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# KPMG CSR NEWSLETTER

CSR Special Edition, KPMG Netherlands

April 2008



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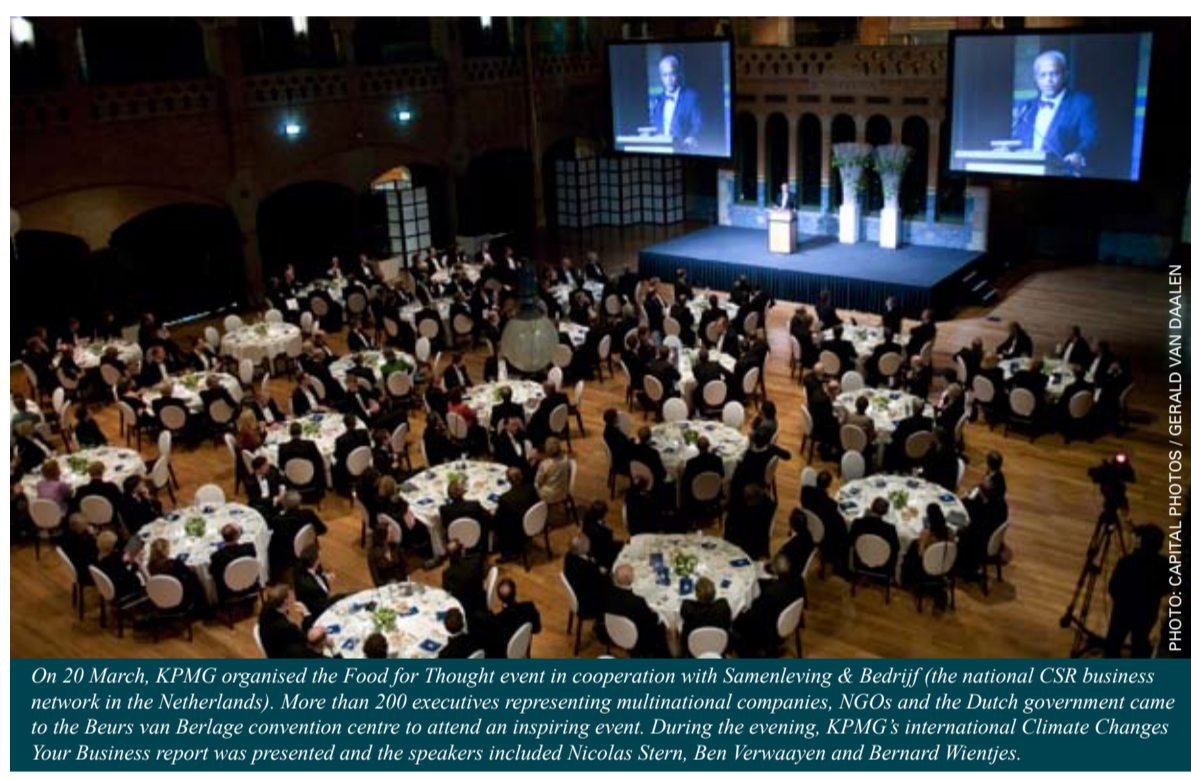
**Our values**  
 "Clients count on our integrity. This creates obligations."

## "Climate Changes Your Business"

KPMG's Climate Changes Your Business report highlights the sectoral risks faced due to climate change. "As a corporation, we take our social responsibilities seriously."

"You would assume that only a limited number of sectors, such as the oil and gas industry, power plants and the chemicals industry, would face a sharp increase in risks due to climate change," comments Barend van Bergen, Director of KPMG Sustainability. "One of the surprising results of our research is that many more sectors are exposed to risks and we also found that there was considerable variation in the level of preparation. Our findings, which are partly based on an interview with a sector specialist at Deutsche Bank, show that the transport sector, for example, also faces considerable risks. Companies in this sector are poorly prepared for the increasing transportation costs and are not taking into account the physical effects of climate change."

**Sector risks**  
 KPMG reached its conclusion by means of the Climate Changes Your Business review, which assessed the risks and economic effects of climate



On 20 March, KPMG organised the Food for Thought event in cooperation with Samenleving & Bedrijf (the national CSR business network in the Netherlands). More than 200 executives representing multinational companies, NGOs and the Dutch government came to the Beurs van Berlage convention centre to attend an inspiring event. During the evening, KPMG's international Climate Changes Your Business report was presented and the speakers included Nicolas Stern, Ben Verwaayen and Bernard Wientjes.

change at sector level. This review included an analysis of 50 authoritative reports on climate change published by financial institutions. In addition, various experts were interviewed. "Many reports on climate change and the business community have been published. These usually focus on the opportunities that climate change offers, such as the development of cleaner technologies. The reports that do focus on risks mainly do so at a macro-economic level. What is special about this review is that we identified the perceived risks and the level of preparation in 18 different sectors.

This offers a good starting point for further discussion."

**Carbon is the new currency**  
 What does KPMG hope to accomplish with the publication of this report? "Above all we are looking in depth at our social responsibilities as a corporation and are taking action. Climate change has far-reaching consequences and will affect many sectors and organisations. KPMG should make its position on this issue clear. This publication, with forewords by both KPMG International Chairman, Tim Flynn, and KPMG Netherlands and

EMA (Europe, Middle East & African Region) Chairman, Ben van de Veer, points the way forward. Climate change poses risks but also offers new opportunities. 'Carbon is the new currency', in the words of Ben Verwaayen, CEO of British Telecom Group. Our customers will increasingly request solutions to problems related to climate change, whether it be with measuring their carbon footprint, helping with risk management and reporting, or advising them on financing constructions for sustainable energy. This publication shows our clients that we understand the issues."

### A truck filled with toys

A whole truckload of toys was collected at KPMG in Amstelveen. "We took the toys to Zonnehuizen, a child and youth care centre in Zeist", says Sandra Goris, a senior manager at the Amstelveen office. KPMG's Consumer & Industrial Markets/Transport & Distribution (CIM/TD) cluster supports a charity every three years. "On the day we took the toys to Zonnehuizen, I joined 150 colleagues in setting up playground equipment, painting bedrooms and taking the children out for a day at the zoo."



### Same workplace, less energy

"You have to find a balance between high-quality working conditions and energy conservation," says Thierry Böhm from the Management & Maintenance department. Together with his colleagues, he is trying to reduce CO<sub>2</sub> emissions. "In cooperation with KPMG's CSR department, specific targets are being documented in an environmental protection plan. KPMG's accomplishments this year include switching to green electricity. Projects in the preparation stage include the 'live' monitoring of energy consumption. This facilitates levelling off peak consumption periods and the examination of all KPMG offices to assess their energy efficiency."



### KPMG assists Africa

The Operation Eardrop Foundation, based in the Netherlands, has been helping deaf and hearing impaired children in Kenya for more than 25 years. KPMG provides assistance to this foundation. "Together with Jan van den Herik, I assisted the Eardrop Foundation in drafting a business plan", explains Caroline van Doorn, Public Sector Advisor for KPMG in The Hague. "We formulated a mission, produced a SWOT analysis and eventually drafted a detailed business plan. By contributing our competencies we assisted The Eardrop Foundation in its ambition to make healthcare available in a sustainable manner to the people of Kenya and other East-African countries."



