



# The future of government

**Exploring citizen centricity**

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# Introduction

Seemingly overnight, the global pandemic caused Canadians to pivot away from their traditional ways of engaging businesses, government, family and friends.

A new digital reality emerged that challenged how goods and services were delivered and consumed. Citizens and governments alike are now considering whether Canada will eventually return to its pre-pandemic norms or if a different vision of the Canadian social systems and the manner in which government operates, is possible. This article will examine these themes and explore opportunities for the government to modernize its own operations and enterprise leadership to help enable a return to a more connected future for Canadians.

Like organizations around the world, government is taking stock of their structures, their policies, every element of how they operate. It's not as simple as building back better: the pandemic has demonstrated the need to build back differently. Government now has an opportunity to be at the forefront of change, redefining processes and reimagining

how services are delivered. With strong leadership and a commitment to digital and citizen-centricity driving success, government will be equipped to match workforce expectations for virtual and hybrid models. Government will be able to respond positively to workers' desire to have a meaningful impact through their organizations. Positive changes are also coming from the greater inclusion and diversity that comes from leveraging a geographically-diverse workforce to deliver better outcomes.

There is an opportunity to explore and redefine the future of Canadian government and social systems with purpose and commitment, and the path is clear for government to optimize the way things are done in a post-COVID world, meeting the newly-evolved citizen expectations. These future-looking approaches aren't just rebuilding for today, they're creating a stronger tomorrow.





# Future of work in a digitized world

## The opportunity for government transformation

### Overview

The pandemic has had an immense impact on digital adoption and the nature of work. All sectors and organizations have had to make rapid adjustments to their operating models and have had to rely on digital collaboration to function in this new pandemic reality. Government has been no exception. COVID-19 has shown us that in order to effectively build the future Canadians are looking for government must be agile, digital and citizen-centric.

### The future is citizen centered

Canadians have become accustomed to accessing services digitally. After months of switching to online services, Canadians realize that they are important consumers in all facets of life and want to consume services in an intuitive, user-friendly on-line experience that is easily understood, convenient and available 24/7. Canadians' expectations of government are changing as a result of these experiences in other sectors. An increasing number of Canadians would like

to move away from submitting paper forms, phoning a call-centre for an update on a transaction, or repeatedly providing basic information about themselves when dealing with different government organizations.

As the next generation of citizens interact with government while moving through their life events, these expectations will continue to evolve, and enhanced citizen outcomes should be a leading priority. Government can reimagine the citizen experience not only at an organizational level, but across a network of linked services. With digital technologies making citizen-centric personalization the norm, government has a window of opportunity to take strategic action to put their own citizens at the center of all they do. Today, for example, Canadians engage with provincial governments for drivers' licenses and health cards, and with the federal government for passports. How could that experience improve for citizens if those two lines of government were linked through a digital identity? This would require a new type of cross-government collaboration.

While the civil service has always been highly focused on citizens, citizen (i.e. customer) centricity has not traditionally been at the core of government's services. The pandemic has accelerated the advent of citizen centricity and has opened the possibility for the government to redefine its interpretation of the citizen as a 'customer.' And governments are responding.

- Nova Scotia has committed to increase virtual access to telehealth and other government services.
- British Columbia is building a new digital framework and tech-enabled initiatives that will connect services to drive stronger decision-making with better access to cross-government data.
- Ontario is developing a framework in which it acts as a steward of service and the end-to-end experience of government.
- In Quebec, the collaboration between Servier and Centech and the creation of Servier's Artificial Intelligence Hub has resulted in better healthcare for patients, both in Quebec and around the world.

These initiatives show that governments understand the need to put the public ‘at the heart of every service’ via a coherent, consistent, centralized digital approach that encompasses all government functions – and that continually anticipates and adapts to ever-evolving public needs. Across Canada, provinces are showing what is possible in the shift to citizen centricity, and are beginning to take stock of the new fundamentals: that an external mindset may be needed, that doing digital will have to give way to ‘being’ digital, and that digital will have to reside, not at the edges of government, but at its heart.

