



# KPMG China in the Community

**Corporate Social  
Responsibility  
Programme**

[kpmg.com/cn/CSR](http://kpmg.com/cn/CSR)

# CONTENTS

Chairmen's message	4
KPMG Foundation	6
KPMG at a glance	9
CSR's Four Pillars under the 3Es approach	10
Key CSR programmes	12
Advancing Sustainability	16
Lifelong Learning	18
Promoting Inclusive Development	22
Inclusion and Diversity	24
Fundraising sports events	28
Chairmen's Awards	30
Awards	31





## CHAIRMEN'S MESSAGE

At KPMG China, we believe that we should use our skills and resources to empower change and make a difference for our people, our clients and our community. Every day, we use our expertise to create sustainable solutions for our clients, with the aim of improving the community where we live and work. Corporate social responsibility (CSR) is at the heart of KPMG's culture, and we are therefore pleased to share the progress of our CSR developments in China.

Our efforts to address environmental and social issues are united across KPMG China's offices in 19 cities. Under the 3Es – Education, Environment and Empowerment – we focus on our four CSR pillars:

1. Lifelong Learning
2. Advancing Sustainability
3. Promoting Inclusive Development
4. Inclusion and Diversity

Investment in education and lifelong learning

is one of the most important catalysts for addressing formidable social issues, including income disparity and youth employment. In a world of escalating uncertainty, the potential resulting from an increased focus on learning inspires confidence that we can empower change – in the marketplace and our communities. We know that a commitment to lifelong learning can help break the cycle of poverty.

In 2015, 193 UN member states adopted the *2030 Agenda for Sustainable Development*, which included a commitment to "ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."<sup>1</sup> In response to this shifting global focus, in 2016 KPMG's Global Board set a new 2020 corporate citizenship goal, which aims "to inspire confidence and empower change through a global commitment to promoting and enabling lifelong learning." Globally, we are actively seeking to meet this imperative through the KPMG's Family for



Literacy programme. In China, we organise mission trips to our sponsored Hope Schools twice each year; and in 2018, another school rebuilding project was completed in Mang Long Village, Yunnan. We will continue to look for opportunities to support educational initiatives in the years to come.

Our investment in business education and volunteerism at all levels has brought about a multiplier effect. By giving to a programme, a person or an organisation, we have an impact on many – a proliferation of knowledge, ideas

and understanding. All these efforts help expand our influence and build solid trust among the public.

As we celebrate the 10th anniversary of the KPMG Foundation, we aim to continue engaging our employees, alumni and stakeholders in the community to bring about systematic change in business and society. We look forward to another decade of driving innovation, delivering leadership, and creating shared economic and social value in China.

# KPMG FOUNDATION

In 2018, we celebrated the 10th anniversary of the KPMG Foundation, a charitable entity that aims to engage our employees, alumni and stakeholders in the community to bring about systematic change that addresses environmental and social issues.

The foundation is governed by a board, which meets regularly to review grant proposals, select grantees and manage the partnership's contributions to strategically allocate funds in

line with the firm's four CSR pillars. The board also works with KPMG China's 15 local CSR Committees to identify volunteer opportunities and potential community partners.

This structured giving platform complements our firm's CSR goals, and helps ensure that all our programmes are needs-driven, scalable and sustainable in the long term.



# SUSTAINABLE DEVELOPMENT GOALS (SDGs)

In September 2015, the United Nations Development Programme set out 17 Sustainable Development Goals (SDGs) in its *2030 Agenda for Sustainable Development*.<sup>2</sup> The SDGs recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs – including education, health, social protection and job opportunities – while also tackling climate change and environmental protection. KPMG China has taken responsibility for implementing these goals.



Source: United Nations



## KPMG AT A GLANCE



Reduced net emissions per full-time employee by **0.8%** in 2017 compared to 2016 (taking into account the purchase of renewable energy certificates (RECs))



Over **19,000 hours** spent volunteering in 2017



Over **1,400 students** reached in school missions in 2017



Over **20,000 hours** spent on pro bono work annually



Over **410** representatives from social enterprises and NGOs attended KPMG China training sessions from 2010 to 2017



Helped sponsor and support over **6,000 surgeries** for underprivileged children with cleft lips and/or palates through Beam International Foundation (formerly Operation Smile) from 2004 to 2017

# CSR'S FOUR PILLARS UNDER THE 3Es APPROACH

KPMG's CSR strategies focus on the 3Es – Education, Environment and Empowerment. Under this framework, we have rolled out different sustainable initiatives that focus on Lifelong Learning, Advancing Sustainability, Promoting Inclusive Development, and Inclusion and Diversity. With CSR at the heart of KPMG's culture, our efforts are united to address different environmental and social issues through thought leadership and stakeholder engagement.



