



THE KPMG STUDENT HANDBOOK

CAREER-PATH OPTIONS AND
OPPORTUNITIES IN THE GTA



YOUR FUTURE AT KPMG

Who you can be

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Information you need to make your
choice
of an
employer
easy

You've made the career decision to become a business advisor. This brochure provides the information you need to choose the right professional services firm. To accomplish this, we have drawn on the questions that students in your position have asked us in the past. We hope that you will read through this booklet to learn more about the many career opportunities available with KPMG.

You'll find information about a range of career paths and specialties, our comprehensive learning and training programs, innovative benefits and incentives, and international transfer opportunities. You'll also learn about our firm's distinctive culture, personality and values.

Welcome to the world of KPMG and discover for yourself what it would be like to work here.

A career is about making choices. You need the right information to make key decisions about your future. Unlock the door to a future of unlimited possibilities. Discover the wealth of career opportunities open to you within KPMG.

Who we are

KPMG LLP is one of Canada's leading professional services firms. In Canada, KPMG partners and professionals provide a comprehensive range of assurance, consulting, financial advisory and tax services. We help our clients realize their business potential in their chosen markets across the country and around the world. KPMG is a member firm of KPMG International, the global advisory firm. We have offices in more than 160 countries and 800 cities, and employ over 100,000 people. In Canada, we have about 5,200 people across the country, including 575 partners.

Our Mission

Our mission is to turn knowledge into value for the benefit of our clients, our people and our communities. That means KPMG is committed to becoming one of the best organizations to work for in the country and the yardstick for quality advice and counsel.

Why should you choose KPMG as your future employer? Here are three key reasons why this is the place to be:

Industry specialization

KPMG remains an industry leader because of our market-oriented, industry specialization. Professionals with knowledge in different areas—such as corporate finance, assurance, and consulting—work in teams, turning knowledge into value for clients in specific markets and industries. Our professionals are completely immersed in the markets they serve. They have an intimate knowledge of industry culture, dynamics and cutting-edge practices. Clients want to work with professionals who know their business.

A distinctive culture and values

KPMG is a democratic, inclusive organization that seeks input from our staff in decision-making. We value clients, people and knowledge. This means we are team-driven, collaborative, open, honest and communicative. We help our people achieve a balance between their career and their lives. We offer unlimited opportunities for our people to grow personally and professionally.

Diverse career opportunities

As we diversify our business, you have more career options. You can choose from a wide selection of practice areas and industries. Opportunities for international transfers are numerous, given that KPMG operates in more than 150 countries.

CAREER OPPORTUNITIES

Many **career paths** are open to you at KPMG

When you join our firm, you hold the key that opens the door to a world of diverse career opportunities. As we expand into new business areas, talented recruits like you can take advantage of an ever expanding range of career choices within KPMG.

You choose your own career path, but we will help you get there. As you progress, you can follow career paths in assurance, corporate finance, investigation and security, valuation and litigation support, corporate recovery, taxation or consulting.

Whatever direction you decide your career should take, your advancement will be based on merit and performance. If you demonstrate you have the skills and attributes to do the work, you will be continually challenged with increasing responsibility. Ambition and ability set the boundaries of a career at KPMG.

Getting started

In our recruiting process, we ask you in which industry groups and which office you would prefer to work initially. Your career at KPMG will begin in our assurance practice. From day one, you'll be exposed to a variety of client assignments, of varying size and scope, and have an opportunity to develop specialized knowledge and expertise in specific markets and industry groups. You will learn from experienced colleagues, who are among the leaders in their field.

You'll work on multidisciplinary project teams and get exposure to different specialties. You will benefit from working with professionals with experience in diverse areas, ranging from corporate finance to information technology, business transformation to marketing and taxation.

The typical path at KPMG includes two years as a staff accountant and three years as a senior accountant. In general, you spend two years as a manager, before promotion to the senior management group. Partnership opportunities are discussed with all members of the management group as part of our Performance Management Program.

Pursuing other career paths

Once you have earned your CA designation, you have virtually unlimited opportunities to move into other practice areas within the firm

You can pursue opportunities in many different practice areas. These include: corporate finance, investigation and security, valuation and litigation support, corporate recovery, taxation, and consulting. You will find these specialty practices described in more detail throughout this brochure.

