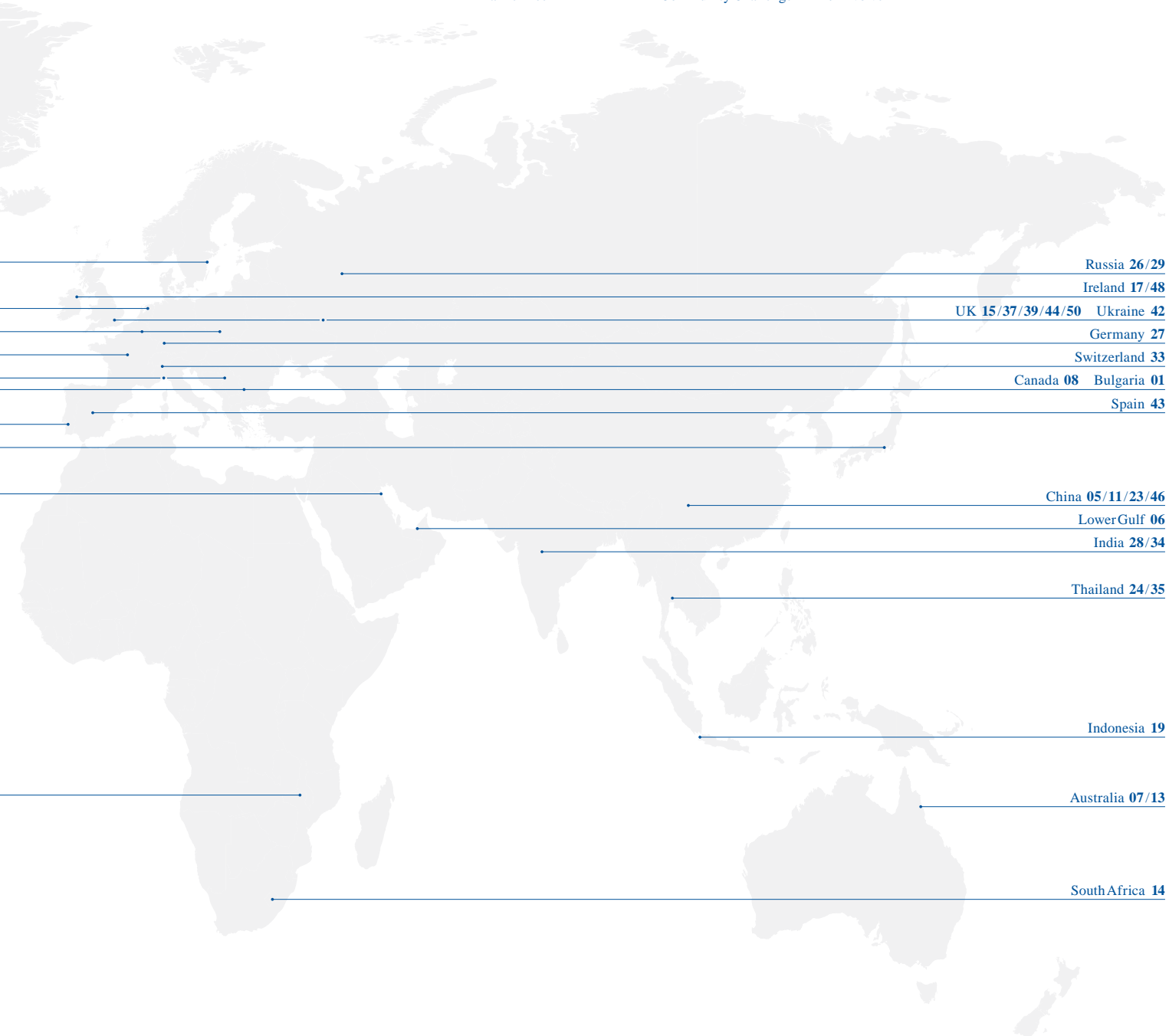
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[Adelina Momcheva](#)  
Advisor  
Corporate Finance, Projects Group  
KPMG in Bulgaria

I have always wanted to find a way to contribute to my community and, when KPMG in Bulgaria announced an opportunity to help Nadezhda Orphanage, I was very happy to join the team because this project helps disadvantaged children.

Based in Sofia, Nadezhda Orphanage cares for 40 children aged between three and eight years old, some with special needs. Our team provided pro bono professional advice to the management of the orphanage and helped them prepare a project proposal for the building of a day care and rehabilitation center on the premises of the orphanage. The aim of the center is to offer professional help to children with mental and physical disabilities living both in and outside the orphanage, as well as to organize special workshops and consultations for their parents.