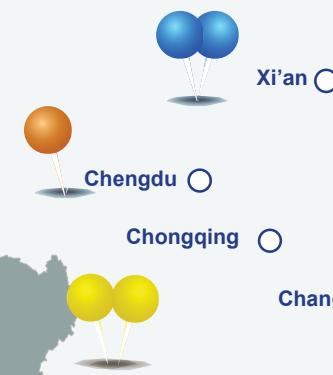
“ Public trust is critical to the success of our firm. When we use our skillsets to help solve longstanding issues in society, we are playing an important role in improving the cities we operate in and supporting the stakeholders we interact with every day. Being a responsible business is at the centre of everything that we do. ”

**Pat-Nie Woo**  
Partner, Corporate Social Responsibility, KPMG China

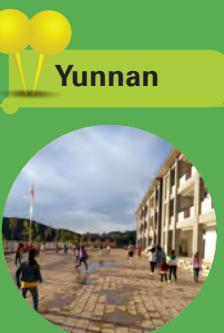
# KEY CSR PROGRAMMES

KPMG Hope  
Schools &  
mission trips

KPMG China offices



Beijing  
Beijing  
Zhongguancun  
Tianjin  
Shenyang  
Qingdao  
Nanjing  
Shanghai  
Hangzhou  
Wuhan  
Xi'an  
Chengdu  
Chongqing  
Changsha  
Fuzhou  
Guangzhou  
Foshan  
Xiamen  
Shenzhen  
HongKong  
Macau



- KPMG Zhang Qi Hope Primary School
- KPMG Gao Qiao Hope Primary School
- Sichuan Community Centre
- KPMG Fang Niu Chang Hope Primary School
- Mang Long KPMG SA-PH Primary School

## Nationwide CSR programmes

### Environment

- Global Climate Response
- Living Green initiative
- WWF Earth Hour

### Education

- China Care Fund student sponsorships, English camp and music camp
- Enactus
- KPMG's Family for Literacy (KFFL)
- KPMG Hope Schools and mission trips (Yunnan, Gansu and Sichuan)
- New Great Wall student sponsorships and mentorship programme



### Empowerment

- Beam International medical missions
- Capacity building for social enterprises and NGOs
- Celebrating International Women's Day
- Global Dignity Day
- Inclusion and Diversity Awareness Week
- Pro bono audit and advisory services
- CFPA Microfinance programme
- Migrant youth programmes





## ADVANCING SUSTAINABILITY



### Carbon emission reduction target

In 2008, KPMG launched the Global Green Initiative (GGI) as a global response to the challenges of climate change. The Global Climate Response is the next evolution of GGI, with broader goals and action on climate change. Our global target is a further 10 percent reduction in global net greenhouse gas (GHG) emissions by 2020 against a 2016 baseline. Part of our commitment to reducing our environmental impact is to measure, reduce and report KPMG's combined GHG emissions inventory. Furthermore, KPMG promotes sustainability by contributing to our communities and the marketplace, as well as by raising awareness and engaging our people.

### Green building and facilities

KPMG China is moving more of our offices to 'green certified' buildings in cities such as Chengdu, Guangzhou, Hong Kong, Foshan, Shanghai, Shenzhen, Wuhan and Xi'an. Additionally, in April 2017, we began our energy tracking pilot project in Hong Kong where we installed smart meters on one floor of both our Hysan Place and Prince's Building offices. These installations allow our colleagues to monitor their electricity consumption through an online dashboard, which also provides some tips based on their usage data.

We have also posted stickers around the Hong Kong and Beijing offices with reminders and tips on how to reduce, reuse and recycle waste. We will gradually do the same in other offices.

### Collaboration with landlords

Sustainability is a crucial process that can only be ensured through joint effort and well-established partnerships. We work closely with our landlords to make continuous improvements, such as introducing glass recycling and exploring the possibility of installing more energy-efficient motors to improve air conditioning efficiency.