### **Leadership in the context of digital government**

Digital government requires a new type of leadership – bold leadership that creates both a compelling vision and focuses on evolving culture across government. Government will need digital leadership that helps it transcend merely offering ‘digital projects and initiatives’ to actually ‘being digital’ in every aspect of government service delivery – not at discrete times but at the core.

Citizen-centric service design must be innovative and seamless across the end-to-end citizen journey. Becoming digital across a collection of government organizations is akin to turning a battleship – it requires extensive stewardship, and is not something that happens on its own. Government

digital leaders are recognizing the opportunity to be ‘active change agents’ who guide their organizations through new organizational structures, behaviors and governance.

By updating the accountabilities and governance structures across their organizations, and by creating shared platforms where inter-connected data can traverse departments, agencies and other entities, governments and their leaders can take concrete actions that deliver more successful outcomes. Key decisions on insourcing vs. outsourcing of government technology operations is another scenario where digital leadership will be required. “Large existing ‘outsourced managed service’ government contracts are coming to the end of their term in British Columbia,” states Alan Peretz, Advisory Partner, Strategic Growth Initiatives, KPMG in Canada. “This has created the opportunity for a renewal of the strategy needed for transformation. This is an important inflection point for government in British Columbia, and a great opportunity for renewal at a time when technology has advanced so much, data is ever more accessible, and the public has been driven to using technology more and more in everyday life.”

Government can also look to automation as a way to improve efficiency and productivity. By reducing the time that staff spend on automation, they have time to do more valuable, people-centred work. This will mean helping them

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**“Digital is more about the intersection between people and technology, and that affects all aspects of what we do. Before jumping to technology solutions, ask yourself, are you challenging your business model? Are you looking at your products and services through the lens of the user and their experience? If you push what you do today to be better and more responsive to changing needs, then technology will yield the results you are looking for.”**

**Dafna Carr**

Corporate Chief Information Officer/  
Associate Deputy Minister, Information  
and Information Technology, Ministry of  
Government and Consumer Services



to acquire new skills, but it will also require a change in management style, from command and control to a more trust-based, outcome-focused approach.

The necessary digital funding levels will also have to be established by leaders, who will help drive change through prioritization during budgetary conversations. By adopting private-sector KPIs such as customer and employee satisfaction, while also acknowledging that citizens seldom have an option to take their business elsewhere, governments can establish themselves as catalysts for change, setting new standards for service, accessibility and digital connectivity. Quantifying the benefits of citizen centricity in order to develop a rationale for digital investment is a recent exercise for government, and it is not always straightforward.

The upheavals of the recent past have given governments an opportunity to design services, programs and interactions from a digital-first perspective, and with active leadership in place, they will be better able to embed the rapid-service design that is essential to staying the digital course well beyond the periods when budgets are planned.



## Innovation in Action

### Quebec's Digital Transformation Strategy

Vision and culture are at the centre of change. This is clearly demonstrated in the unveiling of Quebec's 2019-2023 digital transformation strategy, in which Éric Caire, Minister for Digital Transformation, proposes that increasing the performance and transparency of the public administration depends on adopting digital technology. "All possibilities count," says Caire, "whether they are structural projects or more targeted advances. With this in mind, the public administration has set itself three major ambitions: Employees are at the heart of the transformation; Public services are digital from end to end; and Data is valued and given back to citizens. Indeed, it is by relying on the mobilization and creativity of its employees that the public administration will succeed in its digital shift. Openness, collaboration, networking, sharing and reuse will be part of everyone's digital reflexes."