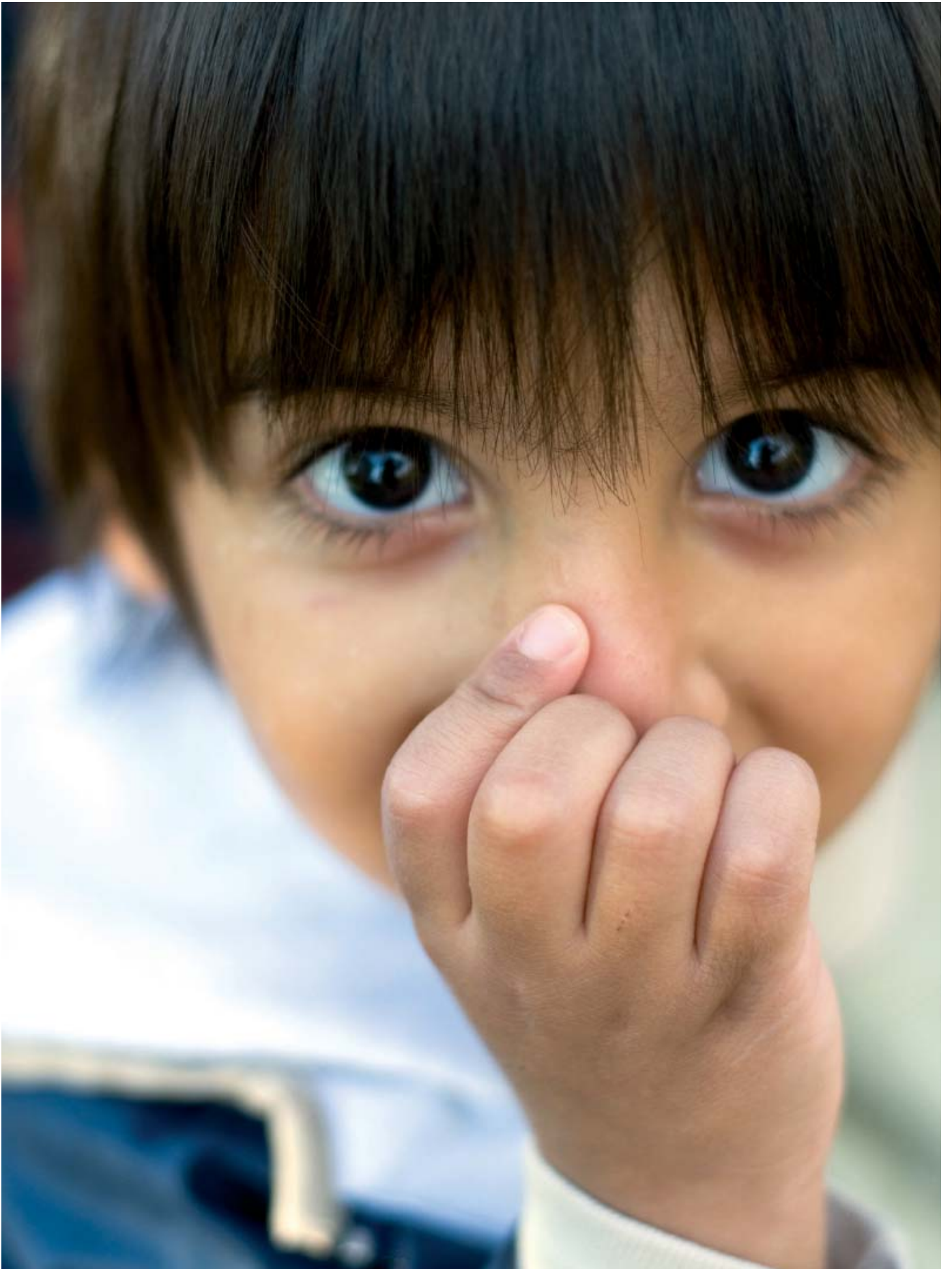
We quickly established an easygoing and collaborative working relationship with the Orphanage Director and management team. By working together on the budget section of the proposal, Nadezhda Orphanage managed to attract funding from a corporate donor.

With this funding, I am happy to report that the construction of special bathroom facilities has been completed and the quality of the environment in which the children spend their days has already improved.

