



Our Impact Plan

KPMG in India

June 2023

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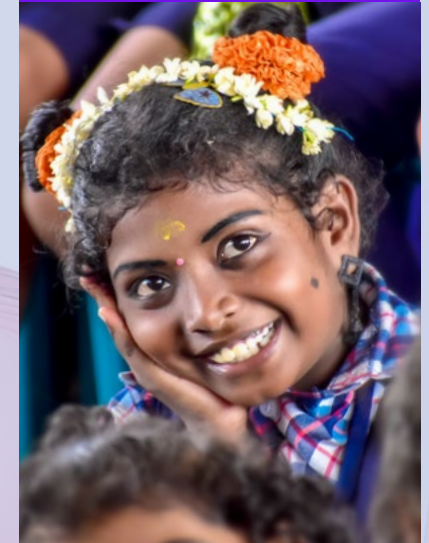
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About KPMG in India

29
offices

16
cities

Established in **September 1993**, KPMG in India works with **43%** of the **Fortune 500** companies, globally.

Second-largest headcount
for KPMG globally



40k+
people in India



43%
diversity



63%
millennials



33%
gen Z

30 years of making
a difference



Please hover on the dots for our office locations.

Our Impact Plan

Our Impact Plan is where our passion meets purpose.

At KPMG in India, we have both the opportunity and the responsibility to shape the fabric of critical issues that confront our world today. This also embodies the essence of KPMG's Purpose: Inspire Confidence and Empower Change.

We firmly believe that championing environmental, social and governance (ESG) principles cultivates trust, mitigates risks, unlocks value and forges the path towards resilient businesses and a sustainable future. While we have been monitoring our climate performance, people metrics and community contributions for over five years, this is the first year in which we are cataloguing our ESG commitments under one umbrella – **Our Impact Plan (OIP)**.

OIP highlights our ESG commitments and actions based on four pillars: Governance, People, Planet and Prosperity.

Join us as we embark on a transformative journey, where every decision we make, every initiative we champion and every partnership we forge, resonates with the deep-reaching impact we aspire to create. Together, we hope to transcend the ordinary to craft an extraordinary legacy.

Reporting period

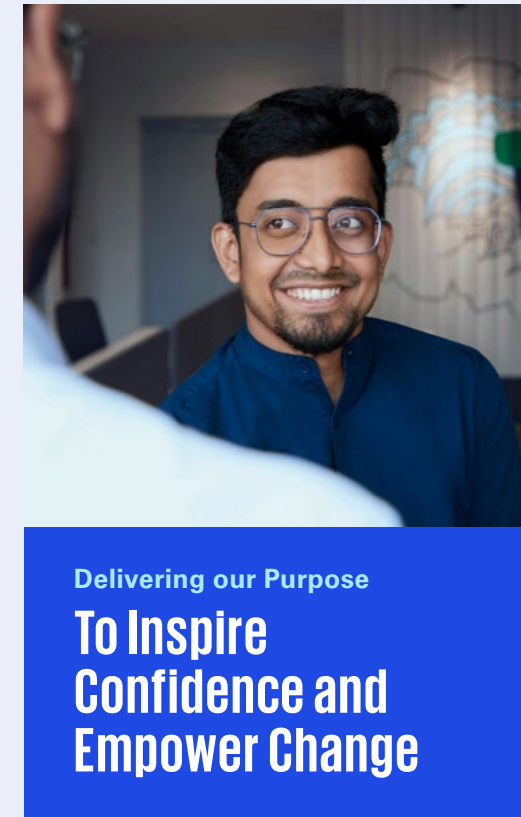
The report covers financial year 2022 (from 1 October 2021 to 30 September 2022, hereafter abbreviated as 'FY22').

Reporting reference

The report has been prepared using the core set of Stakeholder Capitalism Metrics, which are recommended in the white paper 'Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation,'¹ issued by the World Economic Forum's International Business Council. KPMG globally played a key role in shaping this report.

Reporting scope

The report scope includes ESG commitments and actions of KPMG's 29 offices across 16 cities in India, covering KPMG member firms in India, which includes KPMG Global Services.



¹ Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation, World Economic Forum, September 2020, accessed June 2023

30 years of making a difference

At KPMG in India, we are driven by the powerful vision of shaping the future while making an indelible mark in the environmental, social and governance (ESG) space. We are steadfast in our commitment to 'Inspire Confidence and Empower Change,' recognising that our work must go beyond traditional boundaries to create

a meaningful impact on our clients, people, communities and the nation.

Celebrating 30 years of our presence in India, our exponential growth has accompanied our country's own remarkable rise on the global stage.

We are privileged to have contributed to its development during this period, and proud to be in a position to support decisive action, on our own part and that of others – towards tackling the collective challenges facing businesses and the society today. Longer-term impact such as building a low-carbon energy system, fostering socio-economic inclusion and accelerating skill development and employment opportunities, calls for cooperation, collaboration and an unwavering commitment to doing what is right.

As responsible corporate citizens and one of the fastest-growing member firms in the KPMG International network, we recognise that our purpose today is more relevant than ever before. We have a once-in-a-generation opportunity to drive meaningful change and build a better tomorrow. We understand that concrete action that we take today will enable us to build a future that is beautiful, for us, our clients as well as our communities. It is with this endeavour that we forge ahead to **make every day awesome at KPMG.**

Reflective of our resolve, **Our Impact Plan** underlines our determination to push forward positive change through our people, clients and communities. It enables us to put a long-term, practical lens to our ESG commitments, as sustainability becomes integral to all decision making. ESG is no longer an also-do; it permeates everything we do.

We continue to build trust and foster growth, with our Purpose as our north star. We bring the full force of KPMG's experience and expertise to catalyse positive change for our clients, our people, our communities and the wider stakeholder ecosystem.

With a shared vision of a sustainable future, we are Together. For Better.

From the people of
KPMG in India



Material topics

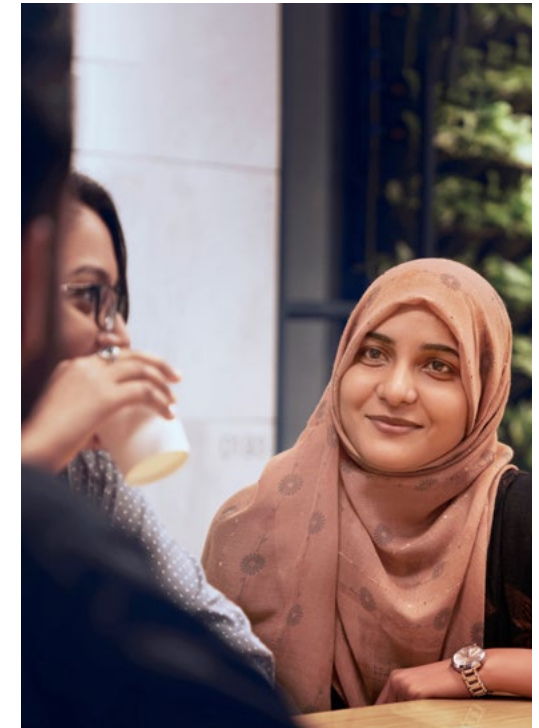
To help us focus on the most important ESG issues and align our resources (including programmes) in meaningful ways, we have outlined 12 material topics that matter the most to our business and stakeholders, and have classified them under four pillars.

Governance

- 1. Purpose, Values and Culture:** We are led by our Purpose and are committed to creating a values-based, responsible and people-centric culture.
- 2. Ethics, integrity and independence:** We are committed to observing the highest standards of personal and professional behaviour, consistent with our aim of becoming the most trusted professional services firm.
- 3. Transparency and accountability:** Our governance and practice management standards ensure consistency and accountability across the entire organisation, in our markets and stakeholder ecosystem.
- 4. Providing high-quality services in public interest:** We have a fundamental commitment to serving public interest, building trust and advising clients on how they can transform their business to create sustainable value.
- 5. Information protection:** Cybersecurity and data privacy represent significant risks if they are not closely monitored. Protecting information is fundamental to every service that we offer to our clients.

People

- 6. Talent attraction, development and retention:** As a people's business, attracting and nurturing talent is critical to our success. We foster a continuous-learning environment and empower our people to make a mark.
- 7. Inclusion, Diversity and Equity (IDE):** By valuing differences, we foster an inclusive and open environment underpinned by equal opportunity for all.
- 8. Health and well-being:** The mental health and physical well-being of our people is a priority for us. We endeavour to provide tools and practices that help them to be healthy and feel secure and supported.



Planet

9. **Environmental sustainability:** We work towards a culture where sustainable practices, both within and beyond our organisation, are a part of our DNA, in order to leave a healthier planet for future generations.

Prosperity

10. **Economic contribution:** We are committed to enabling wider economic growth and prosperity, and contributing to nation-building in meaningful ways.
11. **Technology and innovation:** Embracing the benefits of technology and innovation helps us stay relevant and competitive, enabling us to provide cutting-edge solutions for our clients.
12. **Impactful community initiatives:** We aim to create a positive impact on the communities we serve through a wide range of social initiatives, with emphasis on education for the youth and the underrepresented populations.



Our Impact Plan presents our commitments on our journey of becoming a more conscious and responsible business. It reaffirms our pledge to focus our efforts in alignment with the UN Global Compact Principles and the UN Sustainable Development Goals.

These 12 material topics have been arrived at through a comprehensive approach that considers the following:

- Understanding shifting stakeholder and business priorities arising from global and societal issues
- Employee engagement and employee trust data from the annual KPMG Global People Survey (GPS)
- Significant business risks included in our Enterprise Risk Management framework
- Peer norms
- Learnings from material issues identified by KPMG International and other KPMG firms

Key highlights of FY22

Governance

Zero-tolerance approach

to bribery and corruption

Quality Management Systems compliant with the **International Standard on Quality Management (ISQM 1)**

As a member firm of KPMG International Limited, **aligned to the UN Global Compact**

Mobilised **Our Impact Plan team** to help deliver on our ESG commitments and drive change globally

People

Second-largest headcount,

with **40k+** people, within the KPMG network

19k+ people onboarded in FY22

86 Global People Survey (GPS) score in FY22, up **4 points** from FY21

43% gender diversity across levels

2,950k total learning hours with **c.75** learning hours per person

Insurance cover for immediate and extended family – **one of the best in the market**

A 'speak up' culture supported by accessible avenues such as **local hotlines, international hotline and POSH mailbox**

Planet

Committed to becoming
'net-zero'
by 2030

Global carbon reduction targets validated by
Science Based Target initiative (SBTi)

37%
reduction in gross carbon emissions in FY22 as compared to the 2019 baseline

Procured
100% renewable electricity
through the purchase of renewable energy certificates

ISO 14001:2015
certified

87%
of our office buildings are **LEED-certified**

Introduced
Internal Carbon Pricing

Prosperity

Support on
national flagship programmes

KPMG Innovation Kaleidoscope centre
launched

One of the
highest beneficiary impacts
amongst board firms

73,694
hours
of volunteering

56k+
direct and indirect beneficiaries

Programmes aligned to KPMG's
10by30 vision
of economically empowering
10 million disadvantaged youth by 2030

Areas of focus:
Education, Employment and Entrepreneurship



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Governance

**Guided by our
Purpose and Values,
we move ahead with
dedication,
integrity and
inspired action.**



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Our commitments

Purposeful business

- Always act with a clear purpose
- Deliver high-quality, value-driven services

Acting transparently with accountability and integrity

- Act lawfully, ethically and in public interest
- Work against corruption in all its forms,
including extortion and bribery

Human rights

- Respect human rights



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Our Purpose

KPMG in India is here to make a difference for the better. As we continue on a journey of being the most trusted firm, our purpose acts as our guiding force. In a world where rapid change and disruptions are the new normal, **we inspire confidence and empower change**. We are committed to enabling others to succeed and simplifying what is complex. Quality and integrity are the cornerstones of everything we do. Our passion, expertise, curiosity, inclusive culture and focus on developing the leaders of tomorrow sets us apart from the rest as we drive meaningful change and impact for our stakeholders.



Our Values

Our Values are our core beliefs, guiding and unifying our actions and behaviours. They are the foundation of our unique culture and reflect in our interactions with our colleagues, clients, stakeholders and communities.