### World Wide Fund for Nature (WWF)

KPMG was one of the first members of WWF Hong Kong's Low-carbon Office Operation Programme (LOOP), and has become an active supporter of WWF's various initiatives such as Earth Hour. Since 2014, we have been a Silver Corporate Member of WWF Hong Kong.



Our Green Warriors group aims to empower our colleagues. By exploring environmental problems through movies, guest speakers and outings, we hope to educate – and much more importantly – inspire our people to be part of the solution. We hope our members will become sustainability change agents both at work and at home, so that we can all make a real, positive difference.

**Stacey Wolpert & Alice Lai**

Leaders, KPMG Green Warriors interest group

### Living Green initiative

The Living Green initiative examines various aspects of our operations, with the aim of making our offices more environmentally friendly. Furthermore, the initiative aims to raise our people's awareness of climate change and promote a low-carbon lifestyle, for example by sharing green tips and offering vegetarian meals at our brown bag lunch seminars.



# LIFELONG LEARNING

## KPMG Hope Schools

In 2010, three school rebuilding projects in Yunnan and Gansu were completed under the partnership between the KPMG Foundation, Sowers Action and local governments. Since then, volunteer missions have been organised every year to give staff and students the opportunity to interact and connect. In 2017, another school rebuilding project was completed in Mang Long Village, Yunnan. The KPMG Foundation continues to look for ways to enhance facilities at these schools.

## Sichuan Community Centre

In December 2008, the KPMG Foundation reached an agreement with the China Children and Teenagers' Fund (CCTF) to build a community centre in Sichuan, and our foundation continues to support its operation. The centre's design combines green building principles, renewable energy and resources, and quake-resistant technology. It is a community gathering place, providing after-school activities and vocational training, where our people play an active role.

“

Since 2010, KPMG has sent volunteers to the KPMG Hope Schools in Gansu and Yunnan, and to the community centre in Sichuan, with the aim of broadening students' horizons and helping them build positive and inclusive values. We hope the children can feel our love and live happier lives. We look forward to having more colleagues join the school missions. Give your best and help others – you will never regret making this choice!

**Tracy Zhang**

Head of Financial Services Tax, KPMG China



## Student sponsorship programmes

We are committed to developing potential and creating well-rounded educational opportunities for underprivileged primary- to tertiary-level children and youths. The KPMG Foundation provides annual financial aid to students in need through different charities such as the China Foundation for Poverty Alleviation (CFPA), the China Care Fund (CCF) and the Society for Community Organization (SoCO).

”

## China Care Fund Student Sponsorship



**30**

students sponsored annually

## KPMG's Family for Literacy



**5,000**

Over books  
donated to local schools and charities in 2017

## KPMG's Family for Literacy (KFFL)

We believe investment in education and lifelong learning is one of the most important catalysts for addressing formidable social issues. We are committed to working towards the fourth SDG, Quality Education, as it provides a ticket out of poverty and into prosperity. KFFL aims to combat childhood illiteracy by providing books to children who would otherwise not have access. The programme engages our partners, employees and family members through book donations, reading sessions for children, and by handing out new books to children across China.

KPMG China has also equipped the libraries in our four Hope Schools, as well as the libraries of two migrant schools in Beijing and Xiamen.

## Enactus

Enactus aims to inspire students to improve the world through entrepreneurial action. The organisation mobilises university students to create community development projects that put people's own ingenuity and talents at the centre of improving their livelihoods. Every year since 2004, our staff volunteers have served as business advisors and judges in various student projects and competitions.





## CFPA - New Great Wall Programme



## Society for Community Organization (SoCO)

Since 2003, we have partnered with SoCO to sponsor and assist local underprivileged children and youths through different activities and events – from large-scale English learning programmes, to student internships, to other activities such as a Christmas party and elderly home visits. We provide financial support as well as volunteers to manage the events.

The *We Will Fly* project was rolled out in 2012. This three-year programme featured well-designed English classes and social activities that aimed to improve English levels and widen the horizons of grassroots students. KPMG China provided HKD 1.56 million in funding and reached over 500 students. In partnership with the ABC Education Foundation and the ABC Pathways School, *We Will Fly II* was launched in 2017. This sequel project aims to strengthen students' English foundation at an early age. It also offers a series of parenting skills workshops for parents.

