Innovation inside+out
See how KPMG is using global collaboration, new technologies, and a compelling strategic vision to create the firm’s future.

In this issue:
- **Hear Me Roar!** Intern adventure in Africa
- **Slam Dunk!** Playing to win in two arenas
- **Leader Board** KPMG volunteers make the cut
KPMG’s new Global Advantage program is an exclusive international leadership opportunity for top U.S. college students who are one year away from internship eligibility. Travel to Europe. Learn from KPMG partners in London. Get introduced to KPMG global clients. Build your professional network with KPMG employees. And see yourself for the leader you’re learning to be.

KPMG Global Advantage 2014
London, England July 1-4
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Happy to meet you!

I’m Becky Sproul, KPMG’s new national managing partner for University Relations and Recruiting. I want you to know KPMG is a great place to build a career. Our reputation for excellence is continually enhanced by the many learning and leadership opportunities available across Audit, Tax, and Advisory. Our high-performance culture both challenges and rewards. Our work/life balance philosophy underpins a robust benefits package. Our commitment to community service appeals to people eager to give back and build a better world.

I’m excited to lead a dynamic KPMG team that develops, administrates and communicates the firm’s distinguished internship and leadership opportunities. And I’m not new to this arena: for nearly 10 years, I have been the partner-in-charge of recruiting for the South Florida market and campus lead partner for the University of Florida.

We know that attracting smart, talented, and diverse people is crucial to our success. In this issue of GO, you’ll find information about KPMG’s innovation strategy and details about the advanced tools and collaborative environment that are attracting innovative employees and clients to KPMG. Check out Finding Inner Connection and Brainstorm beginning on page 4.

In the coming months, I look forward to meeting you—and I hope you’ll consider joining KPMG!

Sincerely,

Becky Sproul
National Managing Partner,
University Relations and Recruiting
KPMG’s Workplace of the Future is a bold initiative aimed at creating a dynamic work environment that reflects the rapidly evolving needs of the firm and its people for enhanced collaboration, productivity, and cost-efficiency. Workplace of the Future is not simply about changing physical spaces—it also underpins KPMG’s high-performance culture by helping people collaborate and innovate. And the future is now: Workplace of the Future has already rolled out at many KPMG locations. To learn more, turn to page 5 in this issue of GO.
KPMG introduces collaboration tools that link colleagues and clients worldwide

It’s a whole new way to think about “getting it together.” KPMG is making collaboration a key component of the firm’s internal innovation platform. This includes smoothly linking applications across platforms, using new media, sponsoring knowledge sharing, encouraging crowd sourcing, forming alliances with the world’s most exciting innovators, and introducing new ways to collaborate through social media to help the firm access the best thinking of KPMG professionals around the globe.

“We started with the question, ‘Do employees have the tools they need to get their jobs done now and in the future?’” explains Bruce Pfau, vice chair, Human Resources and Communications. “Where we saw gaps, we filled them. Then, we went further to launch an interactive suite of electronic professional tools that are absolutely twenty-first century. This approach does more than drive efficiency—it helps create KPMG’s inspired, high-performance culture.”

For example, KPMG SYNC provides employees with a multifunctional dashboard that integrates information, smoothly links applications, and supports a mobile workforce. KVN, the KPMG Video/Webcasting Network, will enable employees to create and upload their own content. The firm’s Workplace of the Future initiative is transforming offices across the country. In addition, KPMG’s internal social media collaboration tool, the Hub, helps everyone at KPMG share information in real time, allowing them to deliver insights and potential solutions to clients quickly. “Already, more than 60,000 KPMG employees in the United States, and employee member firms in The Netherlands, the United Kingdom, Canada, Ireland, and elsewhere are doing business on the Hub,” says Tim Zuber, U.S. leader of Knowledge & Collaboration. “Imagine the impact on our clients and our people when we bring the creative energy of 152,000 KPMG professionals together virtually—in one place!”

**Get in SYNC**

By improving client relationship management and account planning tools, SYNC supports the firm’s ability to support clients efficiently and effectively. SYNC consolidates many data sets from various processes and tools with the goal of enhancing the visibility, accuracy, and timeliness of client information. SYNC also provides employees with a multifunctional dashboard view, integrating information and linking applications across functional areas. To support KPMG’s increasingly mobile workforce, many SYNC features are also available on iPhone®, iPad®, BlackBerry®, and, soon, select Android™ devices.