Our Values enable us to bring out the best in our people. They give us a shared language through which we collaborate across the India firm and KPMG globally, leveraging our local market knowledge and specialised insights across the global network of member firms more effectively.





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Our structure and governance

KPMG in India is a member firm of KPMG Global, an organisation of independent member firms affiliated with KPMG International Limited, which acts as the coordinating entity for the overall benefit of the KPMG global organisation.

KPMG in India has a robust governance structure guiding its activities, setting policies and managing risks.

As a multi-disciplinary organisation, we recognise that strong and clear leadership is critical to ensuring accountability across the organisation.

Our multi-disciplinary model ensures breadth and expertise for our clients and allows our workforce to develop, grow and prosper. It also gives us the stability and the trust that are synonymous with KPMG. Our complementary skillsets enable governments, non-profits and businesses to meet their most important challenges, from cybersecurity to pandemic response to digitisation.

The Board

The Board is a governance body charged with the key responsibilities of approving the firm's strategy; protecting and enhancing the KPMG brand and reputation; and approving significant policy decisions and changes with which the firm and its people must comply. The Board is supported by independent external advisors.

The sub-committees of the India Board oversee critical aspects of the firm's financial performance, compensation and benefits, risk and regulatory, and people and culture.





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Leadership team

The leadership team (LT) oversees the strategy, performance, people agenda and day-to-day responsibilities of the firm, under the overall steer of the Chief Executive Officer (CEO). The Board and the LT work closely to enhance the positioning and impact of the firm.

Key responsibilities of the LT include:

- Setting growth aspirations, strategy, culture and client centricity
- Defining the operating model and structure
- Owning the annual operating plan, budget and P&L
- Risk management
- Engaging with the India Board on strategy, governance, performance and key risks

Our Impact Plan governance structure

Chaired by the COO, the LT oversees the strategic direction and development of OIP at KPMG in India.

Led by the Head of Our Impact Plan, the OIP team comprises representatives from different departments who are responsible for managing Environmental, Social and Governance (ESG) issues and driving change under four key pillars.

- Governance
- People
- Planet
- Prosperity

United Nations Global Compact

As signatories to the [UN Global Compact \(UNGC\)](#), since 2002, KPMG International Limited is aligned to the UNGC's 10 principles covering human rights, labour, the environment and anti-corruption.

As a member firm, KPMG in India is aligned with this alliance and core principles (for more information, see Page 82 of our [Global Impact Plan 2023](#)).

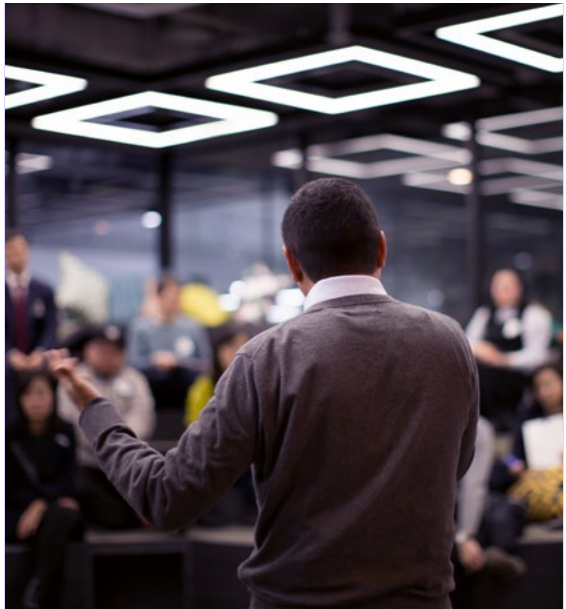




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Delivering high-quality, value-driven services



Quality is fundamental to maintaining public trust and professional reputation.

We define 'quality' as the outcome when engagements are fulfilled consistently, in line with the requirements and intent of applicable professional standards, within a strong system of quality controls. All our activities are conducted in an environment of objectivity, independence, ethics and integrity.

Over the years, our Quality Transformation Programme has helped us implement sustainable practices. These include strengthening governance, investing in technology, implementing more robust controls and refreshing our approach to training. Our Quality Monitoring and Compliance Programmes are consistent with, and in compliance with, KPMG's Global Quality programmes.

Our Quality Management Systems are consistent, robust and compliant with the International Standard on Quality Management (ISQM 1) issued by the International Auditing and Assurance Standards Board (IAASB).

We have implemented a robust approach to support quality and we regularly monitor progress against each initiative through stakeholder engagement and timely action.

We are committed to serving in public interest and quality is the cornerstone of our vision of being the preferred choice for our people, clients and the public.





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Responsible tax practice: A pillar of our governance framework

A responsible tax practice is an essential element of conscientious social behaviour. It is also a pillar of our overall governance framework.

Our firm follows the 'Principles for Responsible Tax' and considers it a critical element of our broad ethical framework. It is mandatory for our client-servicing teams to embrace responsible tax behaviour for creating a positive client impact with respect to tax accountability and transparency.



Principles of a responsible tax practice

Our tax advice will:

- Be supported by a valid basis in law
- Be based on the assumption that all material facts are known to tax authorities and all relevant disclosure requirements are properly met
- Be tailored to the circumstances of our clients, address any requirements of substance and purpose, and consider the intention of the legislators
- Clearly explain the technical merits and sustainability of relevant options available to our clients
- Consider any reputational risk and impact on stakeholders and communities, wherever such assessment is possible

We are committed to operating lawfully, interacting with integrity with revenue authorities and our clients, and being fully compliant with all applicable regulations.





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Some of the tax initiatives we undertook during the past year

Research-based tax advice

We have built a focused and technically sound team in the Department of Professional Practice, which focuses on in-depth research to guide our tax positions and opinions. Our advice is based on the applicable laws and facts presented by our clients. Our advice also explains the merits of our opinion to clients.

Tax transparency

Tax transparency is often used as a key metric for demonstrating a responsible outlook towards tax and has become a topic of discussion in corporate boardrooms with 'GRI 207: Tax 2019' recognising the criticality of tax transparency in ESG frameworks and public disclosures. We actively encourage and assist our clients in publishing tax transparency reports.

We also apprise our clients of the importance of conducting business responsibly, creating structures that align with substance and value creation, and practising responsible tax behaviour. We are committed to working with integrity, delivering trustworthy solutions and quality services, and building sustainable relationships with our stakeholders.

Working with revenue authorities

We proactively use our voice for driving policy structuring through advocacy initiatives with the government – on our own account as well as by leveraging our participation in various forums, chambers, industry associations and client groups. We also actively engage with the revenue authorities on subjective interpretations of (new and existing) tax regulations, with a focus on technical merit, valid legal basis and material facts.

Global tax ecosystem

We keep abreast of global developments and trends in the tax ecosystem and actively take initiative to apprise and familiarise our clients with their nuances and potential impact.





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Value-driven advisory services

Quality at source

All engagements are classified at the CRM/opportunity level and, based on certain criteria, subject to Deal Consultation Board (DCB) approvals. A 20-point opportunity scorecard serves as an objective lens, sets the tone for quality in engagements and lays down quality benchmarks, at the very beginning, for adhering to during execution.

Quality in execution

Critical engagements, based on their complexity and value, are closely monitored throughout their execution.

A subject matter expert (SME) is assigned to each engagement to provide feedback to the engagement partner for improving the quality of execution. In-flight reviews (IFR) provide timely inputs to the engagement partner and senior management in case any course correction is needed for delivering the engagement satisfactorily, with focus on the 'Promises made to Client' and 'Promises made to KPMG' at the outset.

Voice of Customer (VoC)

The client's perspective, for us, is the ultimate measure of quality of delivery. The VoC programme ensures that we get unbiased feedback on critical engagements. In addition, our senior leaders connect with clients in person throughout the year.





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ESG as a watermark in our organisation

We are deeply committed to the ESG agenda, both in the way we operate and through the imprint that our ESG team delivers to our clients and stakeholders.

Using a bouquet of homegrown and co-created applications, we are creating a positive difference for our clients and for the broader ecosystem as their respective ESG journeys evolve and mature.



We have embedded ESG into our tools and services, and the work we do for our clients. We will continue this journey across three key areas of opportunity: **Transformation**, **Reporting** and **Assurance**.



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In March 2022, we launched the **India Decarbonisation Hub**, which channelises advanced skills, capabilities and knowledge across the KPMG world, and helps us co-create innovative solutions enabled by technology.

The Hub also serves as a platform for continuous engagement, dialogue and collaboration between industry, government, civil society and other stakeholders across the value chain, around emerging themes in India Inc.'s decarbonisation journey.



Inauguration of India Decarbonisation Hub



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The ESG learning journey

To help our people stay abreast of the changes and compliance needs in relation to ESG, we have provided a series of e-learning modules that equip them with general knowledge on ESG, climate-related risks, ESG-related assurance and other topics.

We have also launched an 'ESG knowledge enhancement programme' – a specially curated learning pathway to help our partners gain a deeper view of KPMG's ESG ambition and strategy, and to build a compelling point of view.





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“ Bringing purpose and profit together

‘ESG,’ a buzz word today, was known to very few some years back. KPMG in India had foreseen its rise to relevance and continued to invest in their people, building stronger portfolios and developing meaningful collaborations, which has helped us win exciting work with several clients. Today, we have a strong focus in almost every facet of ESG viz ESG disclosures, decarbonisation, climate strategy, sustainable finance, supply chain, EHS due diligence, corporate responsibility, Diversity & Inclusion and much more. This diverse portfolio has given me a unique opportunity to make a tangible impact on a larger scale. Our work here in ESG is an everyday reminder of the interconnectedness between businesses and the environment and the social fabric that sustains us all.

One of the proudest moments for me has been leading the GRI (Global Reporting Initiative) and ESG training portfolio. These endeavours have allowed me the opportunity to educate and share my insights with an array of stakeholders. It has been an immensely gratifying experience to witness the transformative moments when individuals comprehend the profound significance of ESG and its potential to shape the trajectory of businesses and societies.

My time in ESG advisory is not just about numbers and reports, it is equally about shaping a better world for our future generations. Through my work with KPMG in India, I discovered that purpose and profit could go hand in hand, and I am grateful for the opportunity to grow, learn and make a difference.

Gargi Dhongde
ESG Advisory Services



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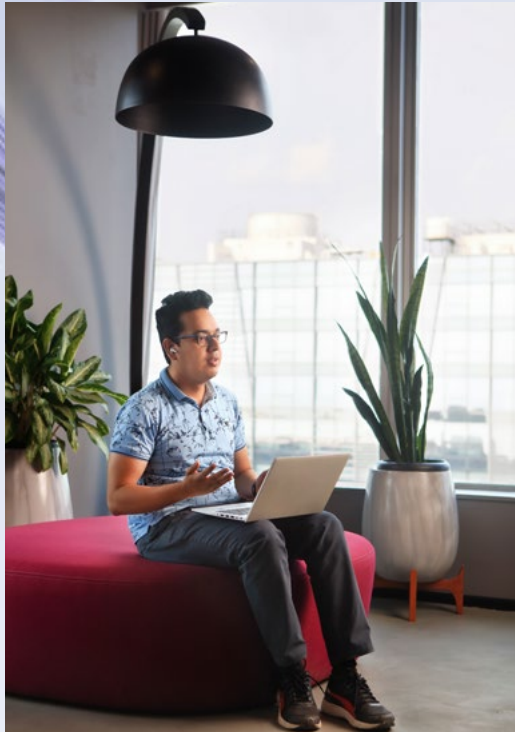
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Actions driven by integrity and accountability



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The KPMG [Global Code of Conduct](#) outlines our ethical principles and expectations around how all KPMG colleagues treat each other, clients and the public. It demonstrates how our Purpose and Values inspire and guide our behaviours and actions.

All KPMG firms are required to have processes for assessing prospective clients, third parties and suppliers in relation to bribery and corruption. They must also assess the bribery and corruption environment annually and have processes to monitor, manage and control how their personnel and agents interact with government entities and officials.

Continuously strengthening our ethical culture is a crucial part of our journey towards accelerating business growth, capturing additional market share and becoming the most trusted professional services firm.

KPMG in India provides regular mandatory training to its people and partners on a wide range of topics, including our Global Code of Conduct, anti-corruption policies and procedures, and ethical principles.