Professionally, I developed my own skills as this was the first time I had worked with an institution from the social services sector and had the opportunity to learn the specifics of this new business. I am glad that we also transferred some of our knowledge and experience to the orphanage management team, building their skills on project design, proposal development and financing, fields where they had no prior experience.

On a personal level, I think each member of our team was enriched by this experience as we learned how satisfying it is to put your skills to use for such a good cause.

## 01 Nadezhda Orphanage





Netherlands

**Barend van Bergen**  
Director, KPMG Sustainability  
KPMG Netherlands

## 02 Climate Changes Your Business

Climate change is possibly one of the biggest turning points facing the world since the industrial revolution. While there is a consensus between the academic, scientific and economic communities on the challenges of climate change, only some business sectors, such as the oil and gas industry, power plants and the chemicals industry, seem to have a detailed understanding of the risk implications of climate change. For example, in the transport industry, many companies are poorly prepared for the increasing transportation costs and are not taking into account the physical effects of climate change.

Our director of Corporate Social Responsibility (CSR), Jan van den Herik, felt there was a lack of urgency in the business community and wanted us to do something about this. So he commissioned a KPMG review and took the initiative to organize an event for top decision makers. Risks and opportunities go hand-in-hand and we decided to explore what climate change really looks like from the business side of the equation. By challenging assumptions and pursuing facts about the perceived risks at business sector level, I wanted to find the 'missing link' in the climate change debate so that it is pushed further up the corporate agenda.

The first thing I did was to bring together an international, multi-disciplinary KPMG team with the goal of developing the most comprehensive analysis of its kind to date. My team and I assessed the risks and economic effects of climate change at business sector level. We analyzed 50 authoritative reports on climate change published by financial institutions and conducted interviews with a number of sector experts.

The aim of our review was clear. Climate change has far reaching consequences and will affect many sectors and organizations. By identifying the perceived risks and the level of preparation at sector level, we have raised the bar in the climate change debate and provided a new starting point for further discussion.

On 20 March 2008, in collaboration with the Dutch national CSR business network 'Samenleving & Bedrijf', we held a Food for Thought Event to launch our report, *Climate Changes Your Business*. The event was extremely well attended and brought together over 200 executives from multinational companies, non-governmental organizations and the Dutch government. The event's speakers included Sir Nicholas Stern, Ben Verwaayen and Bernard Wientjes, and the evening was facilitated by Lord Michael Hastings, KPMG International's Global Head of Citizenship and Diversity.

When the project was launched, I was very pleased to see the reaction from the outside world – while we had always had great internal support, seeing how actively it was taken up by industry and the media was extremely rewarding. Even today, six months later, I am still receiving requests from as far afield as Qatar and Jamaica. It really has gone above and beyond my expectations.

I am satisfied that we all worked together well on this project – it really demonstrates our commitment to the topic and strengthens our capabilities to act as a business adviser to our firm's clients. Our review was the foundation. We need to keep the momentum going and engage with the rest of the business community to develop the strategy to meet this challenge.





Jim Geisel  
Director  
Business Performance Services  
KPMG in the USA

One thing about life is you just never know where it will take you. I have just completed the most remarkable and fulfilling year as a result of my involvement with the Millennium Cities Initiative (MCI).

The MCI is a project of The Earth Institute at Columbia University, directed by Professor Jeffrey D. Sachs. MCI was established in 2006 to help sub-Saharan African cities achieve the Millennium Development Goals. As part of this effort, MCI helps the cities to create employment, stimulate enterprise development and foster economic growth by encouraging domestic and foreign investment to help eradicate extreme poverty – the first and most fundamental goal.

In 2007, KPMG firms started providing full-time secondees for the next four years. I was the first secondee to this program. This was an amazing opportunity. I got to work with Jeffrey Sachs, a world renowned economist, to do pro bono work, to apply my business skills and global network, to expand my career and value to organizations, and to perform work that may assist in eradicating extreme poverty and save lives!

As I was from the business community, most of my attention was on the investment side of programs. Having been part of the US firm for 12 years, my global contacts came in handy. Interestingly enough, my involvement in another Corporate Citizenship program, Students In Free Enterprise, over the years led to my having met two senior partners, one in Ghana, Joe Winful, and the other in Kenya, Richard Ndung'u. As these were two of the initial countries where I spent much of my time supporting the development of investment capacity building and investment promotion activities, their advice and support were invaluable.

