



OUR IMPACT PLAN **2023** PLAN

DATABOOK

This databook contains the relevant datapoints for each material topic as reported in [Our Impact Plan 2023](#). It covers the relevant activities of KPMG Australia, KPMG PNG and KPMG Fiji (referred to collectively as KPMG Australia) for the financial year to 30 June 2023.

PURPOSE, VALUES AND CULTURE

Metric	Unit	2023	2022	2021
Our commitment: Always act with a clear Purpose				
Purpose Index (in development for FY24)	%	–	–	–
Our commitment: Drive a responsible tax practice				
Annual confirmation statement published in line with the Australian Tax Advisory Firm Governance Best Practice Principles	Yes/No	Yes	–	–
Our commitment: To lead the profession in audit quality				
Number of audit quality findings reported by ASIC ¹	%	–	48	30
Pass rate of internally inspected engagements	%	84	78 ⁱ	92 ⁱ

TRUSTED AND TRUSTWORTHY

Metric	Unit	2023	2022	2021
Our commitment: Act lawfully, ethically and in the public interest				
We Do What is Right: Integrity at KPMG – training completion	%	100	100	100
'At KPMG, we have a culture of doing the right thing' ²	%	94	97	–
'People can challenge their leaders when necessary without fearing negative consequences' ³	%	74	63	–
'People can report unethical practices without fear of any negative impact on them' ⁴	%	87	85	–
Complaints raised	#	142	88 ⁱⁱ	–
Complaints closed out ⁵	#	131	69	–
Complaints per 100 employees	#	1.24	0.66	–
Substantiated closed out complaints	#	84	38	27
Percentage of substantiated closed out complaints	%	64.1	55.1	–
Our commitment: Respect human rights, work against corruption and modern slavery				
Instances where the firm caused, contributed to, or was directly linked to bribery, corruption, or modern slavery incidents	#	Zero	Zero	Zero

INFORMATION PROTECTION, DATA USE, PRIVACY AND SECURITY

Metric	Unit	2023	2022	2021
Our commitment: Uphold the highest level of data and information protection, privacy and security				
Privacy and Security Awareness for Everyone (S.A.F.E) – training completion	%	100	100	–
Number of notifiable data breaches	#	Zero	Zero	Zero

¹ The latest figures produced by ASIC are available for FY22.

² Based on the percentage of respondents rating the related questions favourably within our Ethical Culture Index (ECI).

³ Ibid.

⁴ Ibid.

⁵ A complaint is 'closed out' where it has been completed following an investigation and outcome.

ⁱ Figure has been restated since it was previously reported due to a change in calculation methodology. Restated figures pertain to internally inspected financial statement audits only.

ⁱⁱ 19 complaints raised in FY22 have been closed out in FY23.

EMPLOYEE ENGAGEMENT AND EXPERIENCE

Metric	Unit	2023	2022	2021
Our commitment: Provide a great people experience, built on our People Promise				
Engagement Index ⁶	%	75	75	76
Trust Index ⁷	%	79	81	79
Growth Index ⁸	%	68	71	68
Values Index ⁹	%	77	80	78

⁶ Based on the percentage of respondents rating the related questions favourably within our Annual Global People Survey (GPS).

⁷ Ibid.

⁸ Ibid.

⁹ Ibid.

INCLUSION, DIVERSITY AND EQUITY

Metric	Unit	2023	2022	2021
Our commitment: Champion gender equality and create an inclusive and equitable culture for all				
Inclusion & Diversity Index ¹⁰	%	85	–	–
Gender Pay Gap	Like for Like	%	<1	<1
	Employee Gender Pay Gap ¹¹	%	9.9	11.4
	Partner Gender Pay Gap ¹²	%	11.58	12.46
Use of parental leave ¹³	Men	#	234	249
	Women	#	219	218
Percent who return to work with firm after parental leave	%	94	97	81
Women in partnership	%	35.1	33.4	31
Culturally diverse partners	%	14.5	11.4	10
Indigenous people hired	#	19	32	–

¹⁰ Based on the percentage of respondents rating the related questions favourably within our Annual Global People Survey (GPS).