**Meet at the Hub**

Similar to some popular social media sites, the Hub is helping KPMG employees embrace opportunities to innovate, share, and succeed. The Hub gives every KPMG associate the ability to collaborate in real time with colleagues worldwide. Associates can:

- Create personal profile pages.
- Share knowledge and observations about a market trend.
- Ask questions and crowd source answers.
- Address client issues with colleagues on another continent.
- Remark on new business books or articles.
- Post instant polls to spark discussions.
- Provide links to relevant documents, videos, and photos.
- Follow colleagues and thought leaders throughout the firm.

Simply put, the Hub helps drive collaboration, which can be key to innovation, efficiency, and effectiveness on behalf of KPMG clients and the firm’s future.
This approach helps create the inspired, high-performance culture at KPMG.

Smile for the camera

KVN, the KPMG Video/Webcasting Network, delivers high-quality streaming video to employees’ laptops and, soon, mobile devices. With a user-friendly interface and permission-based access, KPMG employees can record video from sources such as iPhone, Webcam, or camera, and stream to more than 25,000 viewers. They can also integrate slides, text, instant polling, and post-broadcast surveys.

Explore inner space

What if your office included:

- An aesthetically pleasing space designed to be brighter and more open.
- LEED certification technology that enables flexibility, mobility, and teaming.
- Individual, open, and team spaces from quiet rooms to project team rooms.
- Enhanced soundproofing and conference room acoustic isolation.
- Hoteling spaces with lockable file cabinets.
- Voice over Internet Protocol (VoIP) phones that can have a call to your desk ring simultaneously to your mobile or send an email to signal a voicemail.
- External monitors that you can connect to your laptop.
- Multi-function copiers with document scanning capability.
- Remote file access.
- Wi-Fi for guest computers, smartphones, and other devices.
- High-definition room/laptop integrated video conferencing.

KPMG’s Workplace of the Future is delivering all that. It’s aimed at creating a dynamic work environment that reflects the rapidly evolving needs of the firm and its people for enhanced collaboration, productivity, and cost efficiency. Workplace of the Future is about changing physical spaces while underpinning KPMG’s high-performance culture by helping people collaborate and innovate better. Workplace of the Future has already rolled out at many KPMG locations, including Birmingham, Boise, Chicago, Denver, Knoxville, Minneapolis, Omaha, Pittsburgh, Sacramento, San Antonio, Seattle, Short Hills, and Tampa. So, which KPMG Workplace of the Future will you choose?
Innovation is an imperative at KPMG. Today’s global clients expect it, and new employees building dynamic careers want it. To respond to the changing marketplace, KPMG has developed innovation capabilities designed to keep the firm on the leading edge for generations to come. Recently, KPMG Vice Chair of Strategic Investments, Steve Hill, talked about innovation at KPMG.

“Innovation is critical to our firm’s future and is a key priority for any organization operating in an evolving marketplace like ours. Our clients are experiencing an increasingly complex and rapidly changing world, and they look to us to bring multi-disciplinary solutions to their challenges. We’ve identified three innovation horizons: now, over the next 18 months, and 18 to 48 months out. We’re considering the skills and capabilities we need to respond to the changing marketplace, expand our brand, and engage in strategic client conversations.

**Three innovation horizons**

“Our first horizon is about “now.” Specifically, this means integrating our services to address current client needs. The key to this is listening. Clients will ask for help in their own way, often unrelated to how KPMG “usually” does things. KPMG works to be sensitive to the needs of its clients, and we’ll connect professionals to engagements based on how we can best help clients achieve their strategic goals, rather than simply fill a tactical need.”
“We look at opportunities from 18 to 48 months out to identify macro trends and changing markets to position the firm for future opportunities.”

“The second horizon is like the low beams on your car. These investments are focused on building capability for opportunities that are in our short-term line of sight. We look at current trends across services and industries, and then prioritize where we should be making our investments to grow the firm’s capabilities and near-term revenues.

“The third horizon is like switching to the high beams. We look at opportunities from 18 to 48 months out to identify macro trends and changing markets to position the firm for future opportunities.

**Inspiration from employees and clients**

“Many of our key innovation sparks come from collaboration with our employees working on client engagements. Employees on our front lines with clients have some of the best perspectives on how KPMG can do things better and how our clients can do things differently. When we focus on our clients and understand their issues, challenges and context, we usually find that their challenge is broader than what one person or group can deliver alone. We enhance our value add to our clients when we seek out others who can address client issues and work collaboratively to develop a potentially greater solution.