#### BEN VAN DER VEER'S COLUMN

## CSR is in our genes

You cannot have failed to notice that Corporate Social Responsibility (CSR) is very much in the spotlight today. The subject is also higher on the agenda at KPMG than ever before. Social involvement, a part of the range of our social responsibilities, is actually nothing new to our organisation. As far back as the 1950s and 1960s, KPMG staff were on school boards and were active as church elders, sports coaches or treasurers of foundations and associations. They took on such roles from a sincere desire to contribute to society, but also because they realised that such activities are valuable to one's own personal network.

Today, countless KPMG staff selflessly devote their time to good causes. Examples include Hugo van den Broek and Ruud Mauritz, who cycled up the infamous

Alpe d'Huez no less than six times to support the fight against cancer, and Sandra Goris, who collects toys in Amstelveen for the Stichting Zonnehuizen. Another example is Jan de Boer at our Zwolle office, who arranged a special tandem bicycle to be donated to an institute for the disabled. I could easily give numerous other examples. The enthusiasm of these colleagues is impressive. In addition to a demanding job, where they often show the same passion and drive, they dedicate their precious free time to good causes. At a departmental level, many team-building activities are also being implemented in a socially responsible fashion. Over the years, we have increasingly supported and stimulated these kinds of initiatives through the 'KPMG and Society' programme.

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# KPMG CSR Advisory Board

In addition to the CSR staff department, KPMG also has an independent CSR Advisory Board. It acts not only as a sponsor to the rest of KPMG, but also as a sounding board for the CSR department, where most CSR policies are developed.

The CSR Advisory Board's most important tasks include promoting CSR, generating enthusiasm and seeking further sponsorship for the CSR body of thought and strategy within KPMG.

In addition, the Board acts as a sounding board and sparring partner for the CSR Director, Jan van den Herik. Policy-led ideas and innovations are submitted to the CSR Advisory Board, which substantiates and supplements them where possible. Jos de Bruin is happy with the CSR Advisory Board's role. "It makes sure that the plans are actually put into practice and are coordinated. We are concerned with all kinds of themes, such as social cohesion and opportunities for vulnerable juveniles, but also the importance of climate change for the economy." Jos is also privately active in society, partly via the Lion's Club, of which he is a member. "In addition, I am

now already preparing for the period after my retirement. I am not planning to take things easy. I enjoy getting involved for the benefit of society."

Gopal Ramanathan is also involved in working for the community during his free time: "I sit on the board of an orchestra and work actively for a hospice. Furthermore, Transaction Services has already adopted a number of CSR projects. Examples of this are the UN Millennium Cities Initiative and the collaboration with Save the Children. Next year, we aim to send 100 staff on comparable projects."

#### Active role

The CSR Advisory Board recently tackled a wide range of issues. For example, the CSR long-term plan, the anchoring of CSR in the normal business planning, CO<sub>2</sub> reduction and CO<sub>2</sub> compensation, the new mobility policy, the integrated KPMG environmental policy plan, the National Coalition against Loneliness initiative, stakeholder dialogue and social reporting, KPMG's cooperation with Samenleving & Bedrijf in organising the Food for Thought event and Future Leaders event.



The CSR Advisory Board: Gert van Essen, Jurgen van Breukelen, Gopal Ramanathan and Jos de Bruijn (chairman)

## BEN VAN DE VEER, CONTINUED FROM PAGE 1:

Here too, we can provide countless excellent examples. 'Super Opkikkerdag' in 2006 really impressed me: colleagues from the ICE LoB fulfilled the dreams of 53 sick children. Really something to make you speechless.



In view of the increasing importance that our clients and (potential) staff attach to CSR, we examined our policy closely at the beginning of 2006. On the initiative of Jan van den Herik, the Board of Management embraced a revised CSR strategy, with four spearheads taking centre stage. Firstly, we are firmly anchoring our values and CSR principles in our business processes. Secondly, we intend to reduce our 'ecological footprint', for example by travelling less and in a more environmentally conscious manner and by selecting sustainable new premises. Furthermore, we want to invest in the society of which we are a part, with a focus on vulnerable juveniles, the dis-

abled and the elderly who are at risk of social isolation. Finally, we must be open and transparent about our performance in the field of CSR and enter into dialogue with our stakeholders. We are working hard to achieve results on these spearheads, as you can read in this special newsletter.

Fortunately, KPMG Netherlands is not alone in this. An issue such as climate change is of course also not confined to our national borders. We are working closely with other KPMG countries to set an agenda and formulate objectives. In early March 2008, I was in Germany to make global agreements in this regard. Not all countries have made the same amount of progress – the Netherlands is one of the frontrunners – but the urgency is felt everywhere. Amongst other initiatives, we have made ambitious agreements concerning our fuel and energy consumption, and our CO<sub>2</sub> emissions. We have also agreed that we will confront our stakeholders with this issue and that we will show leadership on this matter. I believe that the organisation of the Food for Thought event is a shining example of this: you can read more about this on the front page. In order to take the lead, we must of course make sure that we have tackled our own issues. We all have a responsibility for achieving this, as Gert and Jan enthusiastically state later in this newsletter. We should be able to lead the way in taking on these social responsibilities and prepare the way for others. Just look around you – it's in our genes.



FOTO: EDWIN WEERS

Remco Boes: "The plastic coating that currently makes our coffee cups watertight is a major contributor to pollution in the Netherlands."

## Coffee from different cups

KPMG is working Europe-wide on a CSR Supplier Code to develop a greener procurement process. We are now running on energy derived from tidal dynamics in Norwegian fjords.

"Since last year, we have been buying green electricity", says Remco Boes, Manager, Corporate Purchasing. "We were previously under the impression that this would entail extra costs." What happened? The market was so keen to have a market player like KPMG involved that they offered green electricity at 'normal' rates. "We are now running on energy derived from the tidal dynamics in Norwegian fjords."

#### CSR Supplier Code

However, electricity is not the only item that can be bought green. That's why KPMG Netherlands has taken the initiative to formulate a CSR Supplier Code together with KPMG ELLP (UK, Germany and Switzerland). "This covers purchasing conditions for areas such as sustainable timber, non-toxic and recyclable substances, preventing corruption and the exclusion of products manufactured with child labour."

The intention is to share the code with suppliers and to select them on the basis of their willingness to conform. "This means that we will increasingly make more specific demands, which will be included in contracts with existing and new suppliers." The code has been approved by the KPMG ELLP Board and is currently being implemented. "KPMG Netherlands will take up the code's implementation in the coming months."

#### Natural materials

What will change for KPMG staff? "We will most likely soon be drinking our coffee from different cups. The plastic coating that currently makes our coffee cups watertight is the major contributor to pollution in the Netherlands. We are therefore investigating possibilities for coating cups with natural materials. The empty coffee cups can then be recycled together with old paper."

# Dialogue about diversity

KPMG is starting a dialogue about diversity, to be tackled in a structured manner. Jacobina Brinkman from the People Committee: "You can't get there just like that."