¹¹ Employee gender pay gap includes fixed remuneration (base salary + super) and excludes casuals and contractors.

¹² Gender pay gap is the percentage difference between average women's income and average men's income.

¹³ Number of people who commenced parental leave within the financial year.

EMPLOYEE HEALTH AND WELLBEING

Metric	Unit	2023	2022	2021
Our commitment: Protect the health and wellbeing of our people				
Year-on-year Incident Changes	#	31	-8 ⁱⁱⁱ	-19
Incidents reported	#	71	40 ⁱⁱⁱ	48
Overall injury year-on-year change	%	78	-26	-28
Workplace inspections completed	%	100	100	100
Scheduled training completed	%	100	100	100
'I am able to sustain the level of energy I need to do my work' ¹⁴	%	55	53	-

¹⁴ Based on the percentage of respondents rating the related question favourably within our Annual Global People Survey (GPS).

ⁱⁱⁱ Figure has been restated since it was previously reported due to additional incidents in FY22 being reported outside of the FY22 period.

CONTINUOUS LEARNING AND FUTURE-READY TALENT

Metric	Unit	2023	2022	2021	
Our commitment: Foster a continuous and future-fit learning and development culture					
Average learning hours per employee	Total	Hours	34.97	33.53	20.95
	Men	Hours	35.46	-	-
	Women	Hours	34.41	-	-
	Partners	Hours	30.03	-	-
	Permanent full time	Hours	37.30	-	-
	Permanent part time	Hours	21.37	-	-
	Fixed term full time	Hours	50.11	-	-
	Fixed term part time	Hours	28.18	-	-
	Casual	Hours	13.35	-	-
	Contingent	Hours	14.18	-	-

TALENT ATTRACTION

Metric		Unit	2023	2022	2021
Our commitment: Simpler, more inclusive recruitment process to attract world-class talent					
New employees – graduates	Men	#	465	–	–
	Women	#	410	–	–
	Gender diverse people	#	2	–	–
New employees – experienced hires	Men	#	936	–	–
	Women	#	1,027	–	–
	Gender diverse people	#	7	–	–

CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY

Metric	Unit	CY23 ^{iv}	CY22	CY21
Our commitment: Decarbonise our operations and supply chain towards net zero emissions				
Gross scope 1 emissions	tCO ₂ -e	–	219	198
Gross scope 2 market based emissions	tCO ₂ -e	–	632	1,543 ^v
Total gross scope 1 & 2 emissions	tCO ₂ -e	–	851	1,741 ^v
Scope 3 emissions	tCO ₂ -e	–	22,151	7,110 ^{vi}
Net CO ₂ -e emissions	tCO ₂ -e	–	–	–
Total scope 1, 2 & 3 emissions	tCO ₂ -e	–	23,002	8,851 ^v
Total emissions per FTE	tCO ₂ e	–	2.3	1.1
Year-on-year change in scope 1, 2 & 3 emissions	%	–	160	-35 ^v
Change in gross scope 1, 2 & 3 emissions against 2019 baseline	%	–	-43	78
Renewable Energy (Tenancy Use)	%	–	100	83
Energy emissions per FTE	tCO ₂ -e	–	0.06	0.18
Supply Chain	Unit	2023	2022	2021
Suppliers, by spend, with science-based net zero targets	%	40	–	–
Metric	Unit	2023	2022	2021
Our commitment: Support our clients' and Australia's transition to net zero				
Carbon intensity of our client portfolio ¹⁵	kg CO ₂ -e/\$ revenue	–	0.181 ^{vii}	0.106 ^{vii}
Our commitment: Strengthen climate resilience with our people, clients and community partners				
KPMG people who agree that the firm fosters environmentally responsible practices	%	60	61	56
Engagement in climate related initiatives (in development for FY24)	%	–	–	–
Our commitment: Advance our commitment to circularity				
Waste to landfill	t	–	73	59
Waste to recycling	t	–	183	126
Waste diversion rate (recycling)	%	–	71	68