99% of our people and partners
completed the anti-corruption
training in FY22.

Notes: (1) Data represents partners and people who completed the We Do What is Right: Integrity at KPMG training across the Firm. (2) Data is based on the training issued and due for completion in the reporting year. (3) The data excludes those who are exempt. Only those on extended leave from their roles are given exemptions from taking the training. (4) KPMG colleagues are required to complete anti-corruption training upon being hired and every year thereafter. (5) We Do What is Right: Integrity at KPMG includes, but is not limited to, training on our Global Code of Conduct, ethical principles, policies and scenarios.



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Our approach to identifying risks

At KPMG in India, we know that trust is earned by doing the right thing, the right way, always. Risk Management helps us to foresee risks and take actions to avoid, manage and mitigate them.

Our policies and practices ensure transparency, integrity and high-quality service. At KPMG in India, our Quality & Risk Management function oversees compliance with enterprise risk, ethics and quality control. We assess client relationships based on their risk profile, independence, conflicts, purpose, public perception and alignment with our Values. Our robust Enterprise Risk Management (ERM) process identifies and manages evolving risks, assigning owners, documenting controls and monitoring improvements. The process helps in identifying key risks to the firm, assigning key risk owners, keeping the risk descriptions current, documenting existing controls/processes to manage/mitigate risks and action points for further enhancements/improvements, and monitoring action points. Quality and risk management are a shared responsibility among KPMG colleagues.

Our global client and engagement acceptance and continuance policies and processes also inform us of potential issues prior to accepting or continuing a client relationship or performing a specific engagement. This evaluation considers a broad range of factors, including the client or potential client's risk profile, potential independence, conflict of interest, intended purpose and use of engagement deliverables, public perception and whether the services would be unethical or inconsistent with our Values.



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Client confidentiality, information security and data privacy

Client data confidentiality and information security are essential to us becoming the most trusted professional practices firm. At KPMG in India, the importance of maintaining client confidentiality is emphasised through a variety of mechanisms, including our Global Code of Conduct. We have policies that address information security, confidentiality and data privacy. All firm personnel are required to go through training on confidentiality, information protection and data privacy requirements at the time of joining the firm and, thereafter, annually.

Speaking up safely

KPMG in India maintains clearly defined channels for its people and third parties to make inquiries, raise concerns, provide feedback and notify reportable matters without fear of reprisal, in accordance with local applicable laws and regulations.

Supporting our 'speak up' culture, KPMG International has a hotline, which is a mechanism to confidentially report concerns relating to any activity by KPMG International, KPMG firms or KPMG colleagues. We also have local whistleblowing hotlines, which can be accessed through phone, web, email and post.





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Respecting human rights

KPMG International and its member firms are committed to respecting human rights, as outlined in our Business and Human Rights Statement, which is consistent with the UN's Guiding Principles on Business and Human Rights and builds on our longstanding support for the UN Global Compact. This means supporting the protection of human rights, avoiding being complicit in human rights abuses (including those involving business relationships) and helping to eliminate all forms of forced or compulsory labour, including child labour.

Our Global Code of Conduct articulates our zero tolerance for behaviour that is illegal, unethical or breaches human rights – within both our global organisation and our suppliers.





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Creating a
caring, inclusive
and Values-driven
culture for
our people





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Our commitments

Inclusion, Diversity and Equity (IDE)

- Have an inclusive culture built on trust
- Foster an educated, empathetic workforce
- Advocate for equal opportunity

Continuous learning

- Develop a continuous learning culture

Health and well-being

- Protect the health of our people, both physically and mentally
- Enable them to be effective and productive





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A Purpose-driven, Values-based, people-centric culture

Our Purpose is why we exist; our Values guide how we act and our Culture is who we are.

Ours is a young and dynamic organisation that delivers value-driven services to clients and stakeholders through our exceptional people. Our focus is on creating a work environment in which they can thrive, one that promotes inclusion, diversity, learning and well-being.

To hold ourselves accountable for change, we're now defining measurable goals that will sit at the heart of this plan. This will ensure that each of us becomes more aware of our expected behaviours, channels for speaking up and the opportunities we have to take positive action.

With a focus on career development, flexible work arrangements and the overall well-being of our people, our robust Employee Value Proposition helps us attract top talent and embracing diverse perspectives enables us to provide fulfilling career opportunities.





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Our collective Employee Value Proposition

Led by our Purpose and Values, we foster a culture that ignites excellence, encouraging our people to shine, embrace authenticity and serve clients and communities.



Do work that matters

Every day, in ways big and small, you make a meaningful and positive difference for clients, people and the communities we serve. Help create opportunity in a world of increasing complexity.



Come as you are

Your unique experiences and perspectives belong here. Both individually and as a team, you will understand and value the differences that lead to stronger insights and innovation.



Thrive with us

Build relationships with colleagues who take care of each other. You will have the KPMG community at your side, providing the support you need to be at your best and create opportunities for yourself and others.



Learn for a lifetime

Grow your own way in an environment where learning is continuous. Fuel your curiosity, work with the best on emerging practices and technologies, and gain an advantage for life.



Make your mark

Your aspirations and initiative make KPMG better. Wherever you work, be recognised for the impact you make, the leadership you show and the success you create with others.

Addressing themes of

- Purpose led
- Client impact
- Solving all challenges
- Inclusion, Diversity and Equity
- Innovation
- Collaboration
- Teamwork
- Well-being
- Flexibility and new ways of working
- Learning and Development
- Future-proof skills
- Leading-edge technology
- Empowerment
- Company impact
- Reward and recognition
- Career progression





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Our culture is who we are.
It is what enables us to

make every day awesome at KPMG



The culture of an organisation is the true indicator of its character and our past Global People Survey scores are a testament to the fact that ours is **awesome!**

The KPMG Employee Value Proposition is at the heart of this culture, and we are truly proud of it.

At KPMG in India, we are caring, collaborative and inclusive. Together, we foster a diverse environment where everyone can thrive, embracing their true selves without prejudice. Our people's aspirations and initiatives make us better. And it is important to us that our people have an environment that empowers them to grow.

Here are some affirmative actions that we have taken on our culture journey:

- Initiated a Culture Study to help the firm and businesses identify their culture priorities and drive them through the Business Unit Culture Council
- Launched the Leaders' Playbook, which helps in shaping the cultural foundation, enabling leaders to navigate through various cultural nuances with colleagues, clients and communities
- Institutionalised the Interviewers' Playbook to be leveraged by businesses and talent acquisition teams to infuse our culture in conversations with candidates

KPMG in India, with over 40,000 people, scored 73+, on the Barrett Culture score, which is one of the best globally.



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I had a long sabbatical of about nine years, during which I completed my PhD and ran an NGO school for about 500 children. However, none of this had anything to do with the corporate world.

Then I decided to interview for a role with KPMG in India. I was full of trepidation, but to my surprise, not once was I asked the reason for my break. Not once was I told that the world had moved on and what I knew was obsolete; not once was I asked to justify the choices that I had made. What I was met with was a lot of warmth and tons of encouragement. I’ve not only returned to work but have also been promoted to Associate Director in just a short span of time.

As part of the Talent Acquisition team, I interview people regularly. When doing that, I never forget to extend to them the same generosity and warmth that I received when I interviewed with KPMG. I am proud to be part of an organisation that is truly inclusive and I am grateful to have the opportunity to spread its culture through my job every day.

Malvika Singh
Corporate Functions





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Creating a culture of belonging and trust

As part of our overall people experience, our intent is to move beyond conventional offerings to enable programmes that are meaningful, holistic and curated specifically for different sections of our diverse population.

Engagement and growth

- Built a **holistic employer brand** on internal and external platforms for all our people initiatives
- Organised various in-person interventions across the firm, to foster personal growth and stimulate engagement

Rewards and recognition

- Launched '**Thanks,** the digital Rewards and Recognition' programme, to enhance our colleagues' experience
- Encouraged peer-to-peer recognition through non-monetary appreciation
- Established **OpEx (Operational Excellence)** awards, an annual event aimed at recognising the best projects in the areas of Lean Six Sigma (LSS) and automation, across functions

Listening strategy

- Leveraged **technology platforms** to gather and analyze the feedback received from our people
- Integrated **Leena AI** for continuous listening, and plan on initiating a pilot study to understand its capability of lead listening mechanism
- Launched QR code-based feedback collection for all in-person initiatives

25k+

appreciations
shared

7.7k+

promotions

GPS score of 86,

up 4 points from FY21

Celebrate differences

Through my everyday dealings, I have learnt that if you are going through a tough time, express it and ask your loved ones for help.

Increasing our understanding of work environments and employers' expectations, balancing personal with the professional and exploring possible career options – all these lead to self-reflection, maturity, independence and self-confidence.

From the hiring process, to creating and encouraging a safe work environment, we can help educate ourselves on what we don't know. Don't just accept differences, celebrate them. Speak to people about wider issues, make it known that you stand for equality and want a culture that supports it.

Nandish Shah

Integrated
Centre
of Excellence
(ICoE)





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Embracing the power of inclusion, celebrating diversity and championing equity



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We remain committed to attracting, advancing and retaining diverse talent by driving actionable outcomes through our Inclusion, Diversity and Equity (IDE) agenda.

To achieve our future ambitions, we must unlock the true potential of our people by hiring and developing the right talent, providing them access to meaningful opportunities and fostering an enabling environment.

How we define IDE

Inclusion

We are committed to providing a secure work environment for our people, where we are free to exhibit our unique personalities.

Diversity

We aim to embrace and welcome diverse cultures, identities and perspectives.

Equity

We help level the playing field and ensure everyone can thrive at KPMG, with access to equal opportunities.



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Gender diversity

In a marketplace defined by complexity, disruption and change, the most successful organisations are those that bring diverse perspectives and experiences to their functioning. At KPMG in India, our rising gender maturity can be seen throughout our people life cycle – from hiring, onboarding to preparing our people to succeed here, to creating consistency of experience for all and positioning the firm as the clear ‘employer of choice.’



We continue to approach our efforts on diversity with intentionality and inclusivity, and have set ourselves a target to have women in 29.1% of the leadership roles by 2025.

Aligned with this vision, we plan to accelerate hiring across levels, with a specific focus on women professional during our hiring drives and promotion cycles.

Further, to ensure a sustainable pipeline of exceptional women leaders, we have introduced programmes that provide opportunities for growth and advancement, while also intentionally seeking out and encouraging these high-performing women colleagues to participate in these initiatives.

- Our **‘Returning Women Programme’** promotes a work environment where women can flourish and initiatives that support, retain and reward their journeys. The programme aims to support women with meaningful career comebacks by providing opportunities in line with their skills and learning, supported by a robust ecosystem of mentors and enablers.
- Our **KPMG Network of Women (KNOW)**, as the largest employee resource group in the KPMG network, helps to connect, share and learn from others’ experiences and best practices. The platform focuses on career development and building a pipeline of future women leaders via work-life balance and well-being.
- **We offer developmental and career-acceleration opportunities** to our high-potential mid-level to senior women colleagues, to help them seamlessly manage their career trajectory, build external eminence and prepare for leadership roles.

43%

diversity at the firm, across levels

88

Global People Survey (GPS) score for inclusion and diversity, up 3 points from FY21

IDE among the

top 5

parameters in the GPS, in FY22





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“ Putting your best foot forward

Amidst celebrations after clearing my Chartered Accountancy (CA) exams, my father requested that I appear for a few tax appeal hearings the next day. A little nervous for my first appearance alone, I burnt the midnight oil and prepared for my first day as a CA. The hearings went smoothly, the officer appreciated my efforts and the clients gave good feedback. These initial days taught me to take on challenges and that sincere efforts never go in vain.

The myth, ‘too young to litigate,’ also broke for me. I never looked back and continued to hone my skills on legal strategies, interpretations and understanding businesses. Eventually, I got into indirect tax litigation. Soon, I joined a law firm and earned a degree in Law. My next big break was an unexpected offer from KPMG. Fast-forward 15 years, this firm is a second home to me. Life lessons continue with ample learnings, growth opportunities, amazing mentors, supportive colleagues and friends, and cheerful teams.