**Building on innovation success**

“We’ve seen the value of this collaborative approach play out in the cloud space, for example. Early in the development cycle, several groups identified opportunities related to individual cloud technology issues. But when these individual groups collaborated, bigger ideas evolved. We realized that cloud was really a business issue and that addressing tax implications, for instance, could be a key differentiator for us. Today, KPMG is a leader in the cloud marketplace. Different people brought a variety of perspectives to the team that allowed us to see what the bigger and more relevant picture could be. Now, that’s innovation at its best.”

**Innovation…At Work**

“The fraud risk management area of the New York Forensic practice is a draw for innovative accounting professionals from around the world,” says Jennifer Roncoroni, associate, Advisory, KPMG in New York. Jennifer interned with KPMG in 2010 and moved from her California home to join the firm in 2012. “We concentrate on trying to prevent fraud by completing wide-ranging compliance assessments, using the latest high-tech analysis tools, and introducing leading risk reduction strategies to our clients.”

Jennifer’s group also conducts forensic audits to support KPMG audit teams. For example, she can run a client’s journal entries through specialized programs to see where there may be fraud risks unique to that business. Jennifer also compares clients’ vendor master lists against their master databases—looking for anomalies like employee addresses that match vendor addresses, a clue that can signal the presence of “ghost” vendors. She’ll also check expense reports against business names and review accounts payable for multiple checks written just under pre-approval thresholds—another sign of possible fraud.

“The Foreign Corrupt Practices Act is getting renewed attention from regulators worldwide,” Jennifer adds, “and KPMG Advisory is helping clients build leading compliance programs to help mitigate their risk of any violation.” The risk climate keeps Jennifer’s group busy: it is typically working on more than a dozen audit engagements and running reports by the hundreds.

Jennifer says she is delighted with her accounting focus. “Forensic is small enough for even beginning employees to have direct access to KPMG managers, directors, and partners for inspiration and advice. Plus, in Advisory, you’re a consultant right out of the gate. I get to look at the big picture and have many opportunities to be creative in meeting client needs.”

**A Consultant’s Cool Tools**

- **KTrace** is KPMG’s methodology for analyzing manual journal entries.
- **KDAT** is KPMG’s proprietary data analytics tool used for testing manual journal entries, as well as vendor and expense analyses.
- **IDEA** can handle millions of lines of data and is used to normalize data prior to uploading to KDAT.
- **UltraEdit** is like a hyped version of notepad, UltraEdit is used to check data quality before uploading it.
- **Excel’s VLOOKUP function** can compare two datasets and pivot tables to allow a clearer, more concise look at data.

How cloud technology is creating exciting KPMG consulting opportunities and career options
What do the numbers really mean? “Cloud technology has been and will be dramatically successful in driving business transformation,” explains Shahed Latif, KPMG information protection and business resilience leader. “By gaining easier access to real-time information, increasing productivity and managing vast amounts of data, corporations now use cloud technology routinely to boost sales and lower costs.”

“Because market forces and the vendor landscape change constantly,” adds Shahed, “it’s important now for companies to keep updating their cloud strategies.” For example, data collection technology is advancing, with machine-to-machine technology improving data exchange between devices and connecting distributed devices over secure cloud platforms. “For our clients’ benefit, KPMG is constantly monitoring what’s out there and what’s coming,” says Shahed.

KPMG is recognized as an industry leader in cloud consulting, and this dynamic engagement is one reason why, Shahed explains, “it’s not just about deployment challenges anymore. Instead, cloud management, supervision, and improvement are important for companies looking to use cloud technology most effectively.” KPMG will create its future by helping companies drive business requirements, address security concerns, enhance CIO governance, facilitate rapid decision making, and develop multifaceted cloud strategies that create lasting value. In other words, says Shahed, “We’ll bring business and IT together in the cloud.”

How can college students “use” cloud technology to shape successful careers? “Almost everything KPMG is working on now and going forward is impacted by cloud technology,” says Shahed. “That’s why everyone at KPMG is required to take our Cloud 101 course and develop an understanding of cloud technology.” He adds, “Cloud and other technology challenges take KPMG deep into the engineering of comprehensive programs, so engineering or computer science knowledge can be very useful. Professionals with this academic background can leverage their knowledge to educate colleagues and clients authoritatively.”