Diversity policy is about more than just people with different cultural backgrounds. "It is much broader than

that", says Jacobina Brinkman of the People Committee. KPMG has consciously chosen to address the theme

of diversity as part of its Managing for Excellence. Diversity means creating room for people's individual qualities. The focus of KPMG's diversity policy is the creation of a culture in which there is room for people's differences. "There are people who do not see KPMG as a potential employer because they think that they would not feel at home here. And there are employees leaving KPMG because they

feel that what concerns them is not being taken into consideration. With the sincere attention of the individual's Performance Manager and by examining the possibilities that KPMG has to offer for the individual, together we can hold on to many talented people for a longer period of time."

The main policy outlines are dealt with and are propagated centrally, but

putting them into practice is the most important aspect. Jacobina gives a few examples: "As the Diversity Board, we will provide knowledge and tackle bottlenecks at policy level. Dealing with diversity does require a fresh outlook, however I am convinced that if you look at it in this way, examining the subject represents personal enrichment for everyone."



*Working in a different way*  
**“I no longer take our luxury for granted”**

*Transaction Services (TS) is a worldwide sponsor of the UN Millennium Cities Initiative, a project designed to assist seven highly underdeveloped communities in stimulating their economies. As TS Netherlands is the main sponsor, Marieke Broek of TS is managing the entire project.*

Three days of doing odd jobs at a school in 40-degree Celsius weather. Or helping to stimulate the economy of an underdeveloped country without using the internet. How does that help you personally?

**Marieke Broek:** “I have now been to Ghana twice. When you’re there, you naturally gain so many impressions. The people are very beautiful; you end up staring at them all day. But they are also extremely friendly. They can be happy with nothing. In Kumasi, which has been designated by the UN as one of the most underdeveloped communities, I played and danced with children. They considered me just a strange

‘Obruni’, a white foreigner. But they were warm and cheerful. The pace of life there is much slower of course. No one has a BlackBerry, the internet is very slow and they can only call abroad with special permission. It is quite normal if you don’t immediately receive an answer. Back in the Netherlands, you quickly return to the fast pace and get used to all the luxury. But you reflect on things a lot more.”

**Floris Vogel:** “I particularly experienced what it’s like to work closely together, not only with colleagues, but also with Save the Children and Impact, organisations that facilitated our project. Our responsibility was to implement the project, complete it on time and keep it on the right track. What sticks in my mind the most is the barbecue on the second evening, held for all children

and village residents. They were then already happy with our work. It was really appreciated. Our work also made us think, because the people from Impact asked us critical questions. What is involved if you do things in a particular manner? What would you do if you were the business leader of a large company? You notice that you can make a difference.”



*Last summer, Floris Vogel spent three days in Romania to participate in the TS International Community Challenge project. Young KPMG staff from European countries helped to refurbish a school in the little village of Chiselet, just outside of Bucharest.*

**HEADS OR TAILS**

# CSR, who cares?

At KPMG, we think that Corporate Social Responsibility is important. Do you agree? Two staff members respond to the question.



**Margery Kuikman,**  
Audit Director

“It’s certainly important. For example, if you look at client acceptance. We must examine whether we want to accept clients who do not act sustainably. My clients are usually in the non-profit sectors and are socially aware. They also expect a lot from us and, for example, ask whether we act sustainably during the tender process. You do not have to be holier than thou, but a company is entitled to expect a certain level of integrity from KPMG. For me, it starts with adopting a positive attitude towards my colleagues, organising social outings with them and showing interest. I myself am a coach for a few female colleagues. In this way, I’m contributing to diversity in the workplace. From a broader perspective, it is important to ban gas-guzzling lease cars, as well as being more energy efficient in the heating of offices.”



**Lex Beijersbergen,**  
Recruitment Centre Manager

“Absolutely, and this starts with my private life. I want my two daughters to grow up in a healthy environment. With KPMG’s help, we can leave behind a more positive footprint for our offspring by consciously acting in a socially responsible way. Sometimes there are international meetings that do not require physical presence. With a conference call and online presentations, I can avoid a flight. For a recent seminar we spent two nights at an excellent hotel that only employed mentally disabled people, which is another way of contributing to CSR. Within my field of work, I notice that potential employees ask, ‘What are you actually doing about corporate social responsibility?’ At such times, I am pleased I can inform them of KPMG’s CSR philosophy and policy.”

**FIVE DIFFICULT QUESTIONS**

## Young leaders take the initiative

Leaders for Nature, a global network of initiatives for sustainable action, is in line with KPMG’s CSR vision. Young leaders are part of this. A junior advisor at IT Advisory, Daniel Lumkeman, and an Audit trainee, Luitzen Freij, are asked five difficult questions:

**1. Why are the Young Leaders a separate unit?**

“We are the future leaders. We want the same as the Leaders for Nature. But we want to send out an extra message. Sustainable action will be the standard. Start now and you will have a strong position in the future.”

**2. How do you persuade your colleagues?**

“Within KPMG, we must, in cooperation with the CSR department, increase awareness by holding lectures and seminars. Making people enthusiastic and showing them how important it is to be active in a sustainable manner. In the future, everyone will then hopefully regard CSR as the most natural thing in the world.”

**3. Many parties will then have to make a mental switch. How do you make sure this happens?**

“We could form an alliance on the market with Ernst & Young, PricewaterhouseCoopers and Deloitte, and collectively bar companies that waste energy. The market will respond, for sure. For example, many companies no longer wanted gas-guzzling BMWs. In response, BMW immediately launched a fuel-efficient car. We can take the initiative.”

**4. What can KPMG do internally?**

“Start by drinking your coffee from a mug. And sell organic foods in the canteen. Also think about gas-guzzling lease cars. The new Amstelveen office will store heat underground in the summer, which can be used in the winter. Sustainability is fashionable, capitalise on it. Employees want to be proud of their company. Corporate Social Responsibility fits in seamlessly with this.”

**5. Isn’t it also a marketing stunt, “look how good we are”?**

“Why not? As far as we are concerned, we can profile ourselves in this way as from tomorrow and connect our name to sustainable projects. Clients ask us ‘what do you actually do?’ You’ve then got to give a firm answer and produce a plan of action. The creation of internal awareness will radiate to the outside world. So it attracts new clients? Excellent. Then it becomes a win-win situation. The knife then cuts both ways.”

*Want to know more? Then visit [www.leadersfornature.nl](http://www.leadersfornature.nl) and click on Young Leaders.*



PHOTO: ALLARD DE WITTE



10889

KPMG staff had more than 1,000 surplus articles of clothing in their cupboards. All of the men's and women's suits, shirts and ties that were collected ended up at one of the Dress for Success organisation's shops. In these shops, unemployed people going for an interview can pick out something for free. KPMG is the first company in the Netherlands which, in cooperation with the KICI foundation, collects clothing for this good cause.

1056

The business community can help voluntary organisations. But how do you bring together supply and demand? Through the so-called 'trading floor'. A few examples include: a workshop called 'How should I manage?', a search for a meeting room, or the need for three laptops. Together with MOVISIE and Fortis Foundation Nederland, KPMG founded the Dutch social trading floor concept. The expectations for 2008 are high: a total of 1,056 matches are expected at various trading floors throughout the country. Visit [www.beursvloer.com](http://www.beursvloer.com) for more information.