As society becomes more aware of the importance of diversity, inclusion, equality and equity, the world today is full of opportunities for women leaders. The future looks bright for those who are willing to take on new challenges and blaze new trails. It is heartening to see that as a firm, we have not only acknowledged the concept of equity, but are also putting our best foot forward in transitioning towards true equality. It requires continuous efforts on bringing in gender equity along with addressing underlying systemic issues that perpetuate gender inequality.

Khushboo Kundalia

Tax



“
For us to progress into an era of true sustainability, all genders need to be involved in conversations around equality and equity – and the first step is to look in the mirror.





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Select women Partners
with Mithali Raj, former
captain of the Indian
women’s national cricket
team, at the All India
Partners’ Meet 2022.





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Supporting the other job: Parenting

Cognizant of the challenges of parenting, we enhanced our childcare support programme in FY22 to give our colleagues the **flexibility of choosing their preferred day-care** centre from amongst those offered by our childcare partner in the city that best suits their work and personal needs. **We reimburse half this cost.**

A hybrid childcare programme is also in the works, to provide a more flexible work environment. In addition, we plan to launch a 'Baby on Board' programme, with a robust parental leave policy.

KPMG in India was voted amongst the

top 5 best

employers for **women** and best companies for **policies on D&I** in 2019 and 2022, by ASSOCHAM.





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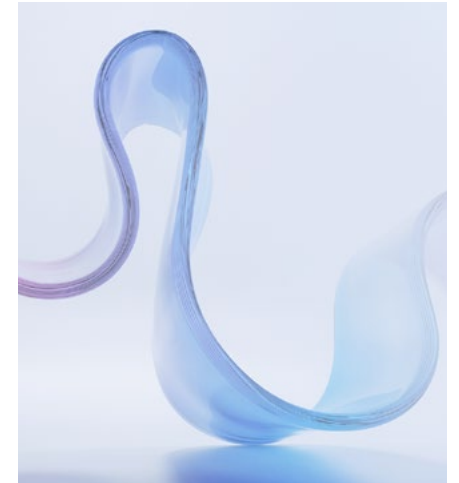


Institutionalizing our focus on LGBTQ+ and persons with disabilities (PWD)

We are committed to embracing diversity and aim to strengthen our focus on LGBTQ+, persons with disabilities and multi-generation colleagues. To enable this, we are working on a self-identification campaign with the purpose of encouraging colleagues from LGBTQ+ and PWD communities to identify themselves voluntarily and anonymously.

Our LGBTQ+ initiatives

- An employee resource group (ERG) to support colleagues who identify as LGBTQ+, along with those who have joined in the effort as allies
- Training to encourage LGBTQ+ inclusion and remove unconscious biases
- Medical insurance for our LGBTQ+ colleagues, covering their parents and same-sex partners
- Gender affirmation surgery included in insurance benefits
- Pride walks, celebrating Pride month and deep-dive workshops
- Gender-neutral washrooms at all offices



In our first attempt, KPMG in India was placed in the **Bronze category** in the India Workplace Equality Index study (IWEI), India's only comprehensive benchmarking tool for companies to measure their progress on LGBTQ+ inclusion.



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Come as you are!

I have been working with KPMG in India for over five years now. The firm has created an environment where I don't have to 'wear a mask' and has helped me be 'out' at the workplace. We spend a large part of our lives at work, and it's essential that we feel safe, valued and respected in that environment. Being an equal-opportunity employer, KPMG has many policies that promote diversity and inclusion.

For example, it is the first organization in my professional journey that offered medical insurance coverage for my partner. I am proud to be part of a firm that takes these matters seriously and works actively to create a safe and supportive environment.

Hareesh Reddypalli

Human Resources





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Support to Persons with Disability

To build a culture of empathy and trust, we encourage disability inclusion in talent acquisition. We:

- Rolled out mandatory e-learning on disability inclusion
- Launched an ERG for our PWD colleagues and the ally group
- Raise awareness by observing International Day for Persons with Disabilities every year
- Conduct periodic infrastructural audits to create a more accessible workplace

Leveraging the strengths of a multi-generation workforce

KPMG in India focuses on a robust employment model by leveraging different generations' strengths.

- Mentoring programmes, employment models and millennial councils driven by our leadership teams
- Reverse mentoring programme with experienced leaders and young colleagues discovering new potential together
- Curated a 'know your veterans' series as part of the veteran's engagement, (retired armed forces personnel) to introduce 'veterans at the firm' as a feature



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I was diagnosed with a progressive genetic disorder called Spinal Muscular Atrophy at a very young age and was given only 12 years to live. I am happy to share that, today, I am 24 and thriving.

I joined the Cloud CoE team at KPMG in India in August 2022. From the first interview to my placement, my experience with the firm was smooth and stress-free. While I was initially hesitant to ask for support due to years of conditioning, my first visit to the office changed everything. I felt an incredible sense of understanding and empathy from my manager and my team, which continues every day. The best part is that I am assigned work in line with my capabilities, and not sidelined for my disability.

I know I have the grit and the determination to succeed, and with an inclusive environment like the one here at KPMG in India, where you are encouraged to come as you are, I know I will.

Tanavvi Vijj
Consulting





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“

I served my country with pride as a Wing Commander in the Indian Air Force (IAF) for over a decade-and-a-half. At the time of my retirement, I was both apprehensive and excited about the life that awaited me in the world outside. However, when I interviewed with KPMG in India, the firm’s values and ethics made it the clear choice for me and I joined in September 2022 as an Associate Director with the EWT InfoSec team.

The organisational policies not just met my expectations, but exceeded them. Inclusion, Diversity and Equity are deeply embedded in the core of our culture. It feels like I left one family (IAF) and joined another (KPMG in India).

Pratiksha Thakre

Digital Nexus





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Learning, a lifelong journey

Learning and Development (L&D) is an integral component of the People Experience at KPMG in India. We recognise the highly dynamic environment that we operate in, and therefore, it is imperative that we offer an ongoing individual and professional learning and development ecosystem to our colleagues.

Since the demands on our people are evolving at breath-taking speed, we continue to support their growth by offering comprehensive learning opportunities via technology, third-party resources and academia.

We nurture an environment of continuous learning, value unique experiences and skills, and encourage our people to make their mark.

Upskilling for 'the new'

Our people's development journey is supported by our Continuous Learning Policy (CLP) and digitally enabled platforms. Degreed is one such platform that enables them to learn technical, functional and professional skills at their own pace.

Given the irreversible move to a digital world, we also continue to invest in reskilling people in emerging technologies.

In FY22, we augmented ~6,000 certifications in niche technologies across the organisation and have deployed the Culture Wizard to assist our people with cultural nuances when working with people from different regions.

We are also preparing to introduce a new platform, Kaltura, to make virtual sessions more engaging.





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Contemporary hiring and onboarding

The **Hybrid Induction** model launched in FY22 covered 10,000+ professionals and included an in-person connect on the first day, followed by a virtual induction.

We also launched ‘**Coach the Consultant,**’ a 90-day onboarding journey for the Advisory campus hires.

ESG is the new ABC

Environmental, Social and Governance (ESG) compliance is indispensable and inevitable for us. We deployed a learning charter, ESG 101, that saw over 95% completion rate in the reporting year. It is a foundation-level programme that provides a comprehensive understanding of ESG and KPMG’s initiatives in that direction.

2,950k

total learning hours

c.75

learning hours per person

19k

new joiners onboarded

86

GPS score for L&D, up **2 points** from FY21

Learning among the

top 5

parameters in the Global People Survey in FY22





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Leadership development

Developing leadership talent is crucial for success in a world of constant change. Our Leadership Development programme provides learning, mentoring and coaching through collaborations with educational institutions and industry luminaries.

Our vision

- To provide best-in-class learning for our senior leaders
- To build a structured learning path for leaders and provide learning experiences that truly add value
- To design learning interventions that develop business-critical competencies, thus connecting learning goals with personal and professional growth

The curriculum is grounded in the '3M Learning' framework.

Milestone programmes

Once our partners reach a certain milestone in their career, these learning journeys help them develop holistic leadership competencies.

Mindset programmes

These programmes are shorter in duration and topical in nature. They build capabilities and mindsets essential for competency development.

My Learning programmes

These are online, self-paced programmes based on individual learning needs. Learners are empowered to pick the courses they deem fit for their development.

The Digital Now 2.0+ programme, designed as part of the partner learning journey, was an enriching one, in which we got an opportunity to discuss trending and interesting concepts. The programme laid emphasis on the future of business, with a focus on digital impact via several modules on connected ecosystems, digital products and services, and trends that will impact the Big 4 firms.

The discussions were thought provoking and resulted in insightful responses. This was a fulfilling learning experience.

Nishit Kapadia
Tax





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Nurturing future leaders

The prevailing global environment of turbulence and uncertainty makes learning and development more crucial than ever for continued success. To ensure we provide our future leaders the right tools to succeed, we have put in place custom-built programmes and assessment centres.

The **'New Leader Transition Journeys'** for our new Manager and Director groups focus on agility, high performance, team leadership and soft skills.

In addition, we re-launched the Leadership Experience and Development Centres for the Associate Director and Director group.

The **Coaching Centre of Excellence**, an in-house pool of 50 certified coaches from within our business and HR functions, is another tool that is leveraged to provide coaching support.

According to the leadership pulse survey, 99% of the participants felt that their knowledge or skills have improved through the leadership development journey, and they would recommend it to their colleagues.





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Learning opportunities such as the Executive General Management Programme have been invaluable and benefited me greatly.

I have started to look at problems from a different perspective by developing a solution-driven mindset.

Kunal Mukherjee

Government & Public Services Advisory





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Well-being at the core

Our people's health and well-being are foremost priorities for us, and we have practices, policies and facilities to ensure that they get the attention they deserve.

We believe when we're at our best, our best work happens, and that's why we create opportunities that can help each of us achieve physical and mental health on our own terms.

We also encourage our people to connect with each other beyond work through common interests, hobbies and talents.

Women safety

Our security personnel escort our female colleagues on their commute to and from work, should they need to come in early or leave late, providing a safe environment for their commute, and a free mind to contribute beyond hours, when required.

Leave policy

Our robust and flexible leave programme offers our people the opportunity to address work and home responsibilities in a balanced manner.

Voicing platforms

Our colleagues can voice their concerns through our local hotlines, international hotline, POSH mailbox and other means.

Medical insurance

Our comprehensive medical insurance covers immediate and extended family, and has features such as advanced medical support, coverage for both sets of parents' (for our married colleagues) co-payment, and coverage for same-sex partners and gender affirmation surgery.

Agile working environment

Flexible working hours and work-from-home policies help our colleagues maintain work-life harmony and well-being.





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Employee Assistance Program (EAP)

One of India’s leading EAP providers offers 24/7, confidential and one-to-one help through qualified and experienced psychologists, to KPMG colleagues who need it. We also conduct the EAP Champions training every quarter to enable performance managers to identify colleagues who need counselling.

Our people are our most valuable asset and providing them a culture where they can come as they are and thrive is a priority. We recognize, reward and celebrate them and their outstanding work, ensuring they feel seen, supported and appreciated.

81
GPS score for health and well-being in FY22, up **6 points** from FY21





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Having strong boundaries, both at KPMG and in life situations, is helping me in my journey towards physical and mental well-being. I have found that taking breaks, expressing your feelings, introspecting, being with people or withdrawing from them – these lead you to inner peace, when exercised at the right time, in the right way.

I encourage my colleagues to do the same. In case of unavoidable stress, I also feel that humour is the best disrupter and motivator to let go and move on to more important things.

Aashruti Kak
Markets





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Reducing our environmental impact to build a more sustainable and resilient future





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- Achieve net-zero carbon emissions by 2030
- Decarbonise our business by 50% by 2030 in line with a 1.5°C science-based target (against a 2019 baseline)
- Procure 100% renewable electricity
- Report on our climate performance
- Drive behavioural change to improve environmental practices at our workplaces





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All roads lead to 'net-zero'



Extreme weather events and frequent natural disasters in recent years have underlined the existential threat that climate change poses to the world. Addressing it calls for immediate and decisive action.

India, vulnerable to climate change and on a path of rapid socio-economic development, faces a unique challenge of decoupling growth from emissions.

As a signatory to the United Nations Framework Convention on Climate Change (UNFCCC), India has pledged to achieve net-zero carbon emissions by 2070 and reduce the emissions intensity of its GDP by 45% by 2030, compared to the 2005 level.

