



Our Impact Plan

KPMG in India
FY2023

KPMG. Make the Difference.



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Letter from our CEO

In an era when building resilience and operating from a place of empathy is the need of the hour, KPMG in India reaffirms its unwavering commitment to sustainable and ethical business practices. Our Impact Plan 2024 demonstrates the resolve with which we make choices that help our clients and communities thrive.

This year, we have made notable progress in embedding Environmental, Social and Governance (ESG) principles as a watermark in all that we do. We remain steadfast in this approach, which helps us not only foster confidence but also enables innovation and partnership.

Over the last year, KPMG in India, alongside our global counterparts, has had remarkable achievements under the pillars of Governance, People, Planet and Prosperity. We have remained transparent and accountable and enhanced our efforts towards the wellbeing of our people and communities. Our collective commitment reflected in the 3.6Mn learning hours, averaging a robust 83 learning hours per person, and our employees and their families contributing over 124,000 volunteering hours. We believe we are on the right path.

Our social programmes extend support to initiatives that aim at improving the quality of education, help create exposure to new subjects and topics, foster innovation and empower underserved communities. Our business strategies are aligned to our ESG pledge, which helps us go beyond our business responsibilities, helps us to continue finding ways to lighten our footprint on the environment and create lasting value for our clients, communities and stakeholders.

This journey towards a future where business success and societal wellbeing coexist is outlined in this report, which also invites our stakeholders to join us in this transformative quest.

We are confident that through collaboration, we can surpass the ordinary and establish an extraordinary legacy for future generations. I extend my heartfelt thanks to our clients, stakeholders and communities for their ongoing support and partnership as we work towards creating a better, more sustainable world – One World, One Family.

Yezdi Nagporewalla

Chief Executive Officer
KPMG in India



Messages from our leaders

As our organisation grows, the need to play our part in influencing positive change around us has never been more acute. Each year, we reaffirm and strengthen our commitment to our planet, people, and communities through Our Impact Plan.

This report details our actions and endeavours across the pillars of Governance, People, Planet and Prosperity. This year, we have intensified our resolve and taken more meaningful steps to reduce our carbon footprint and drive sustainable practices across our organisation.

Our people focus is built on nurturing an inclusive environment that enables our colleagues to flourish, while upholding the highest standards of governance, transparency, accountability, and ethical conduct in all that we do.

Beyond KPMG Global Services, we retain an unwavering commitment to improving the communities around us through our Corporate Citizenship agenda.

Our Impact Plan 2024 tells the story of this commitment toward the KPMG Values of Together and For Better.

Sameer Chadha
Chief Executive Officer
KPMG Global Services (KGS)



This year, our firm made significant progress in our operational practices by focusing on increasing efficiency and incorporating sustainability into our operations. We streamlined our processes to make them more sustainable and efficient, reflecting our commitment to the pillars of Governance, People, Planet and Prosperity. Our efforts to reduce our environmental impact and positively impact our communities were driven by the careful integration of ESG principles across all our business functions. Looking ahead, we are excited to pursue strategies that not only drive sustainable business growth but also deliver tangible benefits to our clients and society.

Jiten Chopra
Chief Operating Officer
KPMG in India



The urgency of the climate crisis requires decisive action and consistent commitment toward practices that help leave a healthier planet for our future generations. We are deeply conscious of our responsibilities and base our choices on the impact they can have on our planet. From switching to greener energy sources, promoting circular practices, banning single-use plastic bottles in our offices to rationalising travel – we are determined to take the calls that drive positive change, even if they are tough.

Ritesh Chopra
Chief Operating Officer
KPMG Global Services (KGS)



About this report

Our Purpose and Values guide everything we do

We conducted a comprehensive materiality assessment covering a three-year window, encapsulating 12 of the most important topics that align with the World Economic Forum's (WEF) International Business Council (IBC) metrics as well as our principles and business strategy.

This report has been prepared in alignment with these 12 topics, entailing a comprehensive review of:

1. ESG practices and reporting mechanisms at KPMG International (KMPGI)
2. Relevant standards and frameworks prevalent at the time
3. Evolving regulatory and ESG trends
4. Benchmarked best practices across our competitive landscape
5. Inputs from employees, leaders, and stakeholders

The scope of this edition includes ESG commitments and actions of KPMG in India across its 32 offices in 16 Indian cities, covering member entities and KPMG Global Services. 1 October 2022 to 30 September 2023 will hereafter be abbreviated as 'FY2023'.

We will build on to our materiality assessments over the next few years, keeping in line with the evolving landscape and, transparency and reporting standards prevalent in the industry.

Our approach

- Adapt to shifting stakeholder and business priorities, while engaging our employees and stakeholders in our journey
- Review business risks and peer norms
- Leverage the existing knowledge base of our international firm on material issues applicable across our member firms
- Be clear and transparent about our ESG initiatives
- Through this report, we underscore trust in the firm, our partnership and the operating ecosystem.