2254

This was the number of lease cars in use at KPMG (excluding KMS and Meijburg) in June 2007. They drove an average of 30,000 kilometres a year. In total, that is almost 68 million kilometres!

The KPMG Mobility Scheme enables the entitled KPMG staff to drive a lease car of their choice. KPMG recognises the increasing importance of clean, economical and safe driving and believes that its mobility scheme should be in line with KPMG's vision and strategy in the field of CSR. This has resulted in an adjustment of the existing scheme. This will come into effect on 1 July 2008.

What does this adjustment entail? As of 1 July 2008, you can only choose from the A, B or C energy labels for new lease cars and more attention will be paid to 'the new way of driving', so that we are cleaner and safer on the road. In addition, facilities will be introduced that make more use of public transport and there will be a special bicycle plan.



160

Queen Beatrix once poured coffee in a retirement home. 160 KPMG staff did not appear on TV, but they did get involved with Make a Difference Day (MADD). They gave a music workshop for people with physical disabilities and exercised with children at schools which did not have the funds for sports days. Many KPMG staff acted as hosts at two dinners for elderly people that were held at KPMG's head office in Amstelveen. In 2008, in cooperation with the Zonnebloem organisation, MADD will be organised for the fourth time. During the MADD event, as many people as possible throughout the Netherlands do voluntary work for one or two days. Colleagues, classmates, neighbours, voluntary organisations, fellow club members, friends, team members, volunteer centres – everyone wanting to do something for their neighbourhood – can get involved.

40

Forty KPMG coaches devoted 1,220 voluntary hours to supervising 40 young people for the development of self-reliance, self-confidence and entrepreneurship. They did this within the scope of the Jongeren Leren Ondernemen (JLO) project. The young people involved, all aged between 15 and 25 years, have insufficient qualifications to enter the labour market. Professional youth workers from Bureau Jeugdzorg Amsterdam and from Spirit, experienced trainers from Stichting Zinvol Perspectief and coaches from KPMG jointly give these young people an extra boost to put their lives back on track.

24,568.54

This is the euro amount that the KPMG Make it Happen Fund donated to 18 different projects in 2007. The fund aims to contribute to a sustainable society and, to this end, makes donations to foundations and associations for general social projects and not-for-profit activities. The fund encourages KPMG staff to make an active contribution to society.

[ADVERTISEMENT]

Would you also like to get involved in voluntary work? Excellent! Because there's more than enough to do. Below four colleagues appeal for help. If you feel inspired, just apply.



Vacancies

# Join the red nose team!

Do you feel like helping the CliniClowns by becoming a member of the red nose team? Or do you want to do something for the countless homeless people in Amsterdam? It's all possible. Just take a look at the vacancies on KPMG's CSR website. You'll find advertisements and appeals from organisations, often small, that want to do something to help others, but do not have the

funds to professionally recruit volunteers. Oktay Özcan, CSR Advisor, is responsible for the vacancies. "Colleagues who put in work for a non-profit organisation or charity and who are looking for more volunteers are also welcome to list a vacancy", he says. "Contact me and I'll put the vacancy on the website." *You can contact Oktay at ozcan.oktay@kpmg.nl*



Make It Happen Fund

# Escape from your everyday life

Karin Gougou, a secretary in the Amstelveen office, believes it doesn't have to take much of your time. A small amount of effort is enough. Karin is a volunteer with the Ecocrea foundation, which helps underprivileged children. With a donation from the Make It Happen Fund, the foundation was able to purchase teepee tents. "During holiday camps, the children stay in the teepees in

a completely different world, away from all the problems at home", explains Karin. "What did I have to do to secure the donation? Submit an application to the Fund and demonstrate that the foundation was legitimate. Easily done. I can recommend it to everyone. Do you do voluntary work and does your organisation need more money? Just contact the Make It Happen Fund!"

Brixx

# Party for a good cause



"Enthusiastic! A party atmosphere! And a lot of fun!" That's how Anne Goossen and Marieke Miltenburg describe 'their' group, BRIXX. In their working lives, they are an advisor and a supervisor, but during one of their live performances, they are passionate saxophonists. Even more important is that they like to perform free of charge for volunteer organisations or charities. "We want to

make people happy", explains Anne. Colleagues who are planning a party for themselves or for a charity can always call us". "We would love to come and play!", concludes Marieke. "And with the money that we earn with commercial performances, we in turn can help other people." *Organising a party? Visit [www.brixx-band.nl](http://www.brixx-band.nl) for more details.*

FOTO: STUDIO 32

Young people learn about getting ahead in business

# Ruben wants to go to Hollywood



Ruben has a dream. He wants to make films and preferably in the US. Renate Hekman, a secretary in The Hague, is of course unable to guarantee his success, but she can get him on the right track. Through the KPMG 'Be a Business Man' project, she has put Ruben in contact with someone who has set up an acting school and has given him tips about which courses he can attend. "But actually I was mainly a sympathetic ear", she explains. "KPMG's coaching project for young people has given me the chance to help someone and that feels very good. Everyone at KPMG can do this. Just apply." *Contact Oktay at [ozcan.oktay@kpmg.nl](mailto:ozcan.oktay@kpmg.nl) for more information.*

# Everyone can make a difference

Jan van den Herik and Gert van Essen do not get caught up in courtesies and formalities. They think Corporate Social Responsibility is too urgent for that. Enthusiasm and commitment go hand-in-hand. And KPMG can make money that way too.

*Is that what you want, to set KPMG in motion by speaking boldly?*

**Jan:** "It might be partly in my character, but I do communicate my passion with considerable enthusiasm. It's also a necessity. KPMG is a collection of professionals who, above all, want to verify and explore the nuances of the relevant issues. That's how we've made a name for ourselves. It is in our nature to progress step-by-step. However, CSR is more than simply verifying and ensuring a nuanced approach – it is also about vision, enthusiasm, empathy and action. If we want to be leaders on that level, and not play second fiddle while waiting for legislation and regulations, we'll have to stick our necks out. That suits a motivator, and that's how I like to describe myself."

*Why is such motivation necessary? After Al Gore, everyone knows that it's serious. All large companies are picking up on this, are they not?*

**Gert:** "That's true, it's everywhere around us, worldwide. It's a long way past being just hype. For example, numerous multinational companies – partly under pressure from stakeholders – have taken on Corporate Social Responsibility and Sustainable Development in a very dynamic manner. But you still see the same in both organisations and society: as citizens, people want to see action, but they show less initiative as consumers or as professionals. KPMG staff expect – in my experience, at any rate – KPMG to actively take on CSR, but many do not yet clearly see what their own role can be. 'When I do my daily work, what does that have to do with CSR?', they ask themselves."