Towards this end, it is imperative that India reduces its carbon footprint, which is likely to keep rising, given its expanding infrastructure, energy systems and industries.

Countries and organisations worldwide are re-focusing efforts on controlling their GHG emissions, an urgent call to attention where every action matters.





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As a responsible organisation, KPMG International, as a network of member firms, has been monitoring its global carbon emissions through the Global Climate Response initiative since 2008.

Subsequently, KPMG International has committed to a science-based target (SBT) aligned with a 1.5°C trajectory. The KPMG International carbon-reduction target was validated by the Science-Based Target initiative SBTi in 2021, committing the global network to become net-zero by 2030.

To support our global targets, KPMG in India is committed to achieving net-zero carbon emissions by 2030. This will see us:

- Reduce GHG emissions by 50% by 2030 in line with a 1.5°C science-based target (against a 2019 baseline)
- Ensure our energy consumption is 100% renewable
- Offset unavoidable removable emissions through investments in externally accredited carbon removal projects, keeping the benefits of our communities and society in mind

As part of our decarbonisation journey, we are reducing business travel, finding new ways of working and aim to create more sustainable supply chains, thus addressing significant emitters contributing to our carbon footprint.





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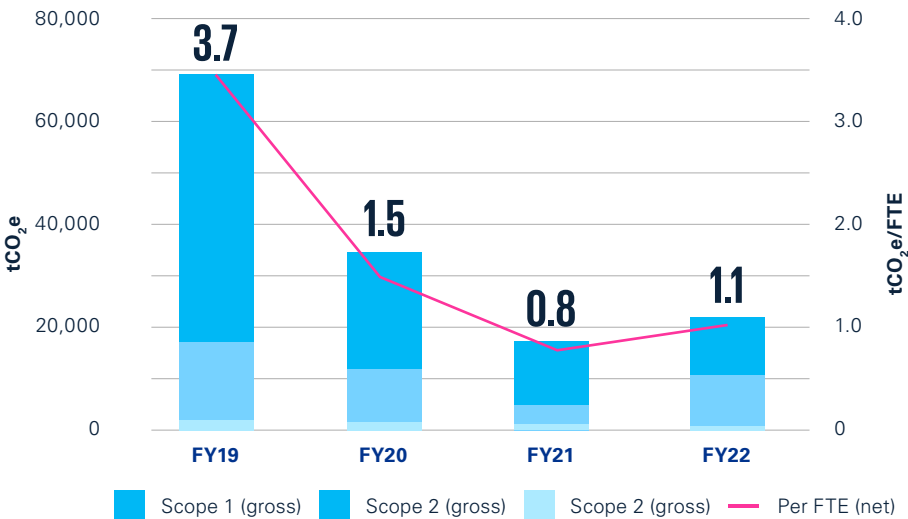
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Our carbon footprint

		FY19	FY20	FY21	FY22
tCO ₂ e	Total carbon emissions (gross)	74,894	43,693	22,057	47,435
	Scope 1 emissions (gross)	1,190	962	688	455
	Scope 2 emissions (gross)	13,269	11,492	7,028	11,030
	Scope 3 emissions (gross)	60,434	31,239	14,340	35,951
	Total emissions (net of RECs*)	74,894	34,553	22,057	36,405
tCO ₂ e	Number of FTEs	20,230	23,164	26,233	34,272
	Per FTE emissions (net)	3.7	1.5	0.8	1.1

*Renewable Energy Certificates
FY: 1 October to 30 September

vs. baseline (FY19)



Our total emissions (gross) in FY22 were 47,435 tCO₂e, a 37% decrease from the FY19 baseline, owing to lower office occupancy and reduced business travel.

As operations normalise, emissions are expected to see an upward trend and eventually taper off as our hybrid working model, combined with long-term, sustainable practices, gets institutionalised.

GHG emissions
in FY22

↓ 37% (gross)
vs. baseline (FY19)

#FTEs
in FY22

↑ 69% (gross)
vs. baseline (FY19)

Emissions/FTE
in FY22

↓ 71% (net of RECs)
vs. baseline (FY19)





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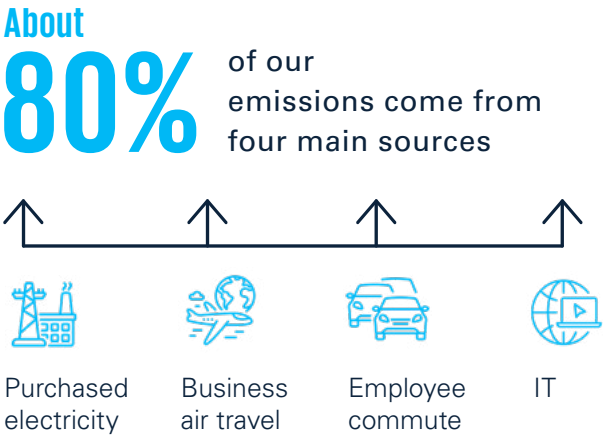
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Meeting our emissions reduction targets requires us to take concerted action, both as a business and as individuals. KPMG follows the globally recognised greenhouse gas (GHG) protocol through which we have calculated and analysed our emissions sources to identify hotspots and implement mitigation measures.



To begin with, we have prioritised the following levers to target our largest sources of emissions:

- | | | |
|-------------------------|-------------------------|-------------------------------|
| Energy efficiency | Renewable electricity | Rationalising business travel |
| Sustainable procurement | Internal carbon pricing | Circularity |





Planet

Priority levers to net-zero

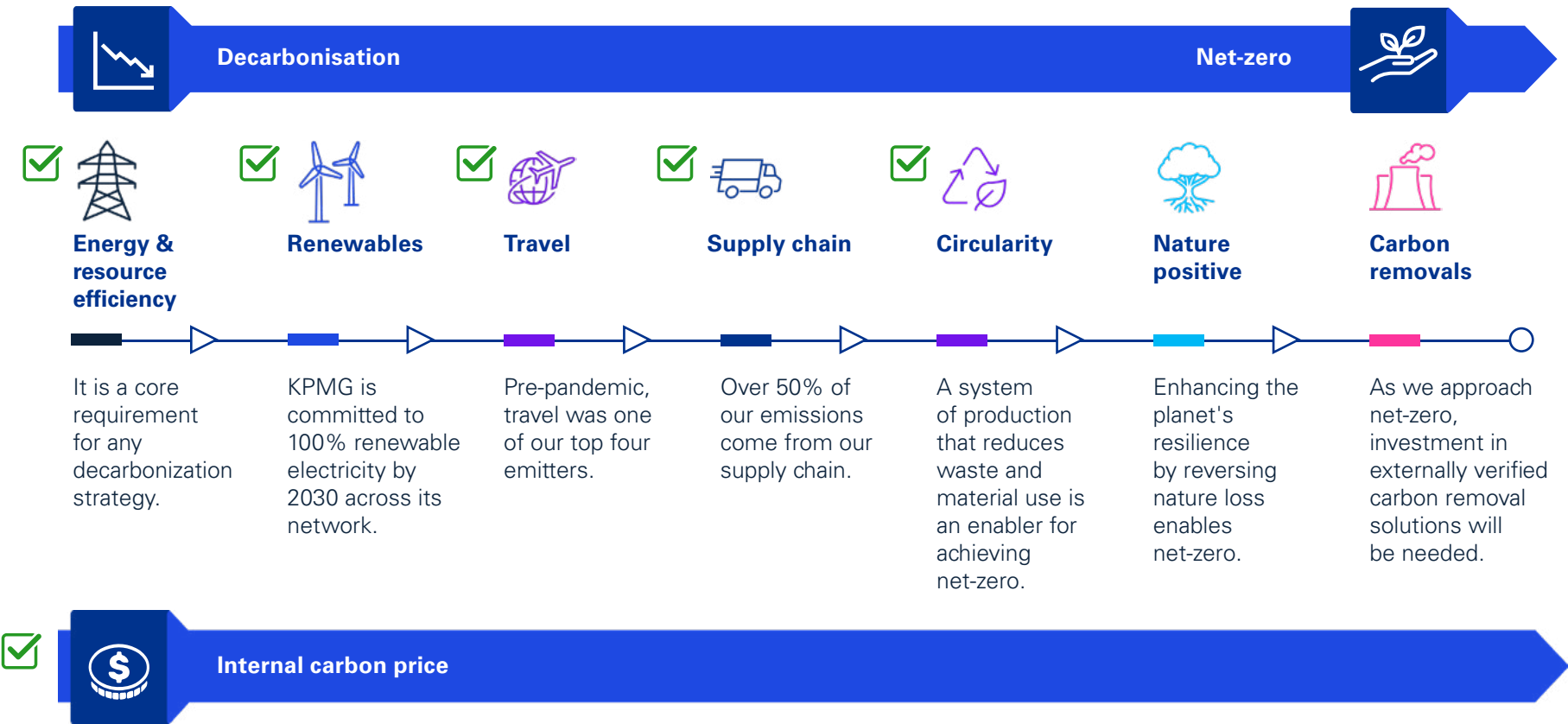




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Priority levers

Energy-efficiency

We have optimised the use of energy across our offices through:

- Motion sensors in meeting rooms and cabins to automatically switch off the lights when not in use
- LED lights to optimise electricity consumption
- Energy-efficient air conditioning and sensor-based taps and tissue dispensers
- Insulated water lines to prevent heat loss

Consistent with our low-carbon IT strategy, we continue to replace old laptops with energy-efficient models and plan to do the same with LED monitors as well.

We have also extended our laptop leases, reduced the number of printers in our offices and migrated on-premises servers to cloud/virtual ones.

In addition, our **ISO 14001:2015 - Environmental Management System (EMS) certification, which we received in August 2022**, provides a framework for establishing, implementing, maintaining and improving our environmental performance.



¹ India Ranks Second in the World for Green Building, Green Business Certification Inc., February 2023, accessed 25 May 2023

87%

of our offices are **LEED certified**.

India, with over 4,400 LEED projects covering 2.85+ billion square feet, is among the top three countries for LEED outside the US¹.

Most of our offices are housed in LEED-certified buildings. This is also an important criterion in the acquisition of new offices.





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Renewable energy

In line with KPMG's global commitment of transitioning to 100% renewable electricity by 2030 across its network, in FY22, **we procured 100% renewable electricity** through accredited renewable energy certificates (I-RECs) from small hydro and solar projects.

Additionally, our **sustainability initiatives** include investing in CNG captive/back-up power generation at select offices, installing sun-protected films on windows and scheduling lighting levels.

We will continue to work with our real estate partners for procuring green energy and explore the implementation of energy-efficient measures, including solar panel installations and smart metering.



Rationalising business travel

Recognising that technology can help in reducing business travel, we plan to:

- Introduce a sustainable travel policy
- Circulate regular air travel reports to business units
- Develop an air travel dashboard for the firm and each business
- Optimise non-client travel emissions
- Explore partnerships with environmentally conscious, LEED-certified hotels for events and accommodation

Embracing greener employee commuting alternatives

As part of our Employee Benefits initiatives, we offer subsidised travel options to our people for commuting to work.

As an environmentally responsible organisation, we have transitioned 5% of our fleet to EVs, while 40% runs on CNG. We encourage our people to carpool and adopt the hybrid working model to reduce the impact on the environment.

We also encourage our people to adopt sustainable practices at work and at home, including using electric vehicles (EVs). To enable this, we are undertaking several steps, including the supply of EV-charging infrastructure, proposed to be made available through our property partners.

A carpooling app is planned to promote ridesharing to help take vehicles off the roads.





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Sustainable procurement

KPMG International reports annually to CDP (formerly known as Carbon Disclosure Project) on its collective performance and management of climate-related issues.

In FY22, KPMG in India joined KPMG International in CDP’s Supply Chain Programme. Since then, we have identified our largest suppliers based on spend. Our current priority is to engage with suppliers to identify opportunities to reduce the carbon impact of our supply chain, encouraging them to take affirmative carbon actions.

As future steps, we plan to implement a **Sustainable Procurement Process** to identify vendors, service providers and partners who prioritise sustainability.