### Digital Cultural Change at the Workplace Safety and Insurance Board

Another example of digital cultural change can be found at the Workplace Safety and Insurance Board (WSIB). The WSIB has established a digital team with an external mindset that guides the development of injured worker 'personas', citizen/stakeholder journey maps, and the evolution of these external citizen needs into tangible digital solutions. Digital leaders, such as Michael Martino, the Executive Director, Customer Experience and Digital Programs at the Workplace Safety and Insurance Board (WSIB), have established a vision for digital culture and stated that "citizen journeys have the opportunity to be 'blue sky' and can consider needs and activities of citizens that extend beyond the existing services of government entities." Imagine having an app linked to a digital identity, receiving new features on a regular basis and accessing services without having to provide basic information repeatedly. And consider also the innovation that citizen user and government co-design might release to Canadians.

## Culture, and what it means for digital

The adoption of an external mindset, becoming a ‘sensing’ organization, and imagining end-to-end citizen journeys vs. looking inward at a siloed set of services is at its core a matter of cultural change. And while this new approach to government services impacts people, process and technology, government change won’t begin in earnest until the ‘people’ aspect is addressed. The digital era is being powered in large part by a massive cohort of passionate and socially conscious young workers who are dramatically reshaping traditional workplace cultures. Talented young professionals are looking closely at a potential employer’s ‘brand’ in the job market before making an informed leap to new employment opportunities – typically choosing modern, digitally enabled, socially aware workplaces that align with their expectations, values and aspirations. The aim for government should be to foster a culture of continuous improvement where staff can fail fast, learn and evolve, all while bringing greater value to their roles and to the organization.

While these are exciting prospects, the external mindset being discussed must be balanced with the acknowledgement that government organizations have had a degree of risk aversion embedded into their culture. Rather than continuing to focus on adhering to highly-defined service offerings and processes, government now has an

opportunity to embrace a more flexible, innovative approach to service delivery.

While it’s essential to acknowledge the legacy culture when planning their approach to digital, government and public sector leaders can improve the probability of their digital success by empowering their staff to challenge existing assumptions. “To drive the next level of personalization and citizen centricity, modern governments should be creating a working environment with a growth mindset, making space for innovation adjacent to their core services and innovating with ecosystem partners”, states Armughan Ahmad, President & Managing Partner, Digital at KPMG in Canada. In particular, revisiting the existing cultural expectations for extensive controls and set processes, opens a path towards adopting a ‘fail fast’ innovation culture. The acts of being visible and communicating the overarching benefits of digital government will help their teams to understand the ‘why’ behind these organizational changes. This understanding will increase team resiliency, especially since these teams will likely undergo some form of individual level job changes as a result of the digital focus. Government’s sense of purpose as an employer and its ability to implement change can also be a key differentiator in recruiting and retaining talent, particularly younger people seeking to make a difference within a modern digital workplace culture.

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**“Government leaders will have to translate the need for citizen-centric digital services into an effective financial model that defines the benefits associated with improved citizen user experiences.”**

**Michael Klubal**  
National Industry Leader for Infrastructure,  
Government and Healthcare  
KPMG in Canada



## Taking an 'enterprise' approach to digital across government

Within every individual jurisdiction, there's an opportunity for a more citizen-centric mindset. But at the provincial level, as an example, should each ministry adopt digital services on their own? What types of changes could be planned centrally, and how might the ministries rationalize their digital initiatives to avoid duplication of similar services? Defining new agile, dynamic and digital operating models will be an essential task for governments as they reorganize. Enterprise-level governance and accountability will help make digital transformation effective. The opportunity for government will be integrating newer digital governance into legacy technology operations, which have traditionally existed within the domain of corporate CIOs. The evolution of digital in government began with the creation of a digital advisory and support capabilities that innovated 'at the edge.' This new capability will ideally become embedded within central agencies, will collaborate with ministerial and/or departmental

leadership on an enterprise level for strategic digital initiatives, and will be enabled via agile funding mechanisms and an enterprise-level governance and accountability structure.