*And what is your answer?*

**Jan:** "It is a quest that begins with the individual. A way of thinking that we all have to develop,

and it extends beyond how much paper you use or which car you choose. What we do within our tiny department is present issues and identify dilemmas. And I don't see us as a department in the traditional sense, because that only means co-workers will say: 'CSR, that's the CSR department's responsibility.' I want to set a wider movement in motion. If I see relevant topics in society that do or should play a role within KPMG, then I ask questions within KPMG, and put the topics on the table. Obviously, these are not things that have a nice, tidy answer. For example, how do we deal with our top clients who expect us to sign off on their supplier code and subsequently want to audit us? What statement do we issue if we have to demonstrate in our proposals that we maintain socially responsible policies? Which practical examples do we present? How do we deal with suppliers or clients who violate human rights or contribute to environmental destruction on a grand scale? I don't provide the answers, I get people thinking and hope to stimulate the efforts needed to bring our policy into line with our stakeholders' expectations."

*But with the hope that solutions are found, am I correct?*

**Jan:** "Of course. As soon as solutions are defined and implemented, we disappear into the background. There are still a lot of nuts left to crack in the coming years but, in my view, the CSR department will ultimately disappear from the scene because CSR will be secured in our existing business processes. [Laughing:] 'Who was that Van den Herik again?' As far as I'm concerned, the task will be completed when all KPMG staff are in a position to identify and work out the issues independently and take matters into their own hands."

*Can you give an example?*

**Jan:** "During the planned liquidation of our pension fund, we will mainly be looking at financial parameters and, to a lesser degree, at the social context. Sustainable investing does not play an explicit role in transferring the pension fund elsewhere. The same is true with the purchase of the individual pension fund. In my opinion, however, that could and should have been taken into account. Reporting on our non-financial dealings is a similar area. An annual social responsibility report doesn't exist yet, although numerous clients of ours already started down that path years ago. The motivation process could have happened from within corporate communications. I now see it as my task to take this further and ultimately see that it is secured in our regular annual reporting process. And there are many more similar topics. Just think of procurement policy: how do we ensure that our suppliers uphold standards in an international context in the areas of the environment and human rights, for example? As long as there aren't any standards included in our procurement process, I will remain active as a motivator in that area as well. Once the standards are in place and are well maintained by our buyers and internal customers, CSR will disappear from the picture."

*There are controversial issues too, of course. Can you give an example of an issue you are currently facing?*

**Gert:** "I think that it's difficult to develop hard standards regarding client acceptance. Do we want to work for organisations which do business with companies linked to child labour? That's a very complicated area. As a commercial service provider, we are part of a system, and at the same time, want to be able to influence it. Where do the possibilities lie and how do we determine the boundaries? We have to actively exchange ideas with each other about this."

*Is that a dilemma you will ever see the end of? Can you do any business at all without getting your hands a little dirty?*

**Gert:** "Let's be clear: every company wants to avoid a Brent Spar incident. No company wants a TV journalist on their doorstep with the question: 'Why do you earn money doing the accounts for companies who use child labour?' At the same time, you can't be holier than thou. It is a broad social problem which we can only resolve in cooperation with the business sector. Fortunately pressure from

"In my view the CSR department will ultimately disappear from the scene. 'Who was that Van den Herik again?'"



PHOTO: ALLARD DE WITTE

outside and from within the business sector is increasing. The Dow Jones Sustainability Index and the FTSE4Good Index are growing and flourishing; stakeholders are making increasing demands. Organisations such as Rabobank and Philips are known pioneers in this area and most organisations are starting to establish respectable standards in the sustainability arena. KPMG wants

to actively contribute ideas and solutions. Just look at the initiatives in this newsletter. Look also at the opportunity that KPMG is offering Jan to act as Director of the Stichting Samenleving & Bedrijf – the national CSR business network. “We are doing an awful lot. On the other hand, of course we mustn’t lose sight of our commercial interests.”

#### *But you can earn money from CSR too...*

**Gert:** “Of course that’s important too. The CSR services fit into our business model very well. With our name and expertise, we are an ideal partner to perform audits and report on the CSR area. The question now is whether clients really want to pay for what they have committed to regarding social responsibility, such as detailed supply chain

audits or comprehensive sustainability verification reports. We all have to be aware of the opportunities. And if we really take CSR seriously, we will include goals in the CSR area in our business planning, both commercially and with respect to our own actions. As far as I’m concerned, we’re definitely headed in that direction. In the long run, it can’t be the case that you are challenged as a manager and staff member to act in a socially responsible way, only to be evaluated solely on the commercial results.”

#### *What do you ask of staff in this area?*

**Gert:** “An awareness; a willingness to deal with issues actively and knowledgeably and to enter into a dialogue with each other. I prefer not to think too structurally in this area, I don’t want to present a polished policy to everyone. We simply have to tackle current issues. That’s why I’ve been firm on the new sustainable mobility scheme. In the foreseeable future, we’ll start analysing our values, together with newcomers joining our organisation.”

[He briefly looks into the clear blue sky.] “Ultimately, CSR has to touch you personally. There comes a time in your life when you think: life isn’t only about clients, profit, your profession, providing a service. We have more to offer to our environment than that – we as a company, we as individuals...”

**Jan:** “It starts with personal awareness. For me, it began during a long journey I undertook on my own across South America in the 1990s. In addition, you also have to become convinced that you really want to make a difference and you have to be ambitious. You also have to be bold and develop leadership skills so you are confident of bringing things up for discussion. Can KPMG staff do that? Of course they can. We are greatly appreciated for our professionalism, our involvement, our integrity and our character. Moreover, KPMG staff, by nature, are active outside of their work. In committees, sports clubs, social networks, you name it. Many staff members already devote their time to charitable causes. There are opportunities to let your voice be heard in all of these professional and private roles. Not in a pushy or moralistic way, of course, but rather clearly and constructively, based on personal involvement, enthusiasm and the courage to dream. I don’t think that you can say out of idleness, ‘that’s not my role as an auditor or advisor’, if you are concerned about distressing issues as a citizen. The world has changed drastically over the last few years. Many top decision makers are worried about the world of tomorrow. Why not use your advisory skills to make tricky issues debatable within companies and to reorganise them into opportunities and solutions. I don’t think it’s difficult, but you have to have the guts to take that first step. And above all, don’t forget that it’s very liberating to redefine your boundaries and broaden your horizons. Sometimes you hit a wall, that’s true. But that’s how you grow.”

#### *Can you be more specific?*

**Gert:** “When the opportunity presents itself, we all sit at a table somewhere. The talks take place within our organisation, but also with clients and in other environments. I notice in my environment that sustainable business is really alive. At the end of the day, we all have something to give, and that’s what you talk to each other about, there’s nothing extraordinary about that. It’s also an excellent way of spotting business opportunities which may be on the horizon for KPMG.”

*Business as usual*

# “Sustainability is no longer just hype”

You can of course make money as usual with CSR. KPMG does this in many ways. Here are just four examples.



ILLUSTRATION: SEBE EMMELLOT

## Pandemic planning

In a pandemic (a worldwide epidemic), the business world has to deal with the loss of staff. Not just because staff or staff family members are sick, but also because they are afraid to go out for fear of infection. It is predicted that absenteeism could amount to more than 30% in instances of pandemics. If you think a disaster wouldn't reach the western world, you should think again. Hurricane Katrina caused substantial damage in New Orleans in 2006 and resulted in the fact that no one went to work and the supermarkets remained empty. On the streets there was chaos, the police were no longer working and, as a result, people began to fight with each other for food. According to the World Health Organisation, the H5N1 virus, better known as bird flu, is a major source of concern. The virus could cause many people to become sick worldwide.