The experience of being seconded to Millennium Cities has opened my eyes to a broader world. I have much greater breadth from a business perspective and am able to better understand potential opportunities and challenges in third world markets. I am also profoundly grateful and humbled at being given this experience. No question about it, this was a personal transformation of what it is like to change paradigms, to think globally, act globally and have more concern for humanity than I had ever truly considered.

## 03 Millennium Cities Initiative





Morgan Gentil  
KPMG in France

I oversee the KPMG in France Brest office, located in Brittany at the end of the French western coast. I can assure you that sailing – and, more generally, interacting with the ocean – means something to all of us in Brest.

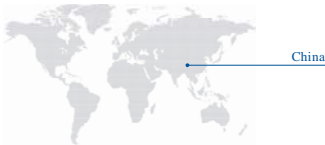
For the last three years, KPMG in France has been supporting Elodie Riou, a member of my team who is also a part-time skipper. Beyond her robust sailing skills and experience, Elodie is young, audacious, passionate, tenacious and highly dynamic.

Coached by one of the most renowned French skippers, Elodie took part in first tier races, such as the “Solitaire du Figaro” and the “Transat AG2R” from Concarneau in France to Saint Barth. Elodie exhibits the spirit of a true competitor and successfully combines competition sailing with professional development. Our 7,000 employees follow our skipper’s adventures daily, thanks to live satellite feeds during each race. Many of them support Elodie by emailing her messages of encouragement before and during the races.

Elodie’s adventures help us attract young students to the French firm who, like her, exhibit talent and ambition. Her project illustrates key qualities we value: passion, leading by example, the ability to learn, courage, competition and an international mindset.

## 04 Sponsoring inspiration





Malcolm Parker  
English Editor  
KPMG in China

I wasn't ready for my experience with Operation Smile in Urumqi, capital of Xinjiang, China's largest and most western province. Although cleft palates and lips are a common birth defect in developed countries, they are seldom seen since clefts are usually fixed at infancy.

As part of KPMG in China's volunteer team for this mission, I saw many babies and small children with this affliction and, I have to admit, it shocked me. But, as the days progressed, what had been the first thing I saw soon became the last thing I noticed. The experience was emotional, humbling and entirely changed my perspective.

Operation Smile started as the passionate project of a plastic surgeon, Dr. William P. Magee, and his wife, Kathleen, a nurse. In 1982, they went to the Philippines with a team of doctors to perform free cleft lip and palate surgeries. Overwhelmed by the demand, they decided to make it more than a one-off trip. Twenty-six years later, Operation Smile is still going strong. The volunteer teams regularly visit over 26 countries and change thousands of lives every year.

In 1991, Operation Smile had its first mission in China and KPMG started working with them in 2004, with the Shanghai office sending the first group of volunteers. In 2008, volunteers from every one of our offices in China joined missions. We worked as translators between the patients and Operation Smile volunteer teams and helped to calm down and entertain the often young patients while they spent hours waiting in hospitals. After reading about Operation Smile in our company magazine, I took leave to give a helping hand, taking on the role of a reporter and documenting the mission in the hope that it would inspire others.

One case that particularly illustrated the impact of Operation Smile was that of an older man. After his operation, his new appearance astonished me, the other volunteers and his family. His joy was immeasurable. It was then that I began to truly understand the power of the surgery and the efforts of the organization and volunteers.

In a way, the trip forced me to re-examine my life and gave renewed value to things I may have been taking for granted, such as health, comfort and the simple expression of smiling. I am extremely grateful to have been part of this mission.

## 05 Operation Smile





Lower Gulf

**Ladan Rasouli**  
Senior Manager  
Head of Learning & Development  
KPMG in the Lower Gulf

My introduction to AINA World was four years ago when I was invited to a photo gallery exhibition to raise funds for AINA World in Afghanistan. After browsing the gallery in awe, I was invited to watch a documentary on the life of the photographer, Reza Deghati, and his passion for educating the needy.

Reza is a force to reckon with and his sacrifices to helping others are an eye opener. Through AINA, he fights ignorance and poverty by equipping children and women with knowledge, media and education. Since 2001, AINA has trained more than 1,000 people in media and communication skills, with more than 90 percent now employed using these skills. They have also developed eight publications, including two women's magazines, a children's magazine and a weekly news review. AINA has also created a Photojournalism Institute, the first Afghan photo agency ever, AINA Photo, as well as a video production and training unit, a mobile educational cinema and a humanitarian action communications agency used by UN agencies, governments, and private sector organizations.