Why has the cloud proven such a career focus for Shahed himself? “I love emerging technology because it forces me to think outside the box. When I helped write Cloud Security and Privacy in 2009, hardly anyone had heard of the cloud. Now, I’m considered one of the technology innovation leaders at KPMG—relied on to guide the firm as it embraces the best new thinking on behalf of clients.”

You might call it a forecast for the future—including yours. According to a recent KPMG survey, companies moving their tax processes to the cloud have risen 42 percent. On the vendor side, the global public cloud market is likely to reach $131 billion by 2017—an 18.5 percent increase over 2012. The global software-as-a-service (SaaS) market, an outgrowth of cloud technology, is estimated to exceed $33 billion by 2016.
SLAM DUNK!

THIS FUTURE DIVERSITY LEADER IS PLAYING TO WIN IN TWO ARENAS
KPMG supports a broad range of diversity networks that empower employees to help make KPMG a truly inclusive firm that respects, values, and celebrates...everyone. Just to make it official, here’s the current list:

The **African-American Network** nurtures a professional environment that supports African-American professionals in their pursuit of professional excellence.

The **Hispanic/Latino Network** provides support and guidance to Hispanic/Latino professionals by offering networking, personal development, and mentoring opportunities.

The **Asian Pacific Islander Network** engages the firm’s Asian Pacific Islander professionals in career development opportunities and cultural events.

**Abilities in Motion** fosters an environment that supports professionals with disabilities and/or those who have special-needs children or other dependents.

The **Network of Women** delivers national programs and strategies for the advancement of professional women through chapters in local offices.

**pride@kpmg** engages the firm’s lesbian, gay, bisexual and transgender professionals and their straight allies in career development, community service, and mentoring.

The **Veterans Network** encourages the recruitment, retention, and success of veterans, military service members, and their families and provides many resources to support their career development and leverage their skills to serve the firm’s clients.

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**Ukrainians love women’s basketball!” exclaims Keiara Avant, who’s in the European country for six months living the dream of playing professionally. “We have a cheering section at every game.” Every dream is founded in some reality, so how did Keiara arrive in this city of frenzied fans, fast drivers, and borscht?**

It started when Keiara, who was a forward at Hampton University, won 99 career games and averaged a double-double (16 points and 10 rebounds) as a senior. She became the first Lady Pirate named Mid-Eastern Athletic Conference Player of the Year. She attracted the notice of a Ukrainian scout, and, in Fall 2013, she took her opportunity. She moved to Kiev, Ukraine, to play for the Dynamo Kiev. It’s a bonus that Keiara chose to study Russian in school instead of some of the usual language choices. As a result, she finds it fairly easy to communicate with teammates and new friends.

Playing basketball overseas isn’t Keiara’s only success story. She’s also a former KPMG intern and a graduate of KPMG’s Future Diversity Leaders program (FDL). FDL is a KPMG leadership development and scholarship program for high-achieving minority freshmen and sophomore college students in business curriculums. To be eligible for FDL, students must have demonstrated strong academic performance, leadership skills, and a commitment to diversity. Participants receive both financial support through scholarships and professional support through mentoring relationships with FDL faculty advisors and KPMG professionals. Keiara says that, for her, the most important thing about FDL was “the opportunity to establish friendships with a phenomenal group of intelligent men and women who are passionate about diversity. KPMG displayed commitment to diversity in a way that really connected with me.”

"KPMG also taught me how to lead myself. That was big for me.”

**BY THE NUMBERS:**

- **99** Total career wins at Hampton University
- **16.3** PPG 2012-13 average points & rebounds per game
- **10.4** RPG 2012-13 average points & rebounds per game
- **28-5** 2012-13 season record
- **60** High-achieving students eligible for FDL
- **$6,000** Top FDL scholarship award

The FDL program begins with a three-day leadership conference hosted by KPMG in Hollywood, California, focused on preparing high-potential students with the skills and perspective to be the business leaders of tomorrow. How did the conference help set the stage for Keiara’s success? “My biggest take-away was understanding the different leadership styles.” She adds, “KPMG also taught me how to lead myself. That was big for me.”