¹⁵ In FY22, we developed an approach to quantifying the carbon intensity of our client services based on the global standard for apportionment of investment portfolio emissions to financial institutions, Partnership for Carbon Accounting Financials (PCAF) methodology, and we have continued to refine this methodology for this year's report. The metric is the ratio of apportioned client scope 1 + 2 GHG emissions relative to our FY22 revenue (excluding recoverable expenses); the emissions apportionment factor for each client being KPMG revenue divided by client operating expenditure. Where possible we have sourced publicly available data sets from IBIS World, NGER, and ASX, in addition to data publicly disclosed via individual company websites and reports. Where actual data was not available, we determined the tCO₂e/\$OPEX for each industry that we work with, which was then weighted by the KPMG revenue percentage from each industry to determine our final carbon intensity.

^{iv} Data for calendar year (CY23) not yet available.

^v This figure has been restated since it was previously reported due to the recalculation of data.

^{vi} Scope 3 data includes all business travel (accommodation, air travel, transport fuel in personal vehicles, taxis and rideshare), transport and distribution (courier services) purchased food and onsite catering, office supplies and approximate energy consumption from staff working from home.

^{vii} Figure refers to data for latest financial year available (FY22 and FY21 respectively). The FY22 figure has been updated following a transcription error.

CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY

Metric	Unit	2023	2022	2021
Our commitment: Understand and improve our impact on nature and biodiversity				
Number of sites operating within or adjacent to key biodiversity areas	#	4	4	4
Total floor area of sites operating within or adjacent to key biodiversity areas	m ²	12,258	11,988	10,682
Number of sites operating within medium-high and high water-stressed environments	#	2 ^{viii}	1	1
kL of water consumed by sites operating within a water-stressed environment	kL	2,330	783	841
Startups supported through the Nature Positive Challenge (to date)	#	9	4	–

^{viii} Adelaide and Port Moresby offices identified as operating within high water-stressed environments.

ECONOMIC CONTRIBUTION

Metric		Unit	2023	2022	2021
Our commitment: Strong economic contribution					
			Includes partner admissions at July 1		
People by level					
People	Total	#	12,419	12,238	9,787
	AU, PNG, & Fiji Partners	#	713	673	604
	AU Full Time	#	8,910	8,857	7,345
	AU Part Time	#	637	661	598
	Casuals	#	273	300	180
	Fiji & PNG	#	353	266	–
	Employees ¹⁶	#	10,173	10,084	8,123
Board	Total	#	11	11	11
	Full Time	#	7	9	10
	Part Time	#	1	–	1
	Contractor	#	2	2	–
National Executive Committee	Full Time	#	13	13	12
All Partners	Total	#	713	673	604
	Full Time	#	664	632	580
	Part Time	#	36	30	24
	Fiji & PNG	#	13	11	–
Contingent		#	1,533	1,481	1,060

¹⁶ Includes full time, part time and casual employees Australia, Fiji and PNG. Excludes partners and contingent workers.

ECONOMIC CONTRIBUTION

Metric		Unit	2023	2022	2021
People by Gender					
People	Men	#	6,404	5,478	5,148
	Women	#	5,985	5,256	4,597
	Gender diverse people	#	30	23	42
Board	Men	#	5	6	6
	Women	#	6	6	5
	Gender diverse people	#	–	–	–
National Executive Committee	Men	#	7	6	5
	Women	#	6	7	7
	Gender diverse people	#	–	–	–
Partners	Men	#	463	448	417
	Women	#	250	225	187
	Gender diverse people	#	–	–	–
Full Time	Men	#	4,599	4,673	3,904
	Women	#	4,296	4,167	3,425
	Gender diverse people	#	15	17	16
Part Time	Men	#	91	100	88
	Women	#	546	560	510
	Gender diverse people	#	–	1	–
Casual	Men	#	148	163	90
	Women	#	123	132	90
	Gender diverse people	#	2	5	–
Contingent	Men	#	964	940	649
	Women	#	556	519	385
	Gender diverse people	#	13	22	26
Fiji & PNG	Men	#	140	94	–
	Women	#	231	172	–
	Gender diverse people	#	–	–	–