KPMG helps organisations to create a plan of action should a pandemic break out. For example, by looking at which processes are critical to the continuity of business management, and by creating a strategy in which tasks and responsibilities are clearly assigned or regarding the facilities which need to be set up, such as teleworking and virtual meetings.

Although awareness is beginning to grow, the topic is often placed on the back burner in many organisations, according to Antoine Wijsman, Manager and one of the movers and shakers within IT Advisory. “Especially in the markets with supervisory bodies, such as the financial market, awareness is growing. The Dutch Central Bank also has certain requirements in this area.” So there is some movement. More and more companies are including such concerns as part of their business continuity plans. KPMG is contributing to the growing awareness by regularly publishing survey results. Antoine: “The facts speak for themselves. The number of interested parties is growing.”

## CO<sub>2</sub> verification

KLM can offset the CO<sub>2</sub> emissions from each flight you make as a passenger. And Rabobank is investing in projects to help fight climate change for each purchase clients make with their credit cards. But are they really doing this? This question is being asked more and more often. KPMG Sustainability answers this question in its reports, through publications on the internet or in reports about Corporate Social Responsibility for a growing group of clients with assurance products.

## Sustainable annual reporting

In three years time, the number of clients that KPMG will be involved with in the checking or creation of a sustainable annual report will double, with the current number at approximately 20. In particular, multinationals want to give an answer to the question of how they do business with these reports. “The way people look at doing business is changing”, says Wim Bartels, Partner at KPMG Sustainability. “Companies see themselves more and more as part of society, in addition to their basic role as profit-making organisations.” The nice part of this work, according to Wim, is that you can be at the forefront of the client's developments. What are the important issues in society and how the client is responding to these are recurring questions. Wim: “For every engagement, we first perform certain analysis, prior to preparing the annual report. By doing so, we usually come up with one or two important issues for the client that are not yet included in the report. The impact of the credit crisis and unit-linked insurance, for example, or corruption. So we don't only create a record, but advise clients too.”

According to Wim, the growth in this area is expected to continue. Firstly, there are still a large number of companies in the Netherlands who have yet to adopt sustainability reporting. In addition, the Netherlands is not only taking the initiative in Europe, but also in countries such as China and Brazil. Wim: “The Netherlands is ahead in sustainability reporting and its assurance. We can support KPMG staff abroad in establishing such services. We are now providing such services in Brazil, for example.” Furthermore, the latest development is that companies are integrating sustainability reporting into their annual

reports. BASF in Germany is already doing so. Wim: “We are going to help KPMG Europe in this area. If more companies in Germany do the same, then the market has significant potential.”

## Offshore wind farms

As an alternative source of energy, wind has – even more than water or nuclear energy, for example – a terrific future. Wind farms are appearing like mushrooms: since 2002, more than 1,300 wind turbines have been built in the North Sea and the Baltic Sea. So what is its strength exactly? “Wind is and will always be present; generating energy with wind is affordable and it produces more than other sources of energy”, according to Dick van Schooneveld, Advisory Partner, Energy & Natural Resources. KPMG's expectations from wind as an energy source are included in the report, ‘Offshore Wind Farms in Europe’, by Director, Karsten Schulze, from KPMG Hamburg.

KPMG is seizing opportunities in this booming market. Firstly, by advising companies in the purchase and sale of wind farms. Corporate Finance and Transaction Services can support parties in negotiations from an independent position, help in drafting business cases and provide financial advice. In addition, KPMG acts as a project manager and is an important party with respect to business reviews. Finally, KPMG would also very much like to provide tax advice in this area. Dick: “In a market in which subsidies play a major role, tax is of course of great interest.”

The growth is far from over, says Dick. “Sustainability is no longer just hype. Companies are investigating how to carry out sustainable business and continue to make a profit. For solutions to the dilemmas they encounter, they know where to find us.”

## Even more KPMG services

### Integrity

Without a good integrity policy, an organisation cannot conduct business in a socially responsible manner. The opposite is also true. KPMG Forensic & Integrity helps show companies what they can do within the realm of CSR, both internally and externally. KPMG goes through various stages with a company to arrive at a point where it complies with a clear integrity policy.

### Soft control

Companies need to look not only at the rules, processes and procedures, but also at their culture, the so-called ‘soft control’. Does the perception of your staff match the mission of your company? Are they involved in the company? Only then can a company conduct business in a socially responsible manner. KPMG Forensic & Integrity helps with qualitative research and pairs the results with risk management.

### Creation of sustainable investment funds

KPMG Corporate Finance acts as a process coordinator for clients investing in sustainable energy projects. Examples include creating energy from wind at sea or biomass projects. KPMG assists with the financial structuring of funds investing in such projects. We are also targeting parties that want to invest their own capital in sustainable projects.

### Tax structuring of wind farms

KPMG Meijburg & Co offers clients investing in sustainable energy projects an integrated package of tax services. With the creation of domestic and international (cross-border) energy projects, such as wind farms, KPMG Meijburg & Co assists with the optimisation of the financing structure and the acquisition of investment facilities. Advisory services in the areas of VAT and energy tax are also areas of potential growth.

*National Coalition against Loneliness*

# “Keeping the ball rolling”

Loneliness – an increasing social problem resulting from individualism and an ageing population. Moreover, according to experts, it is a taboo subject. The National Coalition against Loneliness, a new joint venture made up of 13 national social organisations, aims to do something about it. KPMG was the initiator and is a participant in the National Coalition.

**M**arijke van Eck is Director of the national association, De Zonnebloem, a volunteer organisation that assists the disabled. Marius Ernsting is Director of special projects at Vereniging Humanitas, an association which offers a wide selection of volunteer services. Jenny Gierveld is a professor emeritus at Vrije Universiteit Amsterdam and has been conducting research into loneliness for over thirty years. They spoke to us about their ambitions and the importance of the National Coalition.



Thanks to the national association, De Zonnebloem, these senior citizens are enjoying a day out on the water.

*Marijke van Eck:* “Loneliness is a major problem, against which many organisations are fighting in their own way, or with which they are being confronted. It has been a long-held aim to get all the parties at the same table and that has now been achieved. This gives us numerous opportunities to learn from each other, for example.”

*Marius Ernsting:* “Currently our planning is fairly advanced. We have developed a business plan and a trailblazer has been employed to set up a legal entity and acquire funding. With the acquired funding, we want to invest in new research, improve mutual co-operation and launch a major publicity campaign.”

**Loneliness costs money**

*Jenny Gierveld:* “In our society, there is a persistent taboo surrounding loneliness. Everyone knows that loneliness exists, but too little

attention is paid to it. Hence the reason for the campaign. Policy makers also only ever talk in terms of money, about the costs of ageing, for example. More attention should be paid to people’s feelings and experiences.”