International transfer opportunities

International assignments offer KPMG people a wealth of knowledge and experience. Transfer locations are numerous, given the KPMG family worldwide. Our clients value advisors with international experience. Our people find that living and working in another country provides them with many professional and personal rewards.

KPMG, Canada currently has over 100 professionals working with other international member firms. Short term transfer opportunities—anywhere from three to six months—and long term opportunities—greater than 18 months—are available to all qualified CAs. Popular postings include: the United Kingdom, France, Australia, New Zealand, Bahamas, the United States, Ireland, and Poland.

Performance management

KPMG's performance management program, also known as PACE (Performance Achievement and Career Enhancement), helps you plan and develop a professionally fulfilling career. The program balances your self-evaluation with ongoing coaching and feedback from a counsellor with whom you set your overall goals for the year. Ongoing feedback lets you know your successes and helps you identify opportunities for improvement.



ur PACE program helps you plan and develop a professionally fulfilling career



Your education and training **doesn't stop** when you leave university

Our **vision** for learning

KPMG Canada's goal is to be identified by its members, and recognized in the business community, as a learning leader. We encourage, support and reward continuous individual, team and organizational learning.

KPMG encourages all staff to continually take courses, to further their learning and help them become better business advisors and professionals. Learning begins with your first day at KPMG and continues throughout your career.

LEARNING & TRAINING



Our mission is to turn knowledge into value for the benefit of our clients, our people and our communities

Professional Learning with KPMG

KPMG will help you on your path to achieving your CA designation by providing one of the best UFE training programs in Canada, along with other forms of substantial support.

Training

Core knowledge exam

Technical sessions in financial and managerial accounting, assurance and taxation in preparation for the Core Knowledge Exam (CKE). Mock CKE exams are marked and returned with ongoing feedback. Sessions begin in October of each year.

Exam Writing Skills

Exam writing skills sessions and practice exams. National ranking of practice exam results.

Mentor Program

Teaming up with successful UFE writers from prior years, to provide assistance with preparation of study plans along with moral support throughout the process.

KPMG UFE Study Binder

The KPMG UFE study binder —summarizing all the required knowledge taken from the UFE Syllabus, CICA Handbook references, examples of past UFE questions and methods for integrating core knowledge areas.

Coaching Weeks

An intensive two week UFE preparation course taught by top-notch instructors.

Other Support

Study Time

Paid and unpaid study and exam days allocated over the year.

Overtime

Any overtime worked in excess of 150 hours in a given year can be taken as paid CA study time.

Examination Fees

All first-time CA examination fees are paid.

Recognition

Eligibility for awards as recognition of outstanding achievement.

Ongoing training

We can help you take your career to new heights through a wide range of the best, most up-to-date learning activities and methodologies. Ours is the only professional services firm that has established an alliance with the Forum Corporation. This internationally renowned training resource allows us to offer all of our people best-in-class skills development training.

Some of our professional skills development training includes:

Core training

"Assurance Fundamentals," "The Next Step" training for second year accounts and "Taking Charge" training for seniors.

Industry training

Courses on trends and standards in industries in which you may specialize.

Methodology

Courses to help you develop your technology skills to the highest level.

Culture

Addresses the firm's strategies and core values, and helps you become part of the team more quickly.

Leadership

Ongoing development and preparations for the next level of your career.

Programs linked to specific career events, such as "New Managers" training, are offered as you move up the KPMG ladder.

You can also take courses in leadership development, business management, sales, communications, managing relationships and personal development.

Pursuing new designations

As we diversify our business and strive to be Canada's leading advisory firm, we want to recognize the diversity of skills and professions that allow us to serve our clients and turn knowledge into value. If you choose to pursue another designation, KPMG will support you along the way and share in your milestone successes. Our Accreditation Recognition Program recognizes many professional designations with a monetary reward.

Ideas to help them become more competitive

ASSURANCE

KPMG has one of the largest assurance practices in Canada, which offers many diverse opportunities for you. In an age of global capital markets and instantaneous financial transactions, clients need valuable, reliable and timely financial and business information. We are developing new assurance-based methodologies, products and services that deliver value by helping companies to perform better.

A career in assurance today involves much more than simply giving clients an audit opinion on their financial statements. As part of a multi-skilled assurance team, you act as a true business consultant and advisor. You will provide clients with financial and business risk assessments, strategic analyses and continuous improvement ideas to help them become more competitive in a changing marketplace.