ECONOMIC CONTRIBUTION

Metric		Unit	2023	2022	2021
Level by Age¹⁷					
KPMG Australia	Under 30	%	39	39	36
	30–50	%	50	50	50
	50+	%	11	11	14
Board	Under 30	%	–	–	–
	30–50	%	45.5	36	36
	50+	%	54.5	64	64
National Executive Committee	Under 30	%	–	–	–
	30–50	%	38.5	31	42
	50+	%	61.5	69	58
Partners	Under 30	%	–	–	–
	30–50	%	62.9	64	65
	50+	%	37.1	36	35
Employees	Under 30	%	39.9	42	42
	30–50	%	50.3	51	52
	50+	%	9.8	7	6
Contingent	Under 30	%	24	25	9
	30–50	%	45	45	29
	50+	%	31	30	62
Employee Age, Detail¹⁸					
Full Time Employees	Under 30	%	41	44	44
	30–50	%	50	49	50
	50+	%	9	7	6
Part Time Employees	Under 30	%	11	12	11
	30–50	%	74	74	78
	50+	%	15	14	11
Casuals	Under 30	#	67	70	60
	30–50	#	13	13	22
	50+	#	20	17	18

¹⁷ Excludes Fiji & PNG.

¹⁸ Ibid.

ECONOMIC CONTRIBUTION

New employees and partner retirements				
Metric	Unit	2023	2022	2021
New graduates – All	#	877	749	593
Total partners as at 1 July 2023 – All	#	713	673	576
Total partners as at 1 July 2023 – Men	#	463	448	397
Total partners as at 1 July 2023 – Women	#	250	225	179
Partner retirements year to 1 July 2023 – All	#	52	57	45
Partner retirements year to 1 July 2023 – Men	#	36	42	33
Partner retirements year to 1 July 2023 – Women	#	16	15	12
Women in partnership as at July 1 2023	%	35.1	33.4	31.0

ECONOMIC CONTRIBUTION

Our commitment: Strong economic contribution

Metric	Unit	2023	2022	2021
Audit, Assurance, and Risk Consulting revenue	\$m	671	644	590
Deals, Tax, and Legal revenue	\$m	401	412	449
Enterprise revenue	\$m	361 ^x	293 ^x	243 ^{xi}
Management Consulting revenue	\$m	745	666	629
Infrastructure, Assets & Places revenue	\$m	200	164	N/A
Australia revenue	\$m	2,345	2,156	1,900
Fiji and PNG revenue	\$m	33 ^x	23 ^x	11 ^{xii}
Revenue	\$m	2,378	2,179	1,911
Recoverable expenses	\$m	175	161	111
Total revenue	\$m	2,553	2,341	2,022
Tax paid	\$m	815	690	604
Partners effective tax rate	%	40	40	38

^x Includes Fiji and PNG.

^{xi} Includes PNG.

^{xii} Includes PNG only.

IMPACT OF OUR CLIENT WORK

Metric	Unit	2023	2022	2021
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Our commitment: Exceptional client outcomes, through work that matters

Client satisfaction score	/10	8.7	8.7	8.8
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INNOVATION AND TECHNOLOGY

Metric	Unit	2023	2022	2021
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Our commitment: Build a thriving technology business and innovate with our clients, alliance partners, and the startup ecosystem

Innovation Index ¹⁹	%	59	63	62
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¹⁹ Based on the percentage of respondents rating the related questions favourably within our Global People Survey (GPS).

SOCIETAL IMPACT

Metric	Unit	2023	2022	2021
Our commitment: Create a fairer, more inclusive and more sustainable future for our communities				
Addressable procurement spend directed to Indigenous goods and services	%	3.82	3.22	3.50
Community investment – number of people volunteering ²⁰	#	1,399	1,138	351
Community investment – hours ²¹	#	17,178	8,992	3,694
Community investment – value ²²	\$	12,878,384	–	–
Hours provided through Jawun secondment	#	5,037	1,225	1,000
Jawun volunteer secondments	#	22	7	9
Pro bono clients	#	97	108	104
Pro bono hours	#	24,515	19,695	19,345
Pro bono engagements	#	116	117	138
People who hold not-for-profit directorships ²³	#	455	390	315
Number of not-for-profit directorship positions held ²⁴	#	575	495	412
Our commitment: Advocate on the issues that matter				
Number of submissions to Government, Parliamentary Inquiries and policy papers	#	39	26	18

²⁰ Includes general volunteering, NFP directorship volunteering, Jawun.