*Marius Ernsting:* “Exactly. Loneliness actually costs society a lot of money but our campaign mainly focuses on quality of life. We want to show people that they can do something about loneliness themselves. If, for example, you’re prepared to make yourself available once a week to transport the sick, you immediately establish interaction with people who are lacking human contact.”

*Marijke van Eck:* “We want to promote awareness and preferably inspire people to act. We want to show that you can also arm yourself against loneliness. Look up old friends and

expand your network. Or become a volunteer, so that you can make a difference for someone else!”

**KPMG continues to motivate**

*Marius Ernsting:* “KPMG has played a major role in bringing these parties together. Moreover, we can benefit from KPMG’s expertise and facilities and use its meeting rooms and secretarial support. And, not unimportantly, KPMG continues to motivate us and maintain our enthusiasm. That keeps the ball rolling.”

*Marijke van Eck:* “Another advantage of KPMG’s pioneering role is that none of the participating organisations have to handle the management of the joint initiative. As far as acquiring funding and members is concerned, the participating organisations are also competitors to a certain extent. As

an independent party, KPMG ensures that we can get past that and work well together.”

**The organisations participating in the National Coalition are:** CSO (an association for the elderly), Algemene Nederlandse Gehandicapten Organisatie (ANGO) (the Dutch public organisation for organisations in the fields of chronic illness and disability), the Council of Churches, FORUM, the Salvation Army, the Red Cross in the Netherlands, KPMG, MEZZO, Nationaal Fonds Ouderenhulp (the national fund for senior citizen assistance), the SOS Federation, Nationale Vereniging De Zonnebloem (a volunteer organisation) and Vereniging Humanitas (a volunteer association).

## “I got a huge boost”

In 2006, Emel Bulut was one of the winners of the Echo Award, an award intended to motivate talented students from an ethnic minority background. KPMG is a major partner in the award.

*What does it mean, winning an Echo Award?*

“Recognition. Not that that’s what I was looking for, but when I heard that my teachers wanted to nominate me, that’s how it felt. Appreciation for the hard work I’d done.”

*What exactly is involved?*

“In addition to personality and academic performance, social commitment is an important component. I tutored Turkish and Moroccan women and girls. I also gave presentations to



The prize winners of the 2008 Echo Award with Minister Plasterk, Wednesday, 2 April 2008.

young P&A students about my experiences abroad, which they appreciated.”

*And how did it benefit you?* “In addition to the summer course at UCLA in Los Angeles and the large Echo network, I got a huge boost. I basically managed everything, and as a result, I now attend an international university in London. I don’t know if I would

have ended up there otherwise.”

*And what was KPMG’s role in all of this?* “As the primary partner in Echo, KPMG provides funding and expertise. And Jan van den Herik is a jury member at the awards. His level of involvement, not only professionally, but also personally, caught my attention. That was nice to see.”

## “We are happy with KPMG’s role”

Volunteers from the business sector act as mentors to young people who are at risk of falling by the wayside. The result is Coach2B, a project set up by the DOEN foundation and Skanfonds. The project is managed by KPMG.

The idea behind the project is to connect school drop-outs and unemployed youths with representatives from the business sector who want to act as mentors to such groups of individuals. As a result of the coaching, the young people can expand their networks and their chances of employment.

You also narrow the gap between the business sector and young people. The DOEN foundation and Skanfonds came up with the idea and received additional funding from the National Postcode Lottery. The only thing they still lacked was a partner who would administer the project, and that’s how KPMG came into the picture. The initiators were brought into contact with KPMG through Community Partnership Consultants (CPC). The two

parties were eventually commissioned to carry out Coach2B. The project involves bringing existing coaching and mentoring groups in the Netherlands into contact with each other, so that they can share their knowledge and reach even more youths.

Idriss Nor, Team Manager at DOEN, explains why KPMG is such an ideal partner. “KPMG has a massive network which makes it easy to connect companies and youngsters. In addition, the company can generate enthusiasm for the project amongst its large client network, for example, by arranging mentors through the company. In short, we are very happy with KPMG’s role.” Visit [www.coach2b.nl](http://www.coach2b.nl) for more information.

# KPMG values in practice

Our values. We all know them, but do we also put them into practice? We asked four KPMG staff members to respond to a selection of values. "That might sound pretty straightforward, but it isn't always easy."



## We are open and honest in our communication

"I always apply the principles of LSA when communicating: Listen, Summarise, and Ask follow-up questions. By being clear about things, you manage expectations and create effective cooperation. That might sound pretty straightforward, but for auditors it isn't always easy. We often use rather careful and diplomatic language. We tell the client that there is still room for improvement when we actually mean that documents are currently substandard. The client, however, interprets this as: maybe not perfect, but surely good enough. As a result, the client

takes insufficient action. Therefore, at times, it is more useful to express your opinion by means of a grade. Everybody knows what a grade 5 is. You see something similar happening internally in the communication between managers and staff. It is much better to say honestly – but with empathy and a little wit – what your evaluation of your colleagues is, rather than to expect them to read between the lines. Only people who know where their deficiencies lie can improve on them. Everyone benefits from open and honest communication."

*Ton Oudejans, Audit Partner*



## We are committed to our communities

"At the beginning of the year, we started a network with 15 young colleagues to stimulate Corporate Social Responsibility within KPMG. We came up with the idea after attending a meeting of Young Leaders for Nature. We are still in the start-up phase. Our first concrete activity will be to review KPMG's corporate environmental plan. As an advisor with KPMG Sustainability, I advise companies and governments about sustainability on a daily basis. Individuals, and KPMG as a whole, cannot fall behind. I hope that there is enough enthusiasm and drive throughout KPMG to put our backs into social commitment. And why not? For example, there are already initiatives for charities with which KPMG and KPMG staff are involved, even if they are not always visible internally. I have a colleague who coaches MBO students, the partner of our business unit plays in BRIXX, a band which only performs for charity, and we always participate in sponsored marathons and similar events."

*Suzanne Derksen, Advisor, KPMG*

## Above all, we act with integrity

"Integrity is what every client expects from KPMG, although 'expects' is perhaps too mild a term. In fact, to them our integrity is a given. For example, I notice in my daily work that clients take my advice and suggestions more seriously because I work at KPMG. In itself, this is an advantage; as a result, my actions have greater impact. In addition, it also creates obligations. We have to be vigilant at all times in order to ensure our name and reputation remains well respected. Errors or irregularities represent a greater threat to KPMG Management Services' image than they do for a number of other support and secondment service providers. For example, this means that you always have to say what you do, and do what you say. You have to live up to promises and cannot maintain a double agenda. Moreover, when in doubt, I always ask for a colleague's second opinion, so that we can monitor KPMG's quality and integrity together."

*André Nieuwenhout, Senior Advisor with KPMG Management Services*



## We work together

"When I became a KPMG field staff member 18 years ago, we had not yet explicitly defined the company's current values. Emphasis was of course already placed on cooperation. You nevertheless saw that cooperation didn't always get off the ground. Especially with respect to the cooperation between the professionals in the field and the support departments. After 7 years, I made the switch to a support function. In recent years, the cooperation between professionals and the support departments has improved. For example, the intense cooperation between the Proposal Unit and the professionals on the extensive, recently-won Fortis

proposal is characteristic of this. But there is still more room for improvement. How can I contribute myself? In the Netherlands, the support departments have to be much clearer about where they stand and what they do to support the professionals. To obtain a better understanding of this, I went on an exchange to Germany last year. There, they organise introductory days for new managers. All departments – the disciplines as well as the support services – introduce themselves with a stand on a specific type of marketplace. Therefore the professionals can show more interest and trust in the knowledge and ability of the support departments."