About KPMG in India

- Established in **September 1993**, KPMG in India works with **43 per cent** of the **Fortune 500 companies**, globally
- Together with our clients, stakeholders and communities, we embrace the challenge of delivering our purpose, through collective action and steadfast commitment
- We are not merely envisioning a better future; we are actively building it, one step at a time.



32

offices in 16 cities

At KPMG in India, we understand the unique opportunity and responsibility we hold in addressing the pressing global challenges of today. Aligned with our purpose, our commitment to Environmental, Social and Governance (ESG) principles forms the core of our ethos and how we make the difference. Embracing these principles is a deeply ingrained belief guiding our every action, allowing us to make the difference.



42K

people in India

By prioritising these initiatives, we aim to build trust with our clients, mitigate risks, unlock value and pave the way for resilient businesses and a sustainable future.



44%

gender diversity
across levels

As we continue this transformative journey, each decision, initiative and partnership reflects our unwavering commitment to make a meaningful impact. Having catalogued our ESG commitments under one umbrella - Our Impact Plan (OIP), we reaffirm our dedication to transparency and accountability with this edition.

Our material topics

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:** Cyber security 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 business, attracting and nurturing the right 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 wellbeing:** The mental health and physical wellbeing 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, to leave a healthier planet for future generations.

Prosperity



- 10. Economic contribution:** We are committed to enable economic growth, prosperity and contribute to nation-building in meaningful ways.
- 11. Technology and innovation:** We are committed to staying relevant and competitive and provide cutting-edge solutions to our clients.
- 12. Impactful community initiatives:** We create a positive impact through a wide range of social initiatives, emphasising on education for the youth and the underserved communities.

Key highlights of FY2023

Governance



Empowering sustainable growth

through holistic ESG integration with robust ESG frameworks in our operations and client offerings



Quality Management Systems compliant with the

International Standard on Quality Management (ISQM 1)



Evolving Tax function

through the development of KPMG in India Tax Data Hub and compliance tools for better insights and client delivery



Zero-tolerance approach

to bribery and corruption



Risk management

as an effective, strategic tool to identify signals of change and manage risks effectively



Hosted the first

Global Values Week

for our 42K people to inculcate the importance of our values



As a member firm of KPMG International Limited,

aligned to the UN Global Compact and UNSDGs

with focus on UNSDG 4 - Quality Education

People

42K

the largest headcount across the international network of member firms

44%

gender diversity across levels

12K

people onboarded in FY2023



3.6Mn

total learning hours averaging **83** learning hours per person

82


Global People Survey (GPS) score in FY2023 (with 92 per cent participation)



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

Key highlights of FY2023

Planet

34% 
reduction in our emissions per FTE (net of RECs) against baseline of FY2019


Continue to source 100% renewable energy for all our operations

45 
top spend suppliers participated in the CDP's supplier disclosure programme


Drove colleague engagement through a targeted Impact campaign resulting in **9K+** employee pledges for a better planet

87% 
of our office buildings are LEED-certified


Recertified for **ISO 14001:2015** and continue to track our environmental objectives


Prosperity



Programmes aligned to KPMG International's **10by30 vision** of economically empowering **10Mn** disadvantaged youth by 2030. Helped economically empower 1 million disadvantaged young people globally in FY2023

Areas of focus: 
SDG 4 (Quality Education) with additional focus on Employment and Entrepreneurship

Over 124K 
volunteering hours contributed by employees and their families in giving back to communities

In India: **INR13.33 Cr.** 
(c.USD1.6Mn) contributed towards uplifting communities*

 **300K+** direct and indirect beneficiaries

 **5K+** mentoring sessions conducted for the youth

* This includes voluntary donations made by our people directly as part of KPMG in India's related initiatives.

Governance

Our purpose and values guide everything we do



KPMG in India is dedicated to fostering positive change, a goal achievable only through robust governance.

Governance establishes the framework that drives purposeful activity, ensuring our consideration of economic, environmental, and social impacts in everything we do, both within the organisation and at client locations. It helps us integrate our financial success with our contributions to society.

Driven by our Values which guide our actions and our Purpose to instil confidence and facilitate change, we are committed to the highest standards of personal and professional conduct. As businesses become more complex, our Purpose to uphold the highest governance standards remain as pertinent as ever.

We are committed to making ESG the watermark that runs through our business, throughout our operations, recognising the growing importance of sustainability. Increased recognition of sustainability issues has resulted in enhanced governance that shapes our actions and facilitates robust risk management, including ESG risks, in client engagements.

We integrate an ESG lens across our assurance, tax, and advisory services, equipping our personnel with the requisite ESG knowledge and skills. Our ongoing efforts involve enhancing cross-functional collaboration, reinforcing governance structures, and providing necessary training to help ensure a clear, responsible, and resilient approach to sustainability.



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

Respecting human rights

- Respect human rights

Leadership in the 21st century is about ESG

To lead the 21st century, India requires leadership from its companies that goes beyond rhetoric to action. We need leadership from Indian companies that emphasises on not just saying the right things but in doing what is right. This entails not just setting Net Zero targets but also building Net Zero brands. The sprint to 2030 and the effort to limit global warming will hinge on fostering trust in the Indian ethos of responsible conduct, benefiting both people and the planet.