Circularity

We look to minimise waste, promote reuse of resources and source raw materials sustainably. Our circularity initiatives include:

- Waste segregation
- Use of biodegradable garbage bags
- Disposal of e-waste, UPS batteries, office lighting and wastepaper through authorised recycling vendors
- Use of recycled paper and water
- Elimination of single-use plastic
- Use of double-sided printing

OUR MANTRA:
REDUCE, REUSE AND RECYCLE

Internal carbon price (ICP)

As part of our commitment to becoming net-zero by 2030, we have introduced an internal carbon price to operationalise sustainable behaviour.

Our ICP will be used for funding activities that help reduce our carbon footprint, such as purchasing renewable energy certificates and creating a carbon dashboard for our businesses to encourage behavioural change, among others.



As part of our circularity initiatives, we donated our re-usable laptops to help a Non Government Organisations (NGO) set up an English language centre for underserved youth.





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Understanding our social impact around climate and nature

We continue to create awareness around our personal and professional impact on the natural world. Therefore, we encourage and empower our people to engage in **projects and activities that make a positive impact on the environment.**

Our socio-environmental initiatives include:

- Organising regular visits to eco-parks and nature trails for students
- Sensitising students on climate change and sustainable living through nature clubs at our partner NGO schools
- Advocating the importance of waste management and segregation in schools
- Promoting important occasions such as World Environment Day, World Conservation Day and Earth Hour
- Organising tree plantation drives (our colleagues have planted several thousand trees since 2019)
- Delivering community awareness sessions on making the 'best out of waste'
- Supporting rainwater harvesting to counter the effects of urbanisation and groundwater depletion
- Exploring biogas as a decentralised solution for biodegradable waste





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Impact beyond the workplace

Mangroves play a vital role in maintaining ocean health and inland habitation. KPMG in India volunteers led a mangrove planting drive at a beach in Kochi with a view to prevent soil erosion, protect fresh water and create a natural carbon sink. Wide-scale implementation of such plantations can improve rain patterns and temperatures in the years to come.



Our journey to net-zero is incomplete without our clients. Therefore, we work with them to help them become more environmentally responsible by making the right choices. Every day, we leverage the expertise of KPMG professionals to help our clients reduce their carbon emissions, transition to renewable energy and integrate climate risk into their corporate strategies.





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Carbon abatement journey for the hard-to-abate sectors

Energy-intensive industries such as petrochemicals, fertilizers, steel and cement, where the use of fossil energy and feedstock is deeply embedded in the production process, account for ~30%¹ of the global CO₂ emissions².

Our client, a large conglomerate and a leading producer of fertilizers, polyolefins, fibres and medical gloves ('client' or 'group') with over 30 manufacturing sites across eight countries, serves as a crucial supplier for many businesses across the globe. With most of its production falling under hard-to-abate sectors, it is imperative for the group to decarbonise its value chain and leverage low-carbon technologies for its operations. In this endeavour, the client would align themselves to national and global climate goals and create a competitive advantage for the group in the longer term.

As part of the client's decarbonisation journey, KPMG in India is helping them in the identification and evaluation of GHG-abatement levers to develop a GHG-abatement and carbon-offset roadmap based on the identified decarbonisation strategies for select facilities.

The exercise is being conducted by carrying out an end-to-end assessment of direct and indirect emissions as per the GHG accounting and reporting principles defined in the GHG protocol corporate standard covering relevance, completeness, consistency, accuracy and transparency³.

Our teams are also helping the client set unit-level near-term and long-term targets based on the SBTi framework with a focused assessment of nationally determined contributions, climate and energy policies, maturity of renewable energy market in the country and sectoral emission reduction scenarios.

To make the client's value chain emissions reporting robust, we are currently helping them develop a guidance document for Scope 3 emissions calculations and disclosures, in consultation with the client's leadership, sustainability team and their major suppliers.

With the aim of enabling a wider adoption of low carbon sustainable growth strategies across the hard-to-abate sectors, our teams are creating impact and empowering our clients to create meaningful change.



¹ Unlocking the "Hard to Abate" Sectors, World Resources Institute, accessed June 2023

² The industrial world is still dependent on fossil fuels, Siemens Energy Global, November 2022, accessed June 2023

³ GHG Protocol Corporate Accounting and Reporting Standard, Greenhouse Gas Protocol, access June 2023



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**Making a positive
social and
economic impact**





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Our commitments

- Contribute to nation building
- Foster innovation through our expertise
- Support education and lifelong learning
- Drive responsible corporate citizenship



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Strengthening national initiatives to shape a prosperous future

There has been a transformative shift in the global economy as a result of growing connectivity, adoption of digital technology as well as the impact of the Covid-19 pandemic. While the changes present immense opportunities for economic and social growth and development, this 'new reality' also presents daunting challenges for countries and economies, including a growing one, like India.

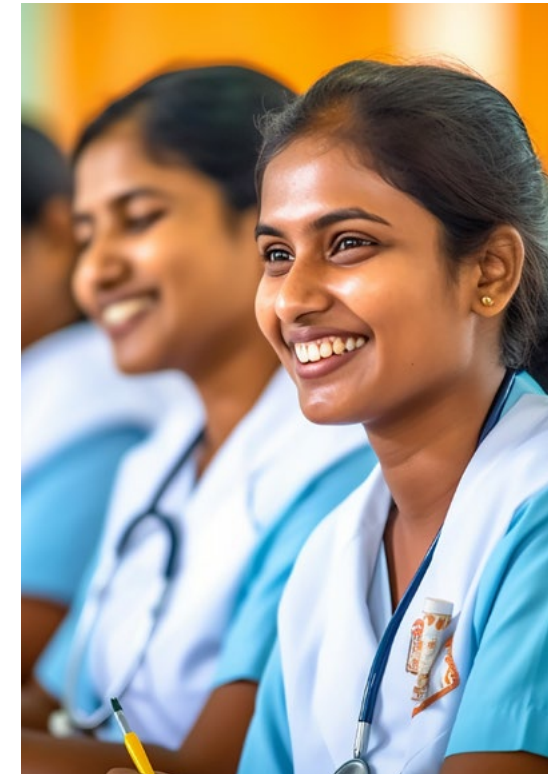
Governments, at all levels, are and will be critical players in leading this transformation and the new wave of sustainable prosperity through jobs, investment and new industries. In line with this, Government of India has launched national programmes and business reforms that present opportunities for firms like ours to participate in nation building across a broad spectrum of reforms.

The social sector has been a driving force in developing India's economy with multiple organisations striving to empower local communities, thereby reducing the perils faced by the disadvantaged sections of the society pertaining to healthcare, livelihood, sanitation, education and other humanitarian causes.

KPMG in India collaborates with the government in nearly a third of its ministries, to support the various programmes across infrastructure, citizen services and more.

Our team works closely with thinktanks and the private sector to drive results, enable transformation and promote job creation. With a nationwide presence and global network, we deliver integrated services, focusing on responsiveness, flexibility and accountability to meet the needs of India's citizens.

The work we do for our clients should also benefit our people, communities and world. By leveraging our professional strengths, we will continue to inspire confidence and empower change, contributing to India's growth journey.



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Ushering in quality education for the youth of India

Skill development and vocational training in India are on a path of acceleration. **Skills Strengthening for Industrial Value Enhancement (STRIVE)** is a World Bank-assisted Government of India project with the objective of improving the relevance and efficiency of skills training provided through Industrial Training Institutes (ITIs) and apprenticeship by involving SMEs, business association and industry clusters.

KPMG in India was engaged in supporting the programme's implementation, helping improve market relevance of skill development in long-term vocational education training.

An outcome-based Central Sector Scheme (CSS) with a budget outlay of INR2,200 crore (US\$318 million), STRIVE covers the following four result areas:

- Improved performance of ITIs
- Increased capacity of state governments to support ITIs and apprenticeship training
- Improved teaching and learning
- Improved and broadened apprenticeship training

Our teams supported delivery of on-ground results by:

- Implementing a grading framework across 13,500+ Information Technology Institutes (ITIs)
- Enhancing training outcomes for more than 2.5 lakh ITI trainees across 426 projects

We also developed a career progression policy that:

- Impacted over 70,000 trainers
- Supported the development and implementation of computer-based test for over 12 lakh trainees
- Institutionalised the concept of apprenticeship training via MSME industry clusters across India

The scheme helps empower change by supporting the country's rise in the 'Ease of Doing Business' index and facilitating a steady supply of a globally competitive workforce to the industry.





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Har ghar jal: Enhancing ease of living

With the goal of providing safe and adequate drinking water through individual tap connections to every household in rural areas by 2024, our Prime Minister, Shri Narendra Modi ji, launched **Jal Jeevan Mission (JJM)** in 2019. Its aim is to not only ensure ease of living, but also enhance the quality of life, especially for the female members of every household.

JJM is also playing a pivotal role in improving the health index, as evidenced by a research paper led by Nobel Laureate Michael Kremer, which found it to have the potential to prevent about 1,36,000 under-5 deaths per year.

A recent WHO report estimates that ensuring safely managed drinking water for all households could avert nearly 400,000 deaths caused by diarrheal diseases and prevent approximately 14 million Disability Adjusted Life Years (DALYs) related to these diseases. This achievement would result in estimated cost savings of up to US\$101 billion.

KPMG in India has been closely working with the Ministry of Jal Shakti, Department of Drinking Water & Sanitation, as the **National Project Management Unit**, assisting program

implementation by supporting in multiple thematic areas viz. program management, financial monitoring, HRD & capacity building, data analysis, and in activities related to social media, and information, education & communication (IEC). At the time of writing this report, over **12.27 crore rural households had been provided with tap water connections.**

One of the critical aspects of strong delivery and building trust is the innovative solutions we bring to our clients. One such idea was the formation of a 'Rural WASH Partner Forum' with the objective of bringing together multiple stakeholders, such as NGOs and state governments, on a single platform to foster and facilitate sharing of experiences, ideas and innovative solutions. The proposal was well-received and was implemented by the Ministry.

With **sustainability and consumer-centricity** at its core, the program is a crucial step towards achieving the United Nations' Sustainable Development Goal 6, which aims to ensure access to water and sanitation for all. And we are honored to be part of this national seminal initiative.





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Enhancing the quality of school education in Nagaland

Nagaland's education system faces myriad challenges, leading to declining student learning outcomes as reflected in the findings of the National Achievement Surveys (NAS).

To address this, the World Bank-funded **Nagaland: Enhancing Classroom Teaching and Resources (NECTAR)** project aims to improve learning outcomes in government schools and elevate teaching practices and quality of learning environments in select schools.

Aligned with the National Education Policy (NEP) 2020, the programme will benefit **2,000 schools, 20,000 teachers and 150,000 students** from kindergarten to grade 12.

KPMG in India has helped develop the blueprint of an innovative model that reorients the education system's focus **from inputs towards learning outcomes**. This includes a model for **developing teachers as instructional leaders**.

We have supported the Department of School Education (DSE) in developing the implementation roadmap through technical assistance in stakeholder management, monitoring framework

of project objectives and results indicators, financial management, procurement management and concept notes.

The Performance Incentive Grants (PIG) has been acknowledged as a success, benefitting about 1,875 schools across the state, with each school undertaking needs-based planning and fulfilling specific needs in categories of school infrastructure development, classroom learning and development as well as community participation.

The NEP-The Lighthouse project is the first-ever World Bank-financed education project in the north-east region of India to be directly implemented by a state government, i.e., Department of School Education (DSE), Government of Nagaland.

Impacting the entire learning arena, from the curriculum and schools to the teachers and students – NECTAR emphasises on reinforcing the relevance of 'Communitisation' of schools and strengthen the community's role as guardians of public institutions.





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Fuelling innovation

Technology continues to be in a state of perpetual evolution and has been the single largest catalyst in driving transformation. To help our clients navigate today's competitive market, KPMG in India supports companies along their digital transformation journey, helping them create long-term shared value.



Staying competitive with alliances

At KPMG in India, strategic alliances are central to our goal of helping clients achieve a sustainable competitive advantage. We have established trusted and collaborative alliances with a strong network of 20+ of the world's leading technology, data and services companies, including Google, Microsoft, Oracle, SAP, Salesforce and ServiceNow.

Our alliance ecosystem is designed with a global view to help address today's top issues, trends and priorities, such as digital transformation, blockchain, cognitive and digital labour, cyber security, data and analytics, and regulatory change.