By adopting a connected enterprise framework, forward-looking governments can gain insight into the changes required across the organization, then use that greater understanding to drive more substantive transformation. Connected enterprise draws separate parts of the organization together, building connections and reducing silos. Supported by connected organizations, government leaders have access to enterprise-level data and insights that power innovation. The foundations of a stronger future will be responsive operations that offer seamless interactions through innovative services. There's no going back to the old ways of doing things. 'The genie is out of the bottle' as the saying goes – and the genie is already looking ahead to the next new digital apps.





# Digital infrastructure

## Canada's path to inclusivity and opportunity

Technology and data have the power to unite us, to bring us closer together. Canada is a geographically vast country, with a widely distributed population. Digital tools, channels and infrastructure offer the possibility of connecting us in new ways, and government has an essential role to play in making these available to all regions and citizens.

While the pandemic has demonstrated that a lack of digital connectivity can impede economic prosperity, it has also highlighted the new ways that digital connectivity can unlock productivity. Inclusiveness and a sense of belonging for all Canadians can be increased meaningfully by providing digital access.

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**“As Canada transitions towards embracing and using data as an asset, it’s important to note that there isn’t a valuation equation yet. Because the country is still in a recovery environment – there’s an opportunity to look at the regulatory environment, and the ability to use technologies such as intelligent automation to rapidly dissect and run through algorithms, the vast amounts of data that will lead to a simpler regulatory environment while still protecting Canadians, and also unlocking our innovation and competitiveness globally.”**

**Leigh Harris, Lead Partner, Federal Government, KPMG in Canada**



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## Embracing the power of technology and data through digital infrastructure

In the face of growing awareness that the proliferation of digital channels and formats, the explosion of data and our interactions with technology are having wide-ranging consequences – both intended and unintended – there’s a new imperative for the government in its role of protecting citizens, and also fostering the competitiveness of Canadian businesses and industries as they exist and grow within this new world construct.

Before the pandemic, a significant portion of government investments were geared towards physical infrastructure and helping citizens continue to urbanize. But now, with more Canadians working from home and the widespread desire to live outside urban centers, there’s scope for government to turn that investment towards improving the digital infrastructure. “One of the key enablers that government can influence is digital infrastructure investment, ensuring that our citizens have wide-spread digital access, not only for Canadians in rural environments, but also for Indigenous people and marginalized groups,” says Michael Klubal,

National Industry Leader, Infrastructure, Government and Healthcare, KPMG in Canada. “A lack of digital infrastructure exists in many regions across Canada. Government, through targeted investment, can have a positive impact on new employment opportunities, increased productivity and greater competitiveness in the global economy.”

Improving the digital infrastructure will also make it possible for government to provide better access to training and education resources across a wider range of community groups. In addition to fostering individuals’ sense of safety and confidence, it will also facilitate the skills-building needed to meet the real-time demands of the Canadian economy. By taking an inclusive approach to digitization, government can also address inequities in technological access and awareness by extending infrastructure to all communities and ensuring that every household can afford the devices – such as laptops and cell phones – that they need to access government services.





## Trust and cyber security

Trust will be a critical task for government in Canada if digital transformation agendas are to be successful. Trust is essential for adoption of new services, and without adoption, digital cannot succeed. When citizens experience a breach at a retailer, they can choose to shop elsewhere. But that choice doesn't exist with government. Taxes can only be filed with one organization. Workplace insurance is only available from one organization in each region. As a result, this gives government an opportunity to position themselves in the vanguard – by implementing a higher standard for themselves, they can also create an environment that fosters change more broadly.

At the same time, it's essential to recognize that '100 percent cyber safe' cannot exist, and that fear of a potential breach should never mean not acting. In the end, digital, much like everything in business, is a risk management exercise. "Not all organizations face the same degree of cyber threats or have the same tolerance for risk," says Imraan Bashir, Partner and National Public Sector Cyber Leader at KPMG in Canada. "Understanding business context and applying risk management principles is essential to ensure that cyber security is 'right-sized' for your organization (e.g. booking a campsite vs. applying for a passport)."