## New Great Wall (NGW)

NGW was launched in 2002 by the China Foundation for Poverty Alleviation (CFPA) to provide financial aid and support services to disadvantaged college students. KPMG China began supporting this project in 2005, with the aim of helping these students start and continue their university education. Every year we call for donations from partners and colleagues, and our foundation matches each contribution dollar-for-dollar.

In addition to financial support, we provide guidance and mentorship to the students to help them build confidence and develop communication skills.



## The Center of Youth Talent Enlightened (Diggers)

We believe that education should not be limited to knowledge gained through textbooks. Lessons learned outside the classroom should be valued and emphasised as well. For this reason, KPMG has partnered with Diggers since 2016, a Chinese youth development NGO, to put on a joint programme called the CSR Innovation Project Competition. This competition aims to provide a platform for university students to unleash their creativity and potential by proposing community-based CSR programmes that address social and/or environmental issues. KPMG employees take part as interviewers, mentors and judges – using their professional knowledge and skills to help students with their proposals and potentially turn them into reality.

# PROMOTING INCLUSIVE DEVELOPMENT

## Pro bono audit services

Using our professional specialist knowledge and skills to help civil society enhance its accountability, credibility and performance is one of our key commitments and contributions to our communities. We provide pro bono audit and advisory services to charities and NGOs of all sizes, supporting their efforts to address social issues. Our services also provide assurance to both donors and the public that donations to these organisations are well-spent.



## The Hong Kong Council of Social Service – HSBC Social Enterprise Business Centre (SEBC)

In 2008, we partnered with the SEBC to advance social entrepreneurship and mobilise social innovation. A team of our volunteers joined the organisation's Social Angel Programme to provide answers to questions posted by social enterprises. We also provide annual training workshops that equip social enterprises with the tools they need to address potential accounting and financial problems.

## CFPA Microfinance

CFPA Microfinance is a leading social enterprise dedicated to providing microfinance services to rural communities. In 2016, KPMG began delivering capacity building workshops to the organisation's finance staff so that they could provide more effective and efficient services to their clients.

Since 2017, we have also participated in two research projects that focus on cooperative and digital finance. Findings from these projects are being used to promote the development of rural finance in China. Going forward, we will continue to work closely with these projects to explore new ways of using our resources to help lift rural villagers out of poverty.

“  
One of KPMG's CSR focuses is promoting inclusive development. By providing professional training and consulting services, we hope to help social enterprises build capacity and create shared value for society. In supporting CFPA Microfinance, we use our expertise to help the team improve their financial management skills so that they can provide better financial services and benefits to the farmers.

Ellen Jin  
Partner, Audit, KPMG China

In 2018, CFPA Microfinance cooperated with KPMG China, the Finance School of China Agricultural University, the Finance School of Nanjing Agricultural University, and Visa Inc. to research supply and demand issues related to rural finance, and publish a case study book titled *Walking on the Rural Path*. This publication reflects the current situation, issues and achievements of rural finance.





## INCLUSION & DIVERSITY

We believe that inclusion and diversity (I&D) is a fundamental part of KPMG's culture and core values. We must foster inclusion and diversity to run our business sustainably and successfully in the long run.

We place great importance on diversity of thought by leveraging diverse thinking, skills, experience and working styles to better serve our people, clients and the public. We also strive to increase diversity at both the local and global level. We support this aim by providing support and opportunity to all people, regardless of age, race, gender, ethnicity and other distinguishing characteristics. Rather than let these differences divide us, we seek to make good use of our diversity by creating an environment where everyone can succeed.

KPMG China sponsors and participates in research and programmes that improve our understanding of I&D in the workplace and marketplace. We strive to provide an inclusive environment for our people by offering:

- Flexible work arrangement options
- Coaching and leadership training programmes
- Cross-cultural awareness programmes
- Gender equality awareness sessions
- Global onboarding and inter-office virtual classrooms
- Hiring People of Differences
- The Inclusion and Diversity Council
- Kids' days organised for working parents
- Mentorship and buddy programmes
- Mothers' nursery rooms
- Sponsorship for women's leadership conferences and seminars
- Support for Women on Boards initiatives

I feel so indebted to DE Empower and KPMG for offering me the opportunity to build my confidence by bringing what I learned from school to a real work environment.