²¹ Ibid.

²² Includes value of time spent on volunteering, mentoring and pro bono as well as cash contributions, management costs and other non-cash contributions. Excludes NFP directorships volunteering.

²³ 'Not-for-profit' organisations are those that limit their activities to those of a charitable, educational, religious, civic, or similar nature. These organisations may be defined and granted certain privileges under a jurisdiction's tax laws, have objectives that do not relate to generating profits, do not distribute surpluses, pay income tax or equivalents, and are not able to transfer ownership. 'Civic' includes government and statutory bodies that operate in a not-for-profit mode, confer benefit to the wider community and do not conflict with the firm's activities.

²⁴ Ibid.

GRI INDEX

Statement of use: KPMG Australia has reported the information cited in this GRI content index for the period 1 July 2022 to 30 June 2023, unless otherwise stated, with reference to the GRI Standards. GRI 1: Foundation 2021

GRI Standards	Disclosures	Location	WEF IBC Core Metric	UNGC Principle
GRI 2: General Disclosures	2-1	Organisational details	Structure and Governance: Our Impact Plan , page 7	
	2-2	Entities included in the organisation's sustainability reporting	Contents: Our Impact Plan , page 2	
	2-3	Reporting period, frequency and contact point	Contents: Our Impact Plan , page 2 Contact: Our Impact Plan , page 67	
	2-4	Restatements of information	Restatements have been made for some of our metrics, footnoted through this Databook.	
	2-5	External assurance	Several of our Planet metrics are externally assured as part of our Climate Active submission. For some of our other metrics, we are preparing for external assurance by conducting assurance readiness assessment activities.	
	2-6	Activities, value chain and other business relationships	Our Structure and Operations: Our Impact Plan , page 7 Impact of our client work: Our Impact Plan , page 45	
	2-7	Employees	Employment: Our Impact Plan , page 45 Economic Contribution: Databook , page 8	Employment and wealth generation
	2-8	Workers who are not employees	Economic Contribution: Databook , page 8	
	2-9	Governance structure and composition	Structure and Governance: Our Impact Plan , pages 9 & 10	
	2-10	Nomination and selection of the highest governance body	Structure and Governance: Our Impact Plan , pages 9 & 10	Quality of governing body
	2-11	Chair of the highest governance body	Structure and Governance: Our Impact Plan , pages 9	Quality of governing body
	2-12	Role of the highest governance body in overseeing the management of impacts	Structure and Governance: Our Impact Plan , pages 9 & 10	Quality of governing body

GRI INDEX

GRI Standards	Disclosures	Location	WEF IBC Core Metric	UNGC Principle	
GRI 2: General Disclosures	2-13	Delegation of responsibility for managing impacts	Structure and Governance: Our Impact Plan , pages 9 & 10	Quality of governing body	
	2-14	Role of the highest governance body in sustainability reporting	Structure and Governance: Our Impact Plan , page 64	Quality of governing body	
	2-15	Conflicts of interest	Trusted and Trustworthy: Our Impact Plan , page 15	Ethical behaviour	
	2-16	Communication of critical concerns	Ethical culture: Our Impact Plan , pages 16 & 17 Trusted and Trustworthy: Databook , page 2	Ethical behaviour	
	2-17	Collective knowledge of the highest governance body	Structure and Governance: Our Impact Plan , pages 9 & 10		
	2-18	Evaluation of the performance of the highest governance body	Structure and Governance: Our Impact Plan , pages 9 & 10	Quality of governing body	
	2-19	Remuneration policies	Partner remuneration: Our Impact Plan , page 13 Remuneration transparency and reward: Our Impact Plan , page 25	Governing purpose	8, 9
	2-22	Statement on sustainable development strategy	Chairman and CEO statement: Our Impact Plan , page 3		
	2-23	Policy commitments	KPMG's policy commitments for responsible business conduct are described throughout this report. We publish our external facing policies on our website		
	2-24	Embedding policy commitments	The way that KPMG embed our policy commitments are described throughout this report.		
	2-25	Processes to remediate negative impacts	Speak up culture: Our Impact Plan , pages 15 & 16	Ethical behaviour	
	2-26	Mechanisms for seeking advice and raising concerns	Speak up culture: Our Impact Plan , pages 15 & 16	Ethical behaviour	1, 2
	2-27	Compliance with laws and regulations	Acting lawfully: Our Impact Plan , page 14	Ethical behaviour	
	2-28	Membership associations	Our Structure and Operations: Our Impact Plan , page 7		
	2-29	Approach to stakeholder engagement	Our approach to materiality: Our Impact Plan , page 64		
2-30	Collective bargaining agreements	KPMG Australia has no employees covered by collective bargaining agreements			