Government must understand the impact to the business if something were to go wrong, and design security around that. The challenge is knowing when to stop, or what is 'enough' security. It's human nature to continue layering on protections against what is feared, or what isn't well understood. But it's also important to appreciate that risk exists in nearly every aspect of daily life and, no matter how much you invest in cyber security measures, some element of risk will always be present.

Perhaps because digital is newer and the risks are less understood, there's the prospect of redefining approaches – and responses – to risk. Governments have resources that let them add layers of protection and move strategically to reduce risk while still advancing with digital initiatives. To help with this, and to help see the impacts of cyber security on a broader scale, organizations should think of cyber security as a strategic business issue, one that is on the agendas of boards of directors, CEOs and higher-level management. Treating cyber security as a strategic risk is the first step in ensuring that it gets baked into digital transformation from the start, rather than being an inefficient (and costly) afterthought.

Redesigning processes for managing risk and security at an internal government level gives government an opportunity

to establish new standards that will be reflected in the wider market. Make security integral from the start and build it in a user-friendly way that will enable digital transformation to move forward in a way that encourages both adoption and builds trust at the same time. Take a risk-based approach to protecting data: look to prioritize key assets, prevent malicious activity where possible and be ready to detect and respond to threats quickly.

In many ways, even though accessing digital services has become commonplace, the digital landscape is still uncharted. This offers government the prospect of building connections and removing jurisdictional boundaries. Citizens continue to look for a more efficient way to confirm their identity in a single instance, without having to dig up old pieces of paper that are filed away. What's the solution? A digital identity. Canada's vision is to have a trusted digital identity that proves that you are who you say you are in an online context, enabling instant access to services across sectors. When different levels of government embrace the same root of trust, jurisdictional boundaries go away. In the analog world, we're already used to doing this: the most common proof of identity, in both the public and the private sector, is the driver's license. But as of yet, there's no widespread digital equivalent.



Digital identity also presents an opportunity to build citizen trust. Creating a safe digital alternative that gives users control over their data will solve many privacy issues by allowing them to consent to share the bare minimum required for any given transaction, as opposed to what we do today in the analog world where we often over-share information. Right now, Canada is at an inflection point. Canadians are aware of digital identity and there's a growing desire for adoption. Now, as a result of COVID-19, there are more online services that can leverage it. And the technology is finally catching up. Desire, demand and technology: all of these are maturing to the point where real change is possible. Identity management is the key and it presents government with both a challenge and an opportunity – how best to combine the power of data and capabilities so that they can help forge innovative and convenient new citizen connections. Those connections are made easier by Canada's globally-recognized work on establishing the Pan-Canadian Trust Framework, which, by establishing common rules and specifications for digital identities, is an important step in creating globally-accepted standards.

The public sector profile of this framework has been put into practice in several pilot projects:

- Residents of British Columbia and Alberta were enabled to use their provincial digital identities to gain direct trusted access to federal services delivered by the Canada Revenue Agency and Service Canada.
- Canadian public and private sector entities came together via the CIO Strategy Council in 2020 to develop the country's first Digital Trust and Identity Standard, paving the way for standardized implementation of technology solutions across the country.

Between this standard and supporting trust frameworks, with the right investment and collaboration between public and private sectors, government has an opportunity to lead Canada in implementing an interoperable digital identity ecosystem.

From an inclusivity perspective, identity systems also need to work for those who make little or no use of digital technology. This means that identity systems will need to support omnichannel delivery, much like the payments industry, who ensure that customers are able to conduct transactions in person, over the phone or digitally, which makes services accessible to all.





## The future of work and bridging the digital divide

The Canadian population is aging. Both private and public-sector organizations are struggling to manage talent shortages that are undermining their workforces and productivity, while also chasing the critical new skills needed for the digital age. There's growing attention on the impact that new technologies such as AI and robotic processing automation are having on jobs, and on the ways that governments deliver services. Establishing the appropriate levels of automation to enable a greater focus on value-added activities should be the goal, but it must be coupled with training programs that offer new digital skillsets.