My colleagues' recognition of my abilities and the camaraderie at KPMG enable me to be given the same kind of respect enjoyed by everyone.

KPMG empowers people – not just those with disabilities, but also those who find themselves struggling to have confidence in people with disabilities.

**YT Chung**  
Translation Officer, KPMG China



### Inclusion and Diversity Awareness Week

KPMG China believes that I&D drives innovation and inspires our people. The first annual nationwide Inclusion and Diversity Awareness Week was held in 2016. Throughout the week, a series of firm-wide activities are held that aim to create an inclusive workplace in which everyone feels included and respected.



### International Women's Day (IWD)

IWD is celebrated on 8 March every year in an effort to embrace women's uniqueness and in recognition of their valuable contributions and achievements.

KPMG China celebrates IWD through different activities each year. For example, our people participate in the Wear Purple campaign and Plan International's 'Because I Am a Girl' charity run, which advocates girls' rights. We also host inspiring talks from successful female figures. Globally, KPMG has launched an online platform for our colleagues where they can pledge how they will drive change.



## Migrant youth programme

The KPMG Foundation offers experiential learning programmes to students through the Qi Chuang Social Work Service Center. These programmes help migrant students better integrate into their communities and build self-confidence. Additionally, resource poor migrant schools can get facility upgrades such as hardware modernisation through the Shanghai Adream Charitable Foundation, with which the KPMG Foundation collaborates.

In 2017, KPMG China and the Center of Youth Talent Enlightened launched the Photo Voice Programme. As at August 2018, this programme had served 160 children from Yunnan, Anhui, Henan and Jiangsu provinces. This project provides an average of 35 hours of integration activities and soft skills training to each student. The Photo Voice Programme promotes self-determination among students from Yunnan province, and has helped improve their social integration. The Photo Voice project has also made more groups aware of how migrant children live and think, and has received praise from people from all walks of life.

## BEAM International medical missions

Beam International Foundation (formerly Operation Smile) is a medical charity which provides free surgeries for underprivileged children with cleft lips and/or palates in rural China. Since 2004, our staff have volunteered for the medical missions, assisting as interpreters, logistics coordinators and medical record keepers. The KPMG Foundation makes an annual donation to support 50 surgeries during these medical missions.

In 2017, 24 KPMG employees participated in six medical missions in Bijie and Zunyi (Guizhou), Ziyang and Luzhou (Sichuan), Zhengzhou (Henan), and Fengkai (Guangdong).



## Dialogue Experience

Since 2016, KPMG China has organised talks and workshops with Dialogue Experience (DE) to raise our colleagues' awareness of the talents and strengths of people with disabilities. Additionally, KPMG China is proud to have received the iCorp One-Star Inclusive Office Award from DE in recognition of our commitment to nurturing an inclusive and diverse culture, raising awareness of ability rather than disability, and promoting the employability of People of Differences.

## Enrich HK

Since 2017, we have collaborated with Enrich HK to empower migrant domestic workers with financial skills and knowledge. The KPMG Foundation has funded 18 sessions of financial literacy workshops – half in English and half in Bahasa. Through this programme, the participants learned how to make their own financial plans through practical tips and advice provided by professional speakers.

## Project WeCan and Life Buddies

Project WeCan is a CSR programme founded by Wharf in 2011. In 2016, the KPMG Foundation adopted a school through the WeCan network, Caritas Tuen Mun Marden Foundation Secondary School. Situated in Hong Kong, the school has students from 18 different countries – 12 of which are included in the 'Belt & Road' Initiative – and various religions.

We also provide support to the school through the Life Buddies mentorship programme, which was launched by the HKSAR Government's Commission on Poverty. Various activities are organised for mentors and mentees throughout the year. These include the Global Dignity Workshop which aims to instil a positive and inclusive sense of value in youngsters, and company visits which are organised to expose students to different career options.

In 2018, we sponsored a new school – Buddhist Wong Fung Ling College – by raising funds through the Great Wall Challenge.

# FUNDRAISING SPORTS EVENTS



## Egg Walkathon

The Shanghai United Foundation started the Egg Walkathon in 2011 as a public charity and fundraising event, with the purpose of promoting children's health, education, security and social integration. Participants challenge themselves in a 50km walk that can last for up to 12 hours. Since 2013, over 500 KPMG employees have been involved, and over RMB 2.3 million has been raised for children and teenagers in need.