GRI INDEX

GRI Standards	Disclosures	Location	WEF IBC Core Metric	UNGC Principle		
GRI 3: Material Topics	3-1	Process to determine material topics	Our approach to materiality: Our Impact Plan , page 64	Stakeholder engagement	7	
	3-2	List of material topics	Our 12 material topics: Our Impact Plan , pages 65 & 66	Stakeholder engagement		
Material Topics						
GRI 200: Economic	GRI 201: Economic Performance	201-1: Direct Economic Value Generated and Distributed	Economic Contribution: Our Impact Plan , page 46 Economic Contribution: Databook , pages 8 to 12 Our Societal Impact: Our Impact Plan , page 58 Societal Impact: Databook , page 13	Employment and wealth generation		
		201-2: Financial implications and other risks due to Climate Change	Assessing climate risk: Our Impact Plan , page 38	Risk and Opportunity oversight Climate change		
	GRI 203: Indirect Economic Impacts	203-2: Significant Indirect Economic impacts	Work that matters across our firm: Our Impact Plan , page 48 Technology and innovation: Our Impact Plan , page 55 Issues that matter: Our Impact Plan , page 62 Advocate on the issues that matter: Databook , page 13			
			GRI 205: Anti-Corruption	205-2: Communication and training on anti-corruption 205-3: Confirmed incidents of corruption and action taken	Working against corruption: Our Impact Plan , page 22 Act lawfully, ethically and in the public interest: Databook , page 2 Respect human rights and work against corruption and modern slavery: Our Impact Plan , page 22	Ethical behaviour
GRI 207: Tax	207-1: Approach to Tax 207-4: Country by country reporting	Tax paid: Our Impact Plan , page 47 Strong economic contribution: Databook , page 12		Community and social vitality		

GRI INDEX

GRI Standards	Disclosures	Location	WEF IBC Core Metric	UNGC Principle
GRI 300: Environment	GRI 302: Energy	302-3: Energy Intensity 302-4: Reduction of Energy consumption	Decarbonisation: Our Impact Plan , page 36 Decarbonise our operations and supply chain towards net zero – Energy: Databook , page 6	
	GRI 304: Biodiversity	304-1: Operational sites in proximity to protected areas 304-2: Impacts of activities, products and services on biodiversity	Nature and Biodiversity: Our Impact Plan , page 43 Understand and improve our impact on nature and biodiversity: Databook , page 7	Nature loss
	GRI 305: Emissions	305-1: Scope 1 GHG 305-2: Scope 2 GHG 305-3: Scope 3 GHG 305-4: GHG Emissions Intensity 305-5: Reduction of GHG emissions	Decarbonisation: Our Impact Plan , page 36 Decarbonise our operations and supply chain towards net zero – Emissions: Databook , page 6	Climate change
	GRI 306: Waste	306-3: Waste Generated 306-4: Waste diverted from disposal 306-5: Waste directed to disposal	Nature and Biodiversity: Our Impact Plan , page 43 Advance our commitment to circularity: Databook , page 6	
	GRI 308: Supplier Environmental Assessment	308-1: New Suppliers screened for environmental impacts	A stronger focus on decarbonising our supply chain: Our Impact Plan , page 37 Decarbonise our operations and supply chain towards net zero – High spend suppliers: Databook , page 6	