We combine our deep knowledge of business processes, industry, risk and tax experience with professionals who are trained and certified by our alliance partners to offer wide-ranging solutions across multiple platforms and technologies driving accelerated growth and innovation for both KPMG and our clients.





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Accelerating digital transformation through KPMG Lighthouse

As new realities emerge every day in the world order, our clients contend with enablement needs that can help them grow, deal with complex services and products and traverse through unforeseen developments.

At KPMG Lighthouse, we combine data, analytics and artificial intelligence to enable new ways of working. Using the latest data-driven technologies and capabilities, along with KPMG's deep-rooted domain and sector expertise, we enable faster, smarter decisions and stronger performance.

Here are a few areas where we are combining business and technology perspectives in our solutions to meet mission-critical priorities:

- Supply chain resilience
- Procurement/Spend optimisation
- Downtime reduction and failure

Examples of our customised solutions

Supplier risk sensing engine

This data science-based risk engine is devised to compute and optimize performance impact – Value at Risk – on products due to strategic, operational, and hyper-operational risks and events on networks.

Key building blocks include:

- Visibility into multiple tiers in the supplier network
- A network view of all constituent materials and associated supplier and manufacturing sites
- A view connecting real-time events at every location
- Connecting product information with risk

Spend analytics

The solution was designed to infuse multiple elements of technology for automated spend analysis and targeted insights across the procurement value chain. It collects and enriches data and enables organisations to achieve goals around savings, risk and efficiency.

Key building blocks include:

- Natural language processing
- Spend classification
- What-ifs

It helps organisations improve spend under management and buying behaviour, and in cost avoidance.





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Infinite possibilities, unlimited opportunities

Our flagship **KPMG Innovation Kaleidoscope centre**, which was inaugurated in July 2022 in Mumbai, is a collaborative workspace aimed at providing immersive experiences, insights and solutions for our people and clients. The centre has grown from 40+ solutions to over 150+, experienced by 125+ clients, internal and global teams, has witnessed 60+ unique client visits and has over 50 new and existing assets displayed.

Open innovation platform

The open innovation platform supports the most promising early-stage start-ups from various corners of the country in a bid to nurture the most innovative solutions. We have a strong portfolio of over 70 start-ups and new-age companies.

The firm has also invested in the co-development of solutions with select start-ups and in building implementation capabilities for key solutions.

Hackathons

Our first Advisory hackathon was organized in 2022, inviting ideas from all service lines, representing major industry verticals. The submitted ideas were shortlisted by the 'Advisory Innovation Council' following a robust process of evaluation with criteria such as feasibility, desirability, novelty, differentiability and most importantly, scalability. Solutions derived from winning concepts are being readied for go-to-market. The final solution will also be displayed at the KPMG Innovation Kaleidoscope centre.

In the future, the centre will showcase an array of immersive assets developed by teams from the **Consumer Markets and Retail, Microsoft and Salesforce, KPMG Industrial AID and Generative AI use cases by Digital Solutions.**



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Uplifting our communities

At KPMG in India, we recognize our responsibility and are aware of our ability to make a positive impact on the communities that need it the most. We don't take this responsibility lightly and ensure that we back our intent with action.

Committed to making a positive impact, we partner with organisations across the country to provide immediate and long-term support on a number of issues impacting the underserved groups of India's population.

Focus on SDGs

To channelise our efforts, we have aligned our goals to the United Nations Sustainable Development Goals (SDGs) of quality education, thereby impacting other SDGs such as decent work and economic growth, no poverty, and zero hunger. We provide opportunities, skills, and training to support our beneficiaries through our 10by30 approach.



We're led by our Purpose:
**To Inspire Confidence
and Empower Change**





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10by30

The vision

Economically empower 10 million disadvantaged young people across the world by 2030 through education, employment and entrepreneurship

The strategy

Support organisations to enable the following for the underserved students and youth:

- **Skilling:** Skills to succeed in the labour market
- **Transition support:** Knowledge, mentorships and opportunities to access work
- **Transformation:** Upskilled teachers and more effective educational institutions

The approach

Transform the education ecosystem, create meaningful employment and encourage entrepreneurship

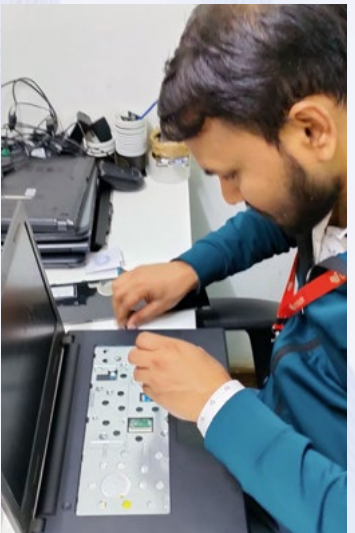
Pillars of impact



Education



Employment



Entrepreneurship





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FY22 community investment and beneficiary impact

INR14.61 cr

(c.US\$2 million) in cash,
contributed towards
communities

56,033

direct and indirect
beneficiaries

73,694

volunteering hours

Our community investments take the form of sponsorships, contributions or donations.

We undertake multiple programmes for our **direct beneficiaries**, covering areas such as:

- IT support and digital Literacy
- Scholarship support
- Teachers' salaries
- Education and training material
- Skills and livelihood program
- Entrepreneurship
- Job readiness and skill building
- Skill-based volunteering

Our financial contributions through the following programmes support **indirect beneficiaries**:

- Mentoring several Enactus college teams
- Nutrition support for students and their families
- Corpus donations to educational institutions
- Disaster relief: Rehabilitation support for rebuilding educational infrastructure
- Infrastructure support for educational institutions

Refurbishment of schools in Coorg affected by torrential rains in 2018



Restoration work in progress



Completion of the project after the Covid-19 pandemic





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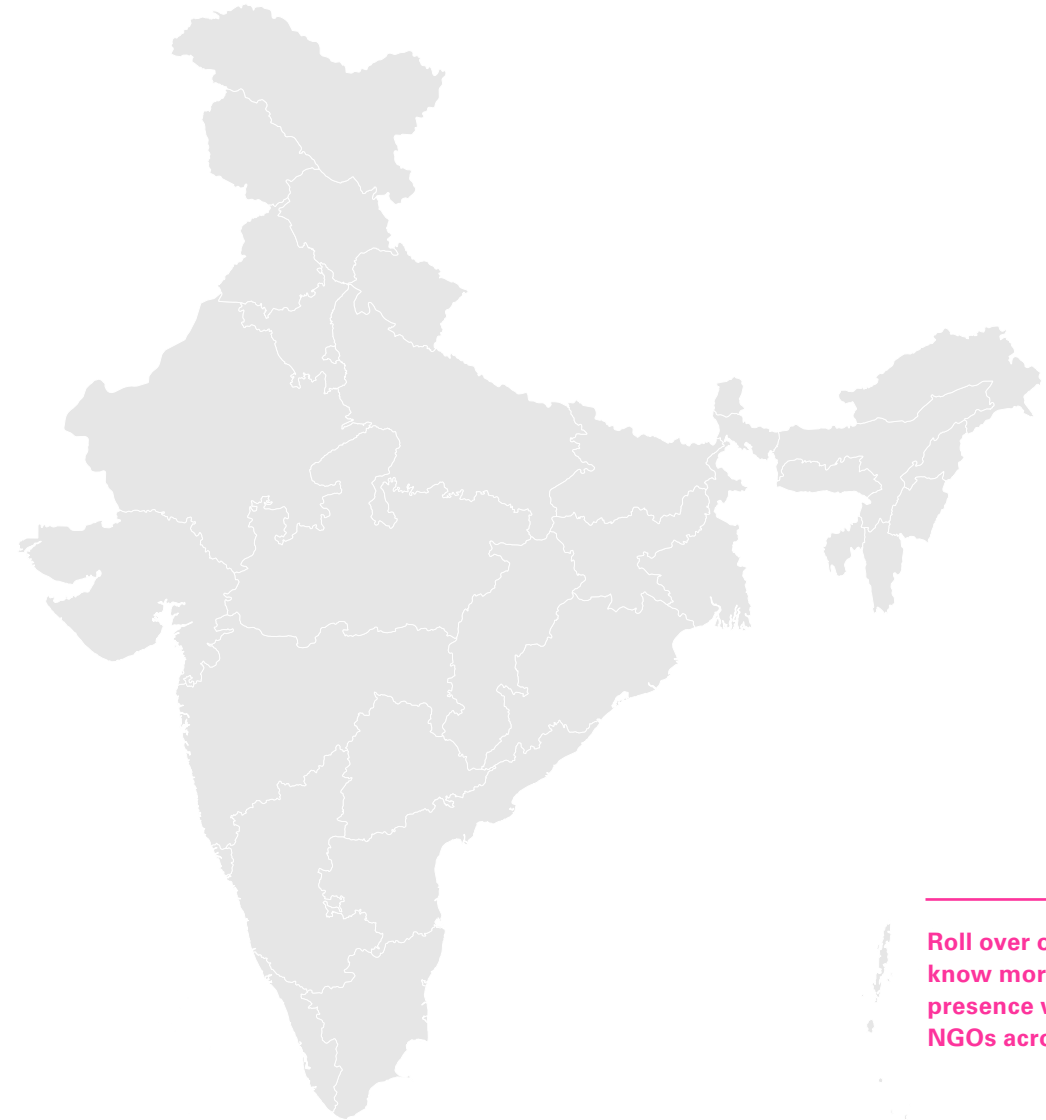
FY23 and beyond

Our Impact Plan team

Our outreach through NGO partners and volunteering

**KPMG in India works with a
number of NGOs across the
country to reach those
in need.**

We support charitable
organisations and NGOs with a
view to meeting societal needs.
Leveraging our strong presence
in education and learning helps
us make a deep and positive
impact on society. The aim
is to provide people from
underserved communities the
tools and opportunities to help
them succeed.



**Roll over on the dot to
know more about our
presence with multiple
NGOs across the country.**





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Volunteering for meaningful change



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Our volunteering initiatives give us the opportunity to interact with underserved communities and educate, mentor and empower them. We have a two-pronged approach to volunteering.

Deep, meaningful engagements

Everything we do should create exponential impact for our communities. We achieve this through deep, meaningful engagements with our volunteers and community partners.

Large-scale volunteering

Undertaking volunteering initiatives on a wide scale enables us to maximise impact with optimal investments.





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If you have skills, share them!

Our people use their skills and strengths to mentor and coach students and create an industry-ready talent pool. These coaching/mentoring sessions cover:

- Effective communication, time management and stress management
- CV drafting, interview etiquette
- Accountancy, economics and business fundamentals
- Work ethics, leadership skills, personal grooming and hygiene
- Current affairs



Over 5.4k

skill-based sessions
conducted in FY22

Targeting

7k

 in FY23

We plan to create a volunteering platform that will enable our colleagues to engage with NGOs in their individual capacity.





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Celebrating the spirit of social giving

Citizenship Awards

Acknowledgement and appreciation adds fuel to our people's drive to volunteer more. While volunteering for social impact is a fulfilling experience in itself, we have also instituted the Citizenship Awards within the firm to celebrate the spirit of social giving.

Corporate citizenship volunteering policy

KPMG in India colleagues can utilise up to 12 working hours in a year towards citizenship activities.

Digitalising and streamlining the volunteering process

To maximise our potential of making an impact, we have designed a hybrid volunteering calendar with a combination of in-person and virtual initiatives, as well as a [corporate citizenship portal](#) with information on our commitments and impact strategy pillars. Our people can view and register for volunteering activities on this portal. It also has information on the various NGOs and types of initiatives we support.





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KPMG's own 'action' hero

Dudhsagar Shambhuche, inspired by KPMG's core Values of working TOGETHER, FOR BETTER, has won the **'Citizen Of The Year'** award four times in five years.

Dedicated to giving back to society, he is thankful for having found multiple avenues for volunteering at the firm. Dudhsagar believes that volunteering cultivates empathy, humility, appreciation and a sense of purpose – to be part of something bigger than oneself.

Dudhsagar Shambhuche

Forensic-EHL



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Support for a budding entrepreneur

Deepak Kumar participated in a six-week-long programme to help Shikha – a budding entrepreneur from the LGBTQ+ community – to restructure and grow her entrepreneurial venture. Deepak worked with Shikha to develop strategies for marketing, growth and feedback collection. He also helped her improve her social media reach and presence.