## Great Wall Challenge

In 2018, KPMG and key global client HSBC joined forces to demonstrate our commitment to the Chinese community by holding the first HSBC-KPMG Great Wall Challenge trek. It was a five-day expedition across the Great Wall of China, raising funds to support lifelong learning for underprivileged children in China.

## Standard Chartered Hong Kong Marathon (SCB Marathon)

Over the past few years, hundreds of KPMG staff members and their family and friends have taken part in the SCB Marathon. In 2018, KPMG China raised over HKD 220,000 through the event. These funds went towards supporting Orbis and the Hong Kong Paralympic Committee & Sports Association for the Physically Disabled.

KPMG China is proud to have received the Highest Donation Award for 10 consecutive years.



## Shanxingzhe Walkathon

Since 2015, KPMG China has participated in the 50km Shanxingzhe Walkathon, organised by the China Foundation for Poverty Alleviation (CFPA). Over the past four years, 224 KPMG staff members and over 200 volunteers have joined the walkathons in Beijing and Chengdu, raising over RMB 1.2 million. All our teams completed the walk within 11-17 hours. The Beijing walk takes place on one of the most well-known sections of the Great Wall, the Juyong Pass, and the Chengdu walk is held in the Dujiangyan area.

Our donations go towards supporting the New Great Wall programme, to empower and transform the lives of underprivileged youths in China. 11 kitchens were equipped for primary schools in Guizhou province, so that hot food could be served to the children.



## KPMG Run for a Claus

Since 2015, the KPMG Foundation has served as a major donor of Operation Santa Claus (OSC), an annual charity campaign jointly organised by the *South China Morning Post* and *Radio Television Hong Kong*. In 2016, we hosted our first signature fundraiser in Hong Kong – KPMG Run for a Claus. The event consists of a city-wide scavenger hunt, supported by Team Building Asia, in which participants run around the city tackling GPS-triggered challenges. In 2017, we hosted 46 teams and raised over HKD 500,000 for OSC.



## Shenzhen Walk for Love

Every year, KPMG teams raise funds and complete a 50km trail race in the Walk for Love event. All donations are channelled to the One Foundation to support the underprivileged.

Charity comes from the heart and is reflected in our actions. Our sweat and tears may not bring huge changes to the world, but they can definitely bring smiles and happiness to our beloved children.

**Leon Liu**  
Manager, Audit, KPMG China

# CHAIRMEN'S AWARDS

The Chairmen's Awards are presented annually to recognise individuals and groups who demonstrate commitment to serving the community. The KPMG Foundation donates HKD/RMB 10,000 on behalf of awardees to the

charity of their choice. KPMG China launched the Grand Award in October 2017, which is selected from among all awardees in that year. HKD/RMB 30,000 will be granted as a donation for this award.

Since 2007, 120 individuals and 14 teams across KPMG China offices have been honoured with Chairmen's Awards.



# AWARDS

KPMG has been recognised numerous times for its commitment to CSR. Here are some of the awards we have received over the past few years:

- Progressive Shanghai Volunteer Service Team in 2016-17 – Shanghai Association of Volunteers
- Best Volunteer Service Organisation in Jing'an District 2018 – Shanghai Jing'an District Civilization Office and Jing'an District Volunteers Association
- 2018 World's Most Attractive Employer for Business Students – Universum
- 2018 Best Companies to Work for in Asia – Hong Kong – HR Asia
- 2018 Top Human Resources Management Awards – 51job.com
- 2018 The Best Intern Employer – shixiseng.com
- 2017 The Innovation Extraordinary Employer Award of the Year – Liepin.com
- 2017 Best Companies to Work For in Asia – China – HR Asia



[kpmg.com/cn/socialmedia](http://kpmg.com/cn/socialmedia)



For a list of KPMG China offices, please scan the QR code or visit our website:  
<https://home.kpmg.com/cn/en/home/about/offices.html>.



[kpmg.com/cn](http://kpmg.com/cn)

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

© 2016 KPMG Huazhen LLP — a People's Republic of China partnership, KPMG Advisory (China) Limited — a wholly foreign owned enterprise in China, and KPMG — a Hong Kong partnership, are member firms of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. [Printed in China]

The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Publication date: October 2018