After attending seminars in Portugal and Canada where Lord Hastings, KPMG International's Global Head of Citizenship and Diversity, spoke, I was inspired to become more involved in corporate social responsibility projects. With the help of KPMG in the Lower Gulf's CEO, Vijay Malhotra, and partners Andrew Robinson and Rajeev Lalwani, this year, we chose child education as our theme and I introduced AINA to the firm so that we could use our skills to help and support their good work.

Recently, AINA was looking for consultants to structure the newly independent AINA Photo Agency as a profitable business and to systematize its operations. Working with teams from across our organization, we are helping them streamline their business activities, establish corporate governance, implement accounting systems, acquire software, streamline their banking system, establish control and auditing procedures and improve their website. Together with KPMG in Afghanistan, we are also in the early stages of helping AINA set up the organization in Kabul.

Becoming involved with AINA marked a turning point in my life. It was a personal mission which became a corporate project.

## 06 AINA World in Afghanistan





Maria Niedzwiecka  
Account Administrator,  
Transaction Services  
KPMG in Australia

I spent five weeks working at Djarragun College, an indigenous college located 20km from Cairns, preparing marketing materials to attract prospective students and business investors.

KPMG in Australia is working with a non-profit organisation, Indigenous Enterprise Partnerships (IEP), to bring much needed funding and skills to help educate indigenous youth. One of these initiatives is Djarragun College.

Djarragun is in far-north Queensland, one of the world's vast wilderness areas, a landscape of grand nature. To the hoards of tourists who visit each year, it is a tropical paradise. But, behind the colourful cultural programs, the indigenous people are in crisis. Their median lifespan is 17 years less than that of non-indigenous people and drug and alcohol abuse, high crime rates and low health and education standards mark their disadvantage.

Before committing to the project, I was concerned about going away and leaving my work and family for five weeks. At the same time, I knew that this was something that I really wanted to do and the timing would never seem perfect.

Unexpectedly, while working at the College, I learnt a lot about myself and my style of work. I also improved my problem solving, project management, marketing and research skills. Apart from tremendous satisfaction, I came back with better clarity about what I wanted from my career and my life. After many conversations with other people who were there with me, I know that I am not the only one who feels this way.

As for the community I went to help, Djarragun College is defying the trend by improving attendance and academic records for its students. The partnerships it forms with firms like KPMG foster an exchange of knowledge and experiences that are life-affirming and often life-changing. It just goes to prove that we can have a significant impact when we put our minds to something.

## 07 Indigenous Development

“These students have entered the 21st century and they want to be part of it.”

Jean Illingworth  
Principal  
Djarragun College





Andrew Williams  
Proposal Director  
KPMG in Canada

My wife and I had been running a weekly discussion group for around 50 people and, in time, many expressed a desire to do something, rather than just talk about it. In 2004, the Caring for Kenya (CFK) initiative was born. My colleagues and I at KPMG in Canada wanted to be directly involved in the rescue of orphaned African children by supporting the efforts of existing, successful international non-governmental organizations. We also hoped to build a model that employees in other corporations could use to do the same.

We found the ideal partner in the Mully Children's Family (MCF), an institution that helps to rescue and rehabilitate children in distress in Kenya. MCF was founded by Charles Mulli, a successful Kenyan businessman who donated all he had to care for orphaned street children. Over the past 20 years, MCF has established a strong reputation as one of the most effective institutions for the rescue and rehabilitation of children in distress, having transformed the lives of over 3,500 kids. MCF is one of the biggest and most effectively run children's homes in Africa, receiving strong support from institutions such as the Canadian International Development Fund and World Vision.

Over the past four years, CFK has raised close to CAN\$100,000, shipped containers of needed supplies and brought in over 150 volunteers to work on the ground to help MCF. Volunteers lend their skills and energy to a variety of projects, including computer training, construction and running medical clinics. Most importantly, we give our time to the children who get great hope and joy from knowing that people have come from thousands of miles away just to be with them.

Enthusiasm for this initiative quickly spread, leading to the involvement of other businesses in our community, as well as a partnership with KPMG in East Africa. As a consequence, we launched Rescue 500 to bring together 25 other organizations to directly participate in the rescue and rehabilitation of 500 additional orphaned children seeking refuge from the violence of Kenya's recent unrest. Participating companies are raising the funds required to save these children and we will put these donations to work during our summer 2009 volunteer trip to MCF.