Taxation

Financial Advisory Services

Consulting



part of a multi-skilled assurance team,
you act as a
true business
consultant
and advisor.

A signpost to the future

The nature of assurance work is changing to better meet the needs of clients in a fast-paced, competitive global environment. KPMG, with its Audit 2000 is on the cutting edge of this evolution in assurance. Audit 2000 is a thorough and systematic, business-based audit that focuses on the client's business and the key issues it faces. Our audit will act as a signpost for the future rather than simply being a report on the past.

A traditional audit gave clients an opinion on their financial position, using historical financial data as a reliable benchmark. But today, clients are also seeking forward-looking information and insights that will help them

run their businesses better.

Members of our assurance practice, talk to CEOs and other senior executives—not just the accounting people. You'll get better insights into the client's thinking on strategies, key business opportunities and problems, and vision for the future. As our approach to assurance evolves, the work you do will be more challenging, stimulating and provide greater value for clients.

Industry specialization

Clients need to have direction and solid, reliable financial advice based not only on an understanding of their particular businesses, but also of the industries in which they operate. Our assurance professionals and advisory teams

specialize in the particular industries and markets of the clients they serve.

As you move up in assurance, you will build on your general business background, sharpen your focus and learn the intricacies of particular markets and industries.

Here are some examples to illustrate the scope and diversity of our assurance practice:

Financial services

The financial services practice includes 80 per cent of the Canadian banks, 25 per cent of Canada's insurance companies and 30 per cent of registered investment dealers.

Deregulation is forcing the financial

Mergers and acquisitions, new technologies, deregulation, global competition—all these trends are part of a tidal wave of change that has been reconfiguring the Canadian business landscape. Our Canada-wide consulting practice focuses on navigating businesses through large-scale change in the three critical dimensions of people, processes and technology. Our consultants act as agents of change, who deliver results by helping clients be more successful and competitive in this dynamic environment.

Professionals who join KPMG's consulting practice typically have three to five years of business experience and a post-graduate degree. Our consultants often work in teams with professionals from our assurance, tax or financial advisory services areas, to provide the necessary industry and technical knowledge required to deliver the best solutions to clients.

Our services cover the full spectrum of organizational transformation, including strategic planning, improving business processes, designing new business structures, implementing and managing new technologies, and developing people. As well, we are aligning our services with KPMG in the United States, creating a true North American consulting capability that makes ever-greater resources available to our clients.

KPMG financial advisory services teams have played leading roles in many of the largest corporate restructurings in Canadian history. Acquisitions, mergers, consolidations and increased competition are dominating the business landscape today. KPMG is in the centre of the action. We offer an excellent training ground since our people get involved in some of the largest deals in Canada. There's excitement in the big transactions, the thrill of knowing you are adding value, and the intellectual challenge and stimulation of working on deals this complex.

There are numerous opportunities to work in a wide selection of practice areas, including the following:

Corporate Finance

KPMG professionals are involved in developing financial strategies: designing the best capital structure, creating innovative financing vehicles, finding acquisition candidates and financing partners, and making deals. You will help with mergers and acquisitions including identification of targets, pricing, analysis and negotiation. You'll get involved in divestitures, which often includes obtaining financing and providing valuation options.

Corporate Recovery (Insolvency)

Our professionals help clients minimize losses arising from business failures, or offset the risk of such failures through preventive action. Work may include conducting viability studies, monitoring corporate finance, acting as Receiver and/or Manager, acting as bankruptcy trustee or liquidator, and advising debtors and creditors in restructuring the finances of both corporations and individuals. We have more insolvency professionals accredited by the Canadian Insolvency Practitioners Association than any other firm in Canada.

Valuation and Litigation Support

As business valuers and forensic accountants, KPMG advisors provide expert-witness testimony to assist lawyers and their clients in resolving disputes.

Investigation and Security

KPMG professionals carry out inquiries for corporations and governments throughout the world. Their work may include due-diligence reporting, risk assessment, gathering international intelligence, and investigating bid rigging, extortion, theft and embezzlement.

services sector to reinvent itself. The walls between insurance companies, banks and investment dealers, as well as barriers between countries, continue to come down. The challenge is to stay ahead of these changes and provide clients with better, more forward-looking business solutions.

High-tech

High-tech industries are dynamic, turbulent and fascinating to work with because of the rapid pace of technological change. A key challenge is to provide sound advice on short notice for clients in industries such as telecommunications, hardware, software, media, entertainment and broadcasting.