FDL represents a multi-year KPMG commitment to participants, each of whom has the opportunity to participate in up to three summer internships and receive as much as $6,000 in scholarships. Students who successfully complete their internships and maintain their high academic achievement receive full-time job offers at KPMG. Keiara completed her first FDL internship in 2012. She learned about KPMG corporate management, including Human Resources and Events and Meetings, and spent her last two weeks participating on a client engagement. In 2013, she completed an internship in Audit working with teams in Tysons Corner, Virginia. “That really showed me what the day-to-day life of an accountant is like,” says Keiara.

At some point, Keiara will have a decision to make—basketball (if the winning ways continue) or accounting. Keiara’s aunt, Angela Avant, a former KPMG partner and president and CEO of the National Association of Black Accountants, has been influential in Keiara’s career exploration. And, whether it’s basketball or accounting, she supports her niece’s ultimate decision. For its part, KPMG is keeping Keiara’s job offer open for at least a year until she can return to Hampton University and get her MBA. “From FDL, I know how to lead myself and others while appreciating everyone’s diverse background,” concludes Keiara. “So I’m confident I’ll make the right choice for me.”
It’s a long way from Ulaanbaatar to Chicago, so postcards and photos are definitely part of this intern’s city scene.

Delgerbat Uvsh, originally from Mongolia, is a student at Indiana University. Following his sophomore year, he participated in the Discover KPMG local leadership program that gives students a first-hand look at KPMG’s Audit, Tax, and Advisory practices. In Summer 2013, Delgerbat participated in KPMG’s Build-Your-Own-Internship Program (BYOIP) in Audit and Advisory at the KPMG office in Chicago. Now, he’s finishing his five-year master’s degree program in accounting and will join KPMG as an associate in Summer 2014.
If you build it…

...you’ll come away with lots of great experiences. KPMG’s Build Your Own Internship Program offers flexibility, choice, and opportunity by enabling you to explore multiple practices early. Here’s how it works. BYOIP interns choose two practice areas instead of one. You’ll select one Core Practice and one Developmental Practice and spend time in both throughout your internship. In addition to challenging work experience, you’ll have fabulous networking opportunities with peers, clients, and firm leadership. During your internship, you’ll be assigned a performance manager who will assist in goal setting, give regular feedback, and help provide guidance in understanding all the options available when making full-time career decisions. You’ll also be paired with a mentor who offers guidance and answers day-to-day questions. So go ahead and build it—your internship, that is.
Destination Africa, Australia, or any other fascinating part of the world — KPMG global interns make every day an adventure into the wild.

Seven years since its start, KPMG’s award-winning Global Internship Program (GIP) continues to provide wonderful international travel experiences for students who grasp the brass ring of opportunity, accomplishment, and excitement. GIP gives top college students the opportunity to work abroad and see what it takes to be a global professional. Internships begin at a KPMG office in Chicago.

Shannon Woods, University of Illinois ’14, applied to GIP after learning about it at Discover KPMG. When she heard she’d been selected—and was going to Johannesburg, South Africa, in Summer 2013—she decided to keep a journal. Portions are excerpted here. Shannon will receive her master’s degree in 2014 and start full-time employment at KPMG in Chicago in Fall 2014.

Arriving Fellow KPMG global interns Shawna, Anna, Casey, Katie, and I arrived in Johannesburg after a 15-hour plane ride. A driver picked us up and dropped us off at our new home for the month. We each had our own room complete with a bathroom, microwave, and a mini-fridge stacked with food that the KPMG in South Africa HR team had left as a welcome gift. We went straight to sleep that night in order to rest up for our driving lessons the next day. Yes, we learned to drive on the left-hand side of the road. It was difficult at first (beware of making right-hand turns across traffic!), but after a day or two, all five of us got the hang of it.

Exploring We decided to dedicate the first weekend to exploring the city of Johannesburg. We went to our first rugby game, played with baby lions at a lion park, and toured Soweto, where we learned about South Africa’s history. We had been collectively assigned a mentor and each of us had a “buddy.” Our KPMG mentor hosted us for a “braai,” or barbeque, on Sunday. My “buddy,” Inge, invited us to her house for a traditional meal of Vetkoek (a traditional Afrikaner pastry).