The trips that I've taken to Africa to support our CFK initiative have been among the highlights of my life. They have given me the opportunity to see, firsthand, the great work being done by MCF. Through working on this project, I've been able to see how working together toward a common goal can make a tangible, measurable difference in the lives of those less fortunate.

## 08 Caring for Kenya





Steve Green  
Managing Partner  
KPMG in Bermuda

I saw a need to connect the thriving international business community with the public and private schools system in Bermuda. I thought this would give students a better understanding of the vast number of employment opportunities available to them in this sector. It would also highlight what they would need to focus on in school in order to achieve their long term career goals.

To establish this connection, in 2005, KPMG in Bermuda created an education program, the KPMG Senior School Investment Challenge, for the Island's senior schools. The concept is simple: each school can enter two teams per year and each team is given US\$50,000 in virtual funds to trade over the course of six months. We presented our business case to the local Ministry of Education and the heads of each of the four private schools and achieved 100 percent participation. In fact, in some of the schools, the Challenge is now an integral part of the business studies curriculum.

To run the Challenge, we created an internal technical committee of volunteer audit staff to establish the rules and regulations, value the portfolios and produce monthly reports. Many of my staff volunteer as mentors, working with the students to guide, but not influence, their trade decisions. We also assist the teachers who champion the program and act as an intermediary between the schools, speakers and media.

We arranged for prominent business executives, many of them clients, to speak at the schools throughout the school year in general assemblies and to the participating teams. We also engaged a local newspaper to publish the monthly results and analysis, prepare a monthly profile on each of the participating schools and cover the prize giving.

At the end of the six month program, we hosted a prize giving for all the participants, their teachers and families. Checks were presented to the top three performing teams. The prize money has, for example, funded new computer and science equipment, subsidized an overseas science expedition and provided college scholarships for students in need of financial aid.

Personally, it has been extremely gratifying to experience first hand the students' enthusiasm and passion for the Challenge. From a business perspective, we continue to receive favorable feedback from clients and friends of the firm who, like us, are experiencing the positive impact the program is having on our youth and future leaders.

**“The KPMG Senior School Investment Challenge has provided a great opportunity for our students to learn about investments in an exciting and innovative way. Before the Challenge was introduced four years ago, my students had no idea what stocks were and knew virtually nothing about the Capital markets.**

Today, as a direct result of our school's participation in the KPMG Senior School Investment Challenge, we are all, students and teachers alike, now much more aware of the direct impact everyday occurrences have on the markets and the rise and fall of stock prices. Our students also now see the myriad of opportunities available to them in the capital markets and international business in Bermuda. We look forward to participating in the Challenge every year! Thank you KPMG.”

**Tanya Dickenson**  
Teacher  
Bermuda Institute

## 09 Senior School Investment Challenge





Jennifer O'Leary  
KPMG in the Cayman Islands

When The Central Caribbean Marine Institute approached KPMG in the Cayman Islands to support their Ocean Literacy Program, I was left asking what is Ocean Literacy? How does it fit into our policy and why is it so important to the Cayman Islands and global community?

I was quickly educated – Ocean Literacy can be described as an understanding of the ocean's influence on you and your influence on the ocean. As a member of this community, I got involved in the Program because I wanted to help preserve the ocean's beauty and the wildlife beneath it and felt the best way to do this was by helping to educate the future leaders of these islands.

I attended much of my secondary education in local schools in the Cayman Islands and there was no curriculum that discussed the ocean or its importance. Many of my classmates did not take an active interest in the beautiful waters that have such an impact on us. The goal of the Ocean Literacy Program is to have every child in the Cayman Islands ocean literate by the time they are 12 years old. We need to help them understand how the ocean fundamentally affects our islands' underwater wildlife, environment and local economy.

The first step of the Program was to develop an ocean literacy text book. This book was recently endorsed by the Education Ministry for placement into the Cayman Islands curriculum for all public primary schools. The overall three year plan is to introduce the text to all public and private primary and secondary schools, provide ongoing teacher training, increase adult ocean literacy and introduce the Program to international educators via the web.

KPMG has been working with our local community since opening in 1966. We have been supporting the Ocean Literacy Program for three years, providing over US\$30,000 annually, confident that this will help change the future of our island.

Becoming involved in this Program enables me to help grow and develop a key education program, one I want to work on through to maturity so that I can see, first hand, the impact it has on the youth of the Cayman Islands.

## 10 Ocean Literacy Program