Manufacturing and distribution

KPMG provides services to some of the largest manufacturing and distribution organizations in Canada. Shifts in supply chains, new inventory control standards and growing inventory lines are just some of the issues that our clients are facing in these industries. KPMG works very hard to develop the specialized new services that address these business realities faced by our clients.

Our manufacturing and distribution clients represent the food and packaged goods, retail and consumer products, resources, chemical and energy, and industrial products and automotive industries, to name a few.

The taxation issues facing Canadian business are becoming more complex all the time. This is particularly true for clients with international operations, where a single deal can be affected by often conflicting tax regulations in several different countries at once. Because of the increasing complexity and our reputation for results, KPMG's tax practice is expanding rapidly.

The trend to specialization

Specialization is the key to the growth and the ability of the KPMG tax team to stay ahead of change. The tax group offers many specialized high-end services, which are in great demand, driven by the increasing sophistication of our major clients.

As a member of our tax practice, you will choose an area of specialization such as international corporate and executive tax, U.S. corporate tax, transfer pricing, corporate reorganizations, sales and local taxes, industry-based solutions, corporate and personal income taxes, or personal financial planning, estates and trusts. You will assist the assurance practice and our tax clients in their compliance work and will research tax issues and meet with clients in tax planning sessions.

Our tax professionals also develop special expertise related to the particular industries they serve: such as banking, real estate, mining, information technology, retail and consumer products, telecommunications, and entertainment. KPMG tax practitioners often work together in cross-functional teams with professionals from other service areas, to meet the needs of particular clients and industry groups. As a tax professional, you will work on many assurance assignments. You may also get involved in acquisitions, divestitures, reorganizations and other deals, advising on the tax implications of valuations or the structuring of transactions.

A great range of benefits to go along with many exciting and rewarding career opportunities. Our innovative menu of benefits includes attractive incentives, comprehensive insurance and retirement benefits, and innovative work/life programs to help you achieve a balance between your career and your life.

The KPMG Family

At KPMG, we strive to obtain a good balance between work, community activities and social activities. There are many opportunities for you to interact with other members of the firm in a social setting. Do you want to become involved with various community or charitable organizations? We encourage you to take advantage of the many opportunities to do so.



social and community activities

The firm's most popular social events include our annual "UFE Bash" and "End of Busy Season" party. As well, individual groups organize various social events during the year including an annual golf day, "Summer Fun Day," or winter ski day, if you prefer. When people move into another area of the firm or decide to move into industry, we have a celebration of their success.

KPMG is involved in many sports events, including inter-firm baseball, hockey, soccer and volleyball. We sponsor teams which support charitable causes. Our members are also personally involved in supporting charitable organizations with financial support and in the community through volunteer work, including tax clinics and serving on boards of directors.

Performance incentive program & other incentives

Team\$uccessPlan

T\$P, KPMG's performance incentive program plan, offers awards based on your individual performance, contribution to the team, and the business unit's performance. You are eligible to participate in the plan only six months after joining KPMG.

Vehicle lease program

Attractive savings on the lease of new vehicles.

Club memberships

Generous subsidies towards annual club fees.

Computer purchase program

Substantial discounts and financial assistance.

Work/life programs

Having a career shouldn't keep you from having a life. We believe the most productive working environments are the ones that help people achieve a balance between their work lives and their "real" ones. That's why we offer work/life programs like these:

Personal time

Fifty hours of paid time off a year is provided if you require time away from work for a variety of personal reasons.

Career and Family

Up to six months maternity leave with benefits, paternity leave and alternative work arrangements. Vacation and statutory holidays: at least 15 vacation days and an additional 10 paid holidays.

Care and counselling

Through our extensive Employee Assistance Program all of KPMG's people can receive counselling for, and confidential referral to, a wide range of personal and health care services.

Insurance & retirement benefits

Medical and Dental: Comprehensive and flexible medical and dental programs to meet your needs and the needs of your family.

Life and Accident Insurance

Life insurance and 24-hour accident insurance equal to one times your annual salary.

Disability Benefits

Short-term and long-term income protection plans.

Retirement Benefits

A group retirement savings plan, and a pension plan for staff with two or more years of continuous service.

If you want more information on KPMG, visit your University Career Centre or check us out on our website: www.kpmg.ca/joinus