*Elmar Werkman, Controller, Audit*



**More values**

In addition to the values mentioned above, KPMG has three more.

- We respect the individual
- We seek the facts and provide insight
- We lead by example

# Workshops for sports clubs

KPMG has supported the boards of sports clubs in Amsterdam for several years. These boards have been able to take part in workshops provided by the MKB unit in Amstelveen. Board members receive information about what is involved in creating financial statements and about tax issues related to sports clubs. Last year, KPMG also shared its knowledge with several baseball clubs in Amsterdam. The workshops came about as a result of the relationship the MKB unit has with the Municipality of Amsterdam's Social Development Department (Dienst Maatschappelijke Ontwikkeling, DMO). The result? The very fact that the workshops were heavily attended made it clear the support provides added value. KPMG will continue to support board members of Amsterdam sports clubs in 2009.



PHOTO: WWW.SXCHU

## Up the wall for a good cause

KPMG Advisory's Renate Poldner and Sander Grünewald have teamed up with four other running fanatics to participate in the Great Wall Marathon in Beijing on 17 May – one of the toughest marathons in the world. Renate: "It will be tough: part of it goes over the Chinese wall and we have to climb more than 3,700 steps." But completing the Chinese marathon in itself is not enough. Renate: "We wanted to leave something good behind. That's why we're running for pledges that we will donate to support Chinese children who suffer from Cerebral Palsy. We have set up a special foundation: Wees Kind | Be Kind." With the funds, children with this illness will receive rehabilitation training, through which they will stand a greater chance of achieving independence, participating in family life and gaining social acceptance. The project involves parents and caregivers in the children's rehabilitation.



Would you also like to be a sponsor? You still can! Contact us at [stichtingwkbk@gmail.com](mailto:stichtingwkbk@gmail.com). More information can be found at [www.wkbk.nl](http://www.wkbk.nl).

### KPMG International

## "Using the Millennium Development Goals as a blueprint for building a better world."

As Ben van der Veer mentioned in his column, KPMG Netherlands is working closely together with other KPMG countries to set a shared CSR agenda and goals for KPMG internationally. Lord Michael Hastings expresses his views on this matter:

"As KPMG International's first Global Head of Corporate Citizenship and Diversity, my role is to inspire colleagues around the world to see the huge opportunities that effective and targeted corporate citizenship can offer. In recent years, I have visited a significant number of KPMG member firms from around the world and communicated with a large group of partners and staff. I have seen at first hand some truly remarkable examples of KPMG people making a difference in the world. KPMG people are volunteering in astonishing ways, whether it be by devoting hours to a local school in Ghana, Ukraine, Romania and Latin America, or helping alleviate poverty and aid development in Bulgaria or China. We are developing an innova-

tive plan to take our work to the next level. We want to ensure that KPMG staff make the greatest difference to issues of global significance in a way that inspires, galvanises and unites the global network of member firms. Using the Millennium Development Goals as our blueprint, we have embarked on an initiative which will be a mechanism to align our skills to resolve issues like climate change and the alleviation of entrenched poverty. The worldwide launch of the 'KPMG Global Project' is planned for April 2008. We intend to pioneer a model of excellence in corporate engagement, and manifest KPMG's commitment to communities on a truly global scale. My aim is to ensure that KPMG remains a leader in the field of citizenship, wherever in the world KPMG operates."



PHOTO: CAPITAL PHOTOS / GERALD VAN DAALLEN

### The Millennium Development Goals

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce infant mortality
5. Improve maternal health
6. Combat HIV/AIDS and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

The CSR team members introduce themselves:

## “We want to bring CSR to the forefront of people’s minds.”

Who are the people who are putting CSR on the map within KPMG, in addition to Jan van den Herik? Allow us to introduce Oktay Özcan and Lucia Gallée.



### Oktay Özcan

Oktay was made for the job of CSR Advisor. He doesn’t want to call himself a global do-gooder, but he has always had an intense feeling of responsibility for the world around him. In his private life, he makes a contribution as a councillor in Haarlem; within KPMG, he is committed to creating policy in the area of Corporate Social Responsibility. Drafting an integrated environmental plan, coordinating the related projects and communication, and maintaining the vacancies’ register are just a few of his tasks. He thinks it important that KPMG has developed an integrated vision in the area of CSR. “We want to bring it to the forefront of the minds of everyone at KPMG.”



### Lucia Gallée

Previously, Lucia worked at KPMG primarily using her ‘head’ as a secretary for advisors and later also for auditors. But since she became responsible for the CSR department’s support, she also works with her ‘heart’. ‘People oriented’ is what she calls herself. She is also proud of the work she does. “I like organising and working with people”, she says. “But I believe it’s even more important that we help people who are in danger of becoming isolated. Make a Difference Day is a good example. I only have to take one day off to attend. But the elderly for whom we provide an enjoyable evening relish the experience for weeks. That makes my work hugely enjoyable.”

FOTOS: EDWIN WEERS

## KPMG’s CSR strategy

KPMG’s CSR strategy rests on the four pillars discussed below.

# 1 2 3 4

#### 1 Implementing our values and ambitions in the area of sustainable development in all of our business processes.

Examples include sustainable purchasing, but also client acceptance, diversity and provision of CSR services.

#### 2 Reducing our ecological footprint.

This can be achieved in many ways: by building in a sustainable manner and by using green electricity. But also by making more use of telephone and video conferencing and by developing a more sustainable mobility scheme.

#### 3 Actively investing in society, with an accent on vulnerable groups which are excluded from social participation or are at risk of being excluded.

There are numerous examples of such projects within KPMG. For example: the national coaching programme, Coach2B, the National Coalition against Loneliness and Make a Difference Day (MADD).

#### 4 Transparently accounting for our non-financial performance and engaging in active stakeholder dialogue about it.



## KPMG Arnhem stands up for the oceans

Oceans cover 71% of the planet’s surface area and 60% of the world’s population lives on or near the coast. Oceans still contain the greatest biodiversity on the planet and are an important source of protein for most people. They form the core of the socio-economic development of some of the most important cities in the world – Rotterdam, New York, Hong Kong. Moreover, oceans are of great importance to the world economy, affecting transport, food, shipping, recreation and industry.

The Ocean Care Foundation, set up in October 2006, is of the opinion that the natural balance of the oceans is fundamental to the continued existence of life on earth. It provides financial support to initiatives which further that mission and it informs the general public, policy makers and business people about these topics. KPMG Arnhem is involved as auditor of the Ocean Care Foundation’s financial statements. Richard Stoffelen, Partner and Serge Borgers, Assistant Manager: “We find their aims commendable. That’s why our office is happy to provide our services free of charge.”