Working I had the opportunity to help with the year-end audit of a gold mine located about 30 miles outside of Johannesburg. The engagement team and I met at the KPMG office every morning at 6:45 a.m. to carpool to the client. Since there are no local interns in KPMG’s South Africa office and it was the busy season, I got to perform some of the work at a full-time associate level! By the end of the month, I was having one-on-one conversations with the client and was largely responsible for my own sections of the audit. I’m now much more confident in my ability to take responsibility for audit sections and apply KPMG methodology.
Playing  On our trip to Cape Town, we dove with sharks, visited the Cape of Good Hope and tasted wine at a famous vineyard. The next weekend, we traveled to Kruger National Park to go on a safari with the hopes of spotting the “big five”—leopard, elephant, rhino, lion, and buffalo. Our last full weekend, we flew to Zambia to see Victoria Falls. After a sunset cruise, we woke up early the next morning to go on an elephant-back safari. Halfway through, we were charged by a wild elephant! Later that afternoon, we headed to Victoria Falls, where we zip-lined, gorge-swung, and bungee-jumped! We also drove to Chobe National Park and saw our first wild leopard.

Returning  This was the trip of a lifetime! I definitely want to travel again and work with global clients. Aside from the fun stuff, I grew personally and professionally. The Global Internship Program is awesome. I know how lucky I am!

O, Pioneers!

Time flies when you’re having fun—and learning. It’s been seven years since KPMG introduced the Global Internship Program, and these intrepid travelers were pioneers by being the first global interns.

“Two weeks before I was going to start a KPMG internship in Philadelphia, I got a call about the new Global Internship Program. I didn’t really think I had a shot, but I was accepted and chose Australia! I loved Sydney, including the opera house, Harbor Bridge, and the Blue Mountains. How else but through this internship could I have seen kangaroos in their natural environment? Wow, was the internship a confidence builder! I really value the soft skills I learned during my internship, such as communicating with clients, managers, and partners. I use these skills everyday in my work. I’m keeping a global rotation in mind, but for now I love talking to students about GIP, at my alma mater, Penn State, and at other colleges and universities. I say, “I did it, and you can, too!”

Lindsay Wolpert
Manager, Audit,
KPMG in Harrisburg
Global Internship Program
Summer 2007 Australia

“I had always heard KPMG was global, and my family in China knew of KPMG. I think I was extremely lucky to be included in the first group of global interns. London was my first choice for my internship—and I got it! I had great personal experiences with the group of eight interns who went over that summer. I set high expectations for myself and soaked things up like a sponge from my engagement team. Watching mentors host and facilitate global calls helped me learn to do the same. I’m sure my internship prepared me to advance in my career. As I look back, I realize moving fast with an engagement team and getting constructive feedback is really good.”

Myra Ng
Manager, Advisory,
KPMG in Dallas
Global Internship Program
Summer 2007 United Kingdom

“In 2007, I was getting ready to intern at KPMG in New York when I received an email inviting me to apply for the new Global Internship Program. I figured, why not start my international travel experiences by going halfway around the world—so I picked Australia. The experience opened me up to the world, and I got to do a project where I was responsible for presenting the final deliverable to client along with the KPMG director/partner. Seven years later, and I have returned from three weeks in Europe attending international client meetings. My itinerary included stops in Spain, Hungary, London, and Paris. I urge students to ‘Go for the GIP.’ My experience shows you’ll use the broad perspective you’ll gain in both work and life.”

Zak Williams
Manager, Advisory,
KPMG in New York
Global Internship Program
Summer 2007 Australia
Nothing rains on their parade!” says Danielle Johnson, associate, Audit, KPMG in New York, about the athletes she met while volunteering with KPMG colleagues at the 2013 Special Olympics National Golf Invitational. For the fifth consecutive year, KPMG sponsored the Special Olympics National Golf Invitational, held October 17-20, in Galloway, New Jersey. The event drew competitors from across the country for three days of play. It also provided opportunities for KPMG to strengthen its commitment to community service. KPMG’s Abilities in Motion (AIM) network led a group of 64 KPMG volunteers who helped with tasks such as cart driving, scorekeeping, officiating, and serving refreshments.

“The first day, we had a great time as walking observers, helping to spot balls and cheer on the players for a full nine holes.” Tyler Godwin, senior associate, Advisory, KPMG in Philadelphia, says, “My volunteer job was to drive the golf carts for the athletes, and it was awesome getting to interact with them throughout the day.” He adds, “We were high-fiving each other down the course, and one of my groups won the silver medal!”

Danielle’s twin sister has a mild intellectual disability and participates in Special Olympics swimming programs, so it’s an organization Danielle is naturally passionate about. Tyler explains his interest by saying, “I participated in lots of sports when I was a kid and always got the greatest sense of accomplishment from it. So when I saw the request for tournament volunteers, I wanted to take part and give back.”