GRI INDEX

GRI Standards	Disclosures	Location	WEF IBC Core Metric	UNGC Principle	
GRI 400: Social	GRI 401: Employment	<p>401-1: Number of new hires by region, gender and level</p> <p>401-3: Return to work rates after parental leave</p>	<p>Caring for family: Our Impact Plan, page 28</p> <p>Talent Attraction: Our Impact Plan, page 34</p> <p>Talent Attraction: Databook, page 5</p> <p>Champion gender equality and creating an inclusive and equitable culture for all: Databook, page 3</p>	Employment and wealth generation	
	GRI 403: Occupational Health & Safety	<p>403-1: OH&S Management System</p> <p>403-3: Occupational Health Services</p> <p>403-4: Worker Participation, consultation on OH&S</p> <p>403-5: Worker Training of OH&S</p> <p>403-6: Promotion of worker health</p> <p>403-7: Prevention and mitigation of OH&S impacts directly linked to business relationships</p> <p>403-9: Work-related Injuries</p>	<p>Safety: Our Impact Plan, page 31</p> <p>Employee health and wellbeing: Our Impact Plan, page 30</p> <p>Employee health and wellbeing: Databook, page 4</p>	Health and wellbeing	
	GRI 404: Training	<p>404-1: Training hours per employee per annum</p> <p>404-2: Programs for upgrading employee skills and transition</p>	<p>Continuous learning and future-ready talent: Our Impact Plan, page 32</p> <p>Foster a continuous and future-fit learning and development culture: Databook, page 4</p>	Skills for the future	
	GRI 405: Diversity & Equal Opportunity	<p>405-1: Diversity of governance bodies and employees</p> <p>405-2: Ratio of basic Salary Women to Men</p>	<p>Inclusion, Diversity and Equity: Our Impact Plan, page 26</p> <p>Inclusion, Diversity and Equity: Databook page 3</p> <p>Strong economic contribution: Databook page 3</p>	Dignity and equality	
	GRI 406: Non-Discrimination	<p>406-1: Incidents of discrimination and actions taken</p>	<p>Ethical culture: Our Impact Plan, page 17</p> <p>Act lawfully, ethically and in the public interest: Databook, page 2</p>		
	GRI 408: Child Labour	<p>408-1: Operations and suppliers with risk of Child Labour</p>	<p>Modern Slavery Risk: Our Impact Plan, page 22</p> <p>Modern Slavery Statement</p>	Dignity and equality	1, 2, 4, 5, 6
GRI 409: Forced, Compulsory Labour	<p>409-1: Operations and suppliers with risk of Forced & Compulsory Labour</p>	<p>Modern Slavery Risk: Our Impact Plan, page 22</p> <p>Modern Slavery Statement</p>	Dignity and equality	1, 2, 4, 5, 6	

GRI INDEX

GRI Standards	Disclosures	Location	WEF IBC Core Metric	UNGC Principle
GRI 400: Social	GRI 411: Rights of Indigenous peoples	411-1: Incidents of abuse of human rights of Indigenous people	Human rights: Our Impact Plan , page 22	
			Reconciliation: Our Impact Plan , page 60	
			Champion gender equality and creating an inclusive and equitable culture for all: Databook , page 3	
			Issues that matter: Our Impact Plan , page 62	
	GRI 413: Local Communities	413-1: Operations with local community engagements	Empowering our people to act on climate: Our Impact Plan , page 41	
			Our impact in the community: Our Impact Plan , page 58	
	GRI 415: Public Policy	415-1: Political contributions	Issues that matter: Our Impact Plan , page 62	
			Advocate on the issues that matter: Databook , page 13	
	GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breach of customer privacy	Information Protection, Data Privacy and Security: Our Impact Plan , page 21	
			Uphold the highest level of data and information protection, privacy and security: Databook , page 2	

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