"When we work with public sector organizations on modernization, what we often hear is a desire to 'leave no one behind,'" says Doron Melnick, National Leader, People and Change Services, KPMG in Canada. "Equity-seeking groups – often those who hold the jobs most affected by automation – could be disproportionately affected. And this could set organizations back in creating more diverse workforces and more equitable workplaces. So not only is there a business imperative to upskill employees and source talent more broadly across the country, there are also a social and economic development imperatives." Both new and reskilled employees will need to be fully prepared to work and interact collaboratively with emerging technologies – including automation and robotics – that are

being positioned to deliver increasingly personalized and seamless citizen experiences.

Like many large institutions, government is now considering how to define the future of work for its civil service as Canada's pandemic restrictions ease. And while the pandemic has been challenging for everyone – it's had a broad impact on mental health, as well as physical health – these challenges have been particularly acute in the public sector, due to the size of the workforce and its distribution across the country. A KPMG survey showed that 75 percent of civil servants believe that a hybrid workplace model should be the new standard, and 78 percent of civil servants want the flexibility to work both in the office and remotely. For government, incorporating workplace flexibility or a hybrid workforce will be a critical part of workplace assurance and managing the health and safety changes that have resulted from the pandemic. The need for change in the public sector has been significant, and pivoting quickly hasn't always been easy.

At the same time, the pandemic has made change possible. "As government goes through the thinking process and the structural adjustments that will be needed, there's a phenomenal opportunity," says Leigh Harris, Lead Partner, Federal Government, KPMG in Canada. "Government can

now open up and embrace more regional, cultural and language diversity and inclusion across the country, both in key sectors and in key functions."

What is clear is that the themes of future of work and digital equality can be brought together to enable a new type of working environment, while also contributing to regional prosperity across our country. These themes can unlock prosperity through the distribution of employment to new sources of talent that reside outside of our traditional urban centres, and this is an advantage that is open to not only governments, but all organizations. The benefits of this new approach to virtual work and the sourcing of talent can be extended through the decoupling of geographic proximity from the execution of work activities. Consider how much hybrid or remote work reduces our carbon footprint, as demand for mass transportation declines and organizations reduce the energy needed to staff offices. Imagine the positive impact of the quality of life improvements due to spending much less time idling in traffic. Government can lead this transformation by embracing new ways of working across the organization. The opportunities exist across urban, sub-urban and rural regions – increased digital connectivity linking regional talent with exciting new job opportunities. Will we take advantage of these opportunities, or will we revert back to the traditional ways of interaction?



# Conclusion

There are a multitude of opportunities available for governments as they look to build upon the lessons learned through the pandemic response. With the pace of digitization accelerating, governments have an opportunity to redesign traditional processes in ways that don't just keep up with citizen preferences and expectations, but that exceed them.

Now is the time for governments to redefine their own functions, processes and limitations in ways that look ahead to a digital-first world. Digital transformation must be accompanied by citizen centricity, and success will depend on leadership's ability to put the citizen at the heart of all processes and build trust.

By starting with the citizen at the core, then redefining government from the inside out, progress can be optimized across the broader market. This citizen-centric approach to work should be the guiding force for all internal government roles and processes. It should leverage the lessons and opportunities provided by the pandemic to increase inclusivity and diversity amongst the workforce, and to ensure that services are dispersed geographically.

These future-looking approaches aren't just rebuilding for today, they're creating a stronger tomorrow, and there are many opportunities on the horizon. KPMG in Canada is establishing a government research center that will act as a hub for developing strategic insights on how governments can modernize and transform. The research generated here will pull insights from real data across a wide range of areas, including social and economic development, and how government and the public sector can deliver meaningful change on environmental and ESG concerns. To support these insights, we'll soon be releasing additional thought leadership on these and other related topics.





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