Dana Foote, partner, KPMG in Kansas City, and AIM co-chair, helped launch AIM in 2007. Its mission is to foster an environment that supports people who have a disability, or those who have a loved one with special needs, as they build their careers at KPMG. Dana’s interest in disabilities is both professional and personal. That’s because Dana has multiple sclerosis (MS), and she’s upfront about her particular challenge. “I’d rather people know I have MS than have them wonder why I’m stumbling at work.” Dana also understands disability from a family perspective. She’s a legal guardian for her sister, who has Down’s Syndrome. “As a KPMG partner,” explains Dana, “I don’t want anyone to feel he or she needs to conceal a disability.”
In the last seven years, AIM has grown to hundreds of members and multiple chapters across the country. In 2010, AIM joined forces with the Special Olympics to sponsor the USA National Games. And KPMG has taken its relationship with the Special Olympics to the next level by signing on as a founding partner for the 2014 Special Olympics USA Games, which will take place June 2014 in New Jersey. Nearly 3,500 athletes will compete in 16 Olympic-style team and individual sporting events, supported by 1,000 coaches, 10,000 volunteers, and an anticipated 70,000 spectators. KPMG will also support the Special Olympics Team USA golfers who go to the 2015 Special Olympics World Summer Games in Los Angeles.

“Our expanding involvement with Special Olympics reflects KPMG’s commitment toward enhancing the lives of people of all abilities,” says Shaun Kelly, vice chair of operations, and national co-chair of AIM. “The athletes and their families continue to be a source of inspiration, and we’re honored to share our spirit and support for the coming years.”

Danielle concludes, “It was amazing to see this group of athletes with special needs play golf. After watching them, golf is on my list of things to learn.” Tyler adds, “I left the event inspired and optimistic.”

KPMG volunteers Tyler Godwin and Danielle Johnson give their feet a well-deserved rest along the fairway.
No matter where you are or how busy, you’ll always be in sync with the firm.

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KPMG offers great career opportunities in three practice areas. As you apply for internships and approach graduation, consider which area may be right for you.

Audit

KPMG's Audit practice plays a key role in helping to build and maintain the credibility of independent reporting for today's capital markets. It's an environment where new auditors can get their careers off to the right start. The firm's audit approach combines deep, industry-specific knowledge, a global methodology, and an information-rich technology environment. Some 138,000 KPMG professionals at KPMG's international network of member firms provide independent, high-quality audit services to companies in over 150 countries. Their work can help companies manage financial reporting risk, learn from an enlightened industry perspective, and enhance opportunities to reach business goals. Joining KPMG's Audit practice can also mean enhanced opportunities for young professionals to develop the skills, knowledge, and relationships they need to succeed.

Advisory

Management Consulting: KPMG can help clients drive sustainable performance improvement and achieve measurable results by providing wide-ranging methodologies across the enterprise, including areas such as finance, supply chain and operations, human resources and information technology, and customer strategy. As a professional in this practice, you can help companies improve key elements of their strategy and operations, such as technology implementation, business intelligence, shared services, and outsourcing.

Risk Consulting: KPMG can help clients identify, understand, and act on threats and opportunities, regulatory requirements, and competitor vulnerabilities. You'll address needs such as governance, risk management, regulation compliance, project management, forensic investigations, contract compliance, internal audit, information protection, and sustainability.

Transactions and Restructuring: KPMG works with companies that are buying or selling businesses, seeking financing or experiencing financial difficulties. KPMG can assist companies at every stage of their business life cycles with a focus on building value for shareholders and other key stakeholders.

Tax

Federal Tax Services: KPMG provides tax consulting and compliance services for corporations, partnerships, trusts, and individuals to help them comply with federal tax obligations. Attuned to the latest IRS rules and regulations, KPMG professionals help clients improve their operations by providing knowledge and technology-based tools to enhance tax reporting.

Economic and Valuation Services: KPMG offers a wide range of advanced analytical services that can help clients with their transfer pricing activities, including compliance, planning, and assistance with operational implementation and dispute resolution services. The firm also provides services such as business valuation, financial reporting, and tax valuation analyses.

International Tax: To help multinational organizations deal with their complex tax issues, KPMG professionals provide tax advice about establishing new ventures, planning overseas transactions, and maintaining compliance with tax and trade regulations.