Deepak Kumar

Management Consulting



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01

Support, in various forms, for education

We work with partner NGOs in delivering quality education by helping them improve their own skills, processes and infrastructure, with the ultimate objective of enabling children from underserved communities to lead a life of self-sufficiency and independence when they grow up. In this direction, our initiatives include the following:

IT support

- Maintenance of computer labs
- New desktops, refurbished laptops and software for computer labs
- Digital boards in classrooms
- Internet connectivity
- Data packs for students to pursue online learning

Over 2.2k

students benefitted from this support in FY22; the goal is to reach 3k in FY23.

Infrastructure support

- Libraries
- English language labs
- Audio/visual learning equipment
- Transport facilities
- Safety and security equipment

Over 5.3k

students benefitted from this in FY22.

Teachers' salaries and training

- Skilling programmes for teachers
- Support with digital study material
- Training on cyber security and safety
- Support for the salaries of teachers and educators

Supported salaries and training for

over 680

teachers, indirectly impacting over **24.5k** students.

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02

Strengthening Science, Technology, Engineering and Mathematics (STEM) education

We work with several NGOs that encourage STEM education amongst students from underserved communities. Our initiatives include:

Sponsoring scholarships for meritorious girl students

currently pursuing their bachelor's degree in engineering and technology from prestigious colleges and universities. Women leaders from KPMG in India serve as their mentors and role models. In FY22, senior leaders from the firm conducted virtual sessions on resume-building, interview-handling, future of work and personal branding for over **250 such students**.

Scholarship for
20 girls
will be extended to 100 in FY23.

Digital skilling

To bridge the digital gap, we support basic computer literacy for students in schools and colleges. Our digital team conducted sessions on coding in Python for students from grades 8 to 12. We also conducted sessions on social media and digital marketing career opportunities for students from grades 10 to 12.

Over 2.5k
students covered in FY22; we aim to support **3k** students in FY23.

Cyber awareness

As part of the Global Cyber Awareness Month programme, cyber security professionals at the firm volunteer to conduct sessions on cyber security for students and teachers every year.

60 sessions conducted for **11.5k+** students in FY22.
The target is to reach **40k** students in FY23.

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03

Improving English language proficiency

We provide schools the support to help their students improve their proficiency in the English language. We have set up English language labs at our partner NGO schools to provide a tech-enabled learning experience and our volunteers conduct reading sessions, in addition to extending support for books, furniture, IT equipment, libraries and even teachers' salaries.

Set up

30 libraries

in government schools in **7** states,
impacting **1.8k+** students

Plan to reach

2k students

in the coming year.



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04 Improving education for students from underserved communities

We work with NGOs to enable students from underserved groups to have equal opportunities to pursue quality education.

Turn Your Concern Into Action (TYCIA) Foundation

The NGO initiated 1000ANDYOU, a back-to-school education programme for girls from the Korku tribal community of Madhya Pradesh and Maharashtra. 1000ANDYOU aims to build better school-readiness and resilience, and help girl students overcome academic loss caused by the Covid-19 pandemic. KPMG in India supported the programme by providing:

- Study material
- Salaries and training for teachers
- Mobile learning centre
- Library

We provided study material to
500 girls
in FY22 and plan to continue to support the salaries of TYCIA teachers as well as provide sports and music equipment.



eVidyaloka

The NGO is working towards modernising the educational landscape in remote parts of India by setting up virtual classrooms in government schools. Our support in this direction includes:

- Setting up remote teaching centres and providing ongoing support
- Preparing videos and digital content in regional languages
- Conducting remedial classes in English and Mathematics

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05

Empowering the extended KPMG family

We believe that learning should be accessible to all. Therefore, we support our extended KPMG family, including our housekeeping and security staff, in getting their children through school and college by:

- Funding scholarships
- Sponsoring text books, uniforms and IT classes
- Providing tablets to ensure continuity of learning



Over 250

scholarships awarded to the children of our support staff

Gulnaaz: NavGurukul

Gulnaaz comes from a low-income family of the Jajpur district in eastern Odisha. After getting her bachelor's degree in science, she moved to Bengaluru and joined the non-profit initiative NavGurukul, where she learned how to manage her time, prioritise her tasks and effectively make important decisions. The self-governed community lifestyle and peer education support system at NavGurukul empowered her and built her confidence to take on challenges. Gulnaaz takes pride in being a self-learner and has now become a good mentor and great communicator. She is currently working with a Delhi-based company with an annual salary package of INR420,000 (c.US\$5,600).

We have been supporting the NavGurukul initiative since 2021.



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06

'Aspire' for a better life

The Aspire programme provides equitable opportunities to girls from disadvantaged socio-economic backgrounds to pursue their education, select a profession of their choice and achieve financial independence. We extend our support through:

- School and college fees
- Training on life and soft skills
- Mentoring
- Counselling for students, parents and guardians



Our impact in FY22

500+

students benefited till date

80+

senior women leaders from KPMG serving as mentors

23

graduated till date

50k+

training hours

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Nandini Govind finds her calling in building a future for the children

Growing up, Nandini struggled with confidence but had big aspirations. In 2014, when she was in the ninth grade, her life took a turn for the better when, through her alma mater, Shishu Mandir in Bengaluru, she got the opportunity to join KPMG in India's 'Aspire' programme.



The guidance she received from her Aspire mentor helped her become more resilient and responsible; taught her gratitude and empathy; nudged her to tackle challenges in different, more effective ways and got her to focus on personal development. Over the years, a visibly stronger and confident Nandini emerged. She knew what her heart wanted and was determined to go after it. With an eagerness to make a positive difference to the lives of those in need, from doing volunteer work as the President of Shishu Mandir Rotaract Club, Nandini went on to start her own NGO, Advaya Educational and Charitable Trust.

Through Advaya, Nandini works to protect and ensure the welfare of children – especially girls from remote villages and underprivileged communities. The goal is to support children in overcoming their challenges, getting an education and shaping a good future for themselves.





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07

IT skilling for better employability

In today's digital age, IT skills are not just handy but essential. We have a year-long residential programme designed to improve the employability of women from underserved communities, in the age group of 16–25 years, by equipping them with skills in software programming, mathematics and logical thinking.

The programme
has benefited

over 160

girls so far.



08

Youth mentoring

We have engaged volunteers to act as guides and mentors for underprivileged youth and help them embark on a fulfilling career. Their interactions cover aspects such as creative thinking, social media and financial literacy.

Over 1.5k

youth have benefited from
this initiative.

We aim to expand this
to 2k students.



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A second chance for at-risk youth

As part of our focus on supporting the youth of our country, we have partnered with Ritinjali's Second Chance School – a residential and day school programme for disadvantaged boys between the age of 18 and 24 years. The transformational programme aims to reintegrate young adults into the social fabric and workforce, in a secure, loving and stimulating environment.

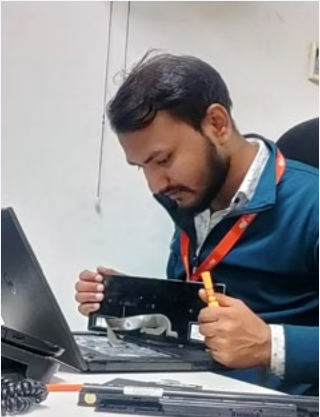


Brijesh: Ritinjali's Second Chance School

Brijesh Kumar Yadav, a migrant from Uttar Pradesh and former security guard, honed his understanding of computer hardware and software while at the Second Chance School. He participated in an entrepreneurship programme by KPMG in India and was shortlisted as one of the five students who got an opportunity to present their business idea and models to a panel.

After three rounds of extensive evaluation and deliberation, Brijesh's door-to-door laptop repair service was selected as the winner and awarded a seed funding of INR200,000 (c.US\$2,600).

He has now successfully launched his business and earns INR8,000–11,000/month (c.US\$100–150/month) from it, over and above his earnings from his day job. This added income has been a major contributor to an improved quality of life for Brijesh.



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Livelihood and skilling for tribal women

We support the NGO Nudge in alleviating ultra-poverty in three districts of Jharkhand through a 36-month micro-entrepreneurship programme, working with women-led ultra-poor families and creating an identity for them by providing them with consumption and livelihood support. We also imparted livelihood and skill training to these women on agriculture and animal husbandry. Additionally, these individuals have been integrated with various government and welfare schemes and provided basic identity proofs such as ration and Aadhaar cards.

11

Kindling an entrepreneurial mindset for youth

To build entrepreneurial mindsets in students from a young age, KPMG in India supports the NGO Alohomora, which actively works with Delhi Government on the Entrepreneurial Mindset Curriculum (EMC), which provides students an opportunity to interact with real-life entrepreneurs, explore different career paths and apply their skills in real life.

In addition to EMC, we support the *Desh ke mentors* (DKM) programme, which is the largest mentorship programme led by Delhi Government, aimed at ensuring that every student in grades 9 to 12 in Delhi Government schools gets the right mentorship and support to make important career and life decisions.

Over 1.4k

women in the age group of 18–30 years have been supported in Jharkhand. We plan to work with the state and central governments and extend our support to multiple states.



Over 1k

government schools part of the EMC programme

Over 10k

students impacted by NGO Alohomora through EMC and DKM programmes

Over 100

government teachers trained by NGO Alohomora to conduct the EMC programme



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Pillars of impact

Education

- Sponsoring the education of meritorious girl students
- Organising cyber security and skilling sessions for students from underserved communities
- Supporting STEM experiential learning
- Sponsoring the salaries of teachers and education kits to promote education in tribal communities
- Organising sessions by volunteers on digital marketing and coding in Python
- Building capacity through infrastructure and IT support
- Supporting mid-day meals and supplementary nutrition for students
- Bridging the learning gap in remote and rural areas through the Teach Through Television (TTT) programme
- Helping with process improvements at NGOs

Employment

- Mentoring young adults for job readiness through UNESCO's Global Skills Academy coalition in India (NSDCI)
- Providing career guidance and counselling for students and youth through workshops/sessions conducted by industry experts and counsellors
- Facilitating skill-based volunteering and mentoring for large-scale student beneficiaries
- Engaging volunteers to become guides and mentors to underprivileged

Entrepreneurship

- Developing national and state-level poverty-linked livelihood programmes that support rural micro-entrepreneurs and reduce city migrations
- Supporting entrepreneurship programmes and providing grants to at-risk youth

FY23 targets

150k

direct and indirect beneficiaries

3x

Increase compared to FY22



Our Impact Plan Team



Our sponsors

Arjun Vaidyanathan

Ritesh Chopra

Rupesh Tripathi

Head of Our Impact Plan

Suangna Singh

Governance pillar

Kaushal Kishore

Tapan Goel

Suangna Singh

People pillar

Leads

Sangeeta Rajendran

Priyanka Nambudiri

Smriti Buxi

Rani Belliappa

Working group

Rohin Nadir

Irene D'souza

Shambhavi Misra

Kunal Khurana

Sandhya Krishnan

Planet pillar

Leads

Ira Gupta Tuteja

Nitin Kumar

Raja Ray

Working group

Brig. H S Kaura

Gaurav Suri

Amitabh Singh

Pradeep Panwar

Pradeep Kumar

Shilpa Singh

Narender Dhillon

George Mathew

Sandeep Sharma

Cheryll Philips

Manjunath Y P

Anish Satish

Sanjay Azad

Prosperity pillar

Leads

Devang Bhandari

Ira Gupta Tuteja

Working group

Chhaya Kundar

Ipsita Thakur

Donita Dickson

Inderpreet Kaur

Reporting leads

Anish Satish

Ajay Nair

External support

Edelman

Ravi Ranjan

Creative team

Yamini Subramanian

Saurabh Dawar

Jyoti Basera

Vaishali Sharma

Versha Chauhan

Vikas Dubey

Debanshu Mukherjee

Shreya

Ishani Mukherjee

Arjun Kariyal

Biswajit Das

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Saurabh Sancheti

The preparation of this report was only possible because of the participation of many more colleagues. We thank everyone involved in assimilating the information and data reported here, from all the departments across the Firm.

Most of the images used in the report are that of KPMG in India colleagues and NGO partners.

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30 years
and beyond

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