International Executive Services: KPMG helps companies with global mobility programs for employees on international assignments by providing tax advice on multinational income tax compliance, technology-based managing assignment tools, and tax advice for other issues affecting mobile employees.

Mergers and Acquisitions Tax: KPMG’s M&A Tax practice assists corporate clients and private equity funds by creating tax efficiencies throughout the life cycle of an acquisition, disposition, merger, or restructuring. Understanding and planning for the tax implications of a deal can mitigate transaction risks and enhance opportunities.

State and Local Tax Services: KPMG’s state and local tax professionals help organizations comply with income and franchise, sales, and transactions taxes. They also provide business incentive services and keep their clients abreast of new developments.
Get to know KPMG early in your college career—and stay with us right through graduation and potentially a job with KPMG. Note the timelines, schedules, and milestones for KPMG campus visits, leadership programs, and internship opportunities.

Get additional information at kpmg-go.com/GettingStarted

**FRESHMAN**

Connect with KPMG via:
- Information Sessions – Learn more about KPMG.
- Career Fairs – Meet KPMG recruiters.
- Networking Events – Build your professional network.
- Future Diversity Leaders Program – Apply to this structured leadership development and scholarship program.

**SOPHOMORE**

Connect with KPMG via:
- Discover KPMG Leadership Program – Attend a local leadership program that gives you a firsthand look at KPMG’s Audit, Tax, and Advisory practices.
- Future Diversity Leaders Program – Apply to this structured leadership development and scholarship program.

**JUNIOR**

Connect with KPMG via:
- Winter or Summer Internship – Work directly with clients and network with peers, clients, and firm leadership.
- Global Internship Program – See what it takes to be a global professional.
- Build Your Own Internship Program – Intern with KPMG in two practices (Audit, Tax, or Advisory) instead of one.
- Discover KPMG Leadership Program – Attend a local leadership program that gives you a firsthand look at KPMG’s Audit, Tax, and Advisory practices.
- Fast Forward Leadership Program – Apply to this national leadership-training program with sessions led by KPMG partners.
- Global Advantage Program – Apply to this exclusive international leadership opportunity for top U.S. college students who are one year away from internship eligibility.
SENIOR

Connect with KPMG via:

- **Winter or Summer Internship** – Apply if you’re on a five-year track
- **Interviewing and Recruiting** – Apply for full-time positions if you did not intern

FIFTH-YEAR STUDENT

Connect with KPMG via:

- **Interviewing and Recruiting** – Apply for full-time positions if you did not intern

INTERNING

An internship is a terrific way to get real-world experience before graduation. Even better, internships often lead to full-time jobs! Remember, most KPMG internships are reserved for students who will graduate within 12 to 18 months of interning.

- If you’re on a four-year track, apply for an internship in the fall of your junior year.
- If you’re on a five-year track, apply for an internship in the fall of your senior year and intern in January to March of your senior year or the summer before you start your fifth-year coursework.

KPMG’s Campus Recruiting Calendar

It’s good to know when KPMG will be coming to your college in the fall. On some campuses, KPMG also recruits in the spring for internships occurring in the following calendar year, so check with your Career Center or program leadership to learn the recruiting schedule at your college.

**Time Lines for Four- and Five-Year Tracks**

Plan your internship and/or job applications based on your graduation date. You may be able to meet all of the requirements for CPA eligibility in four years. Or, you may require five years. Meet with your academic advisor to set your graduation date. Then, check the schedule below to see when to apply for KPMG internships or a full-time position with KPMG.

**FOUR-YEAR TRACK**

**Sophomore Year**

- Spring: Apply for leadership program(s)
- Summer: Attend leadership program(s)

**Junior Year**

- Fall: Apply for internships
- Spring/Summer: Complete internship(s)

**Senior Year**

- Fall: Apply for full-time positions

**FIVE-YEAR TRACK**

**Junior Year**

- Fall: Apply for leadership program(s)
- Summer: Attend leadership program(s)

**Senior Year**

- Fall: Apply for internships
- Spring/Summer: Complete internship(s)

**Fifth Year**

- Fall: Apply for full-time positions with KPMG
Uniform Performance

At KPMG, transitioning military members can continue in an environment where integrity, strategic thinking, and leadership are central to the culture. KPMG offers great opportunities for people committed to achievement and high performance — no matter what uniform they’re wearing. Which makes KPMG a great place to build your next career.

Find a job match using the Military Jobs Transcoder.
jobs.kpmgcareers.com