While recent years have witnessed incremental strides in addressing sustainability concerns, the scale of action has often fallen short of what is necessary. Today, the ESG agenda is picking up strength. Led by various stakeholders such as governments, consumers, scientists and more, the grassroots initiatives are emerging, exerting pressure on entities to curb carbon emissions and mitigate climate change. Moreover, attention is increasingly directed towards social risks, food security, livelihoods, poverty alleviation, and the burgeoning wealth gap - all stemming from the impacts of climate change. Initiatives at scale are the need of the hour.

The ESG practice at KPMG in India helps in aligning strategy and business models with green supply chains and circularity. At the same time, the

principles of the Sustainable Development Goals remain embedded in the values we drive in the firm and across the clients we serve. As India's growth trajectory accelerates, the KPMG in India practice will focus on helping clients with five key challenges:

- a. Addressing environmental risks
- b. Creating positive social impact
- c. Achieving radical and not just incremental sustainable technological advancements
- d. Promoting regenerative business models and
- e. Facilitating green growth

ESG is a watermark to our business - a foundational element for client engagements and underpins everything we do.

It is our endeavour at KPMG in India to create a better world through our people, clients, and transformative work in India and across sectors.

Let's work together for a brighter, better and greener future.



ESG as a watermark at KPMG in India

In the present-day landscape, the world's challenges are more pressing than ever, affecting both businesses and society profoundly. At KPMG in India, we value the significance of our Purpose - instilling confidence and propelling change particularly crucial in these uncertain times. Trust proves vital for navigating the intricacies of our environment, while accelerated change stands as a cornerstone for forging a sustainable future.

KPMG in India thrives when our team of over 42,000 talented individuals collaborate with clients, partners, and stakeholders from various sectors to tackle challenges. Whether we support businesses, NGOs, governments, or communities, we leverage our expertise, cutting-edge technology, and innovative strategies to foster substantial progress.

In an era where Environmental, Social, and Governance (ESG) considerations shape business landscapes globally, India stands at the forefront of this transformative journey. KPMG in India recognises the pivotal role that ESG plays in driving sustainable growth and is poised to guide clients through this dynamic landscape.

Aspiration	 Make ESG the watermark underpinning everything we do while striving to achieve our ambition of driving growth across our business and of becoming the most trusted and trustworthy professional services organisation creating a meaningful impact on our clients, people, communities and the nation.					
Our Impact	Clients and supply chain <ul style="list-style-type: none"> Impact through the services we provide Driving transparency in engagements fostering sustainable, ethical and fair practices Offer insights and analysis to help inform the decision making of clients empowering them to drive a positive change in their industries Use of technology to scale real time solutions for transformative changes. 	People <ul style="list-style-type: none"> Create an inclusive culture where our people come as they are with diversity and inclusion being the cornerstones of a thriving workspace fostering innovation and empathy Commitment to offer the skills needed for the future world of work Do work that matters. 	Society <ul style="list-style-type: none"> Support the communities we live in Contribute to nation building Reduce our impact on the planet to build a more sustainable and resilient future Bring together a diverse and inclusive workforce serving plants and communities alike to help build a fairer and more equitable future. 			
Our Foundation	 Our Purpose Inspire confidence. Empower change.		 Our Values Integrity, Excellence, Courage, Together, For Better.			
What we offer	 Building a better working world	 Unwavering commitment to quality	 Access to our extensive reach and expertise	 Pioneering innovation and value-adding services	 Deep and practical industry knowledge	 An empowered ecosystem with the right infrastructure, tools and technology

At KPMG in India, our commitment to ESG cuts across our internal operations and external client offerings, reflecting our holistic approach to sustainable business practices. It's not just about what we do; it's about how we think and the actions we take. We believe that true sustainability stems from embedding environmental, social, and governance considerations into every aspect of our operations, from decision-making processes to daily practices. Moreover, we recognise that ESG is everyone's responsibility. It's ingrained in our culture, where business responsibility and making a positive impact on society are fundamental values we uphold. By fostering a culture of accountability and collaboration, we empower every member of our organisation to contribute meaningfully to our collective ESG journey, driving positive change and creating value for all stakeholders.

Our Impact Plan is our roadmap to build a stronger and more sustainable business. It is also our opportunity to reaffirm our commitments to the UN Global Compact Principles and the UN Sustainable Development Goals. From reducing our impacts and developing the most sustainable footprint possible, we acknowledge that we can and will accomplish more.


Ultimately, the biggest impact we can make is helping those who rely on us to overcome their challenges. That is why we are committed to ensuring that ESG is embedded in everything that we do.

We must notice that the ESG landscape in India is rapidly evolving, propelled by regulatory mandates, investor demands, and societal expectations. Hence, we understand the need for Indian businesses to integrate ESG principles into their core strategies and operations. Our approach aligns with key trends, emphasising climate change mitigation, resource efficiency, and social inclusivity.

India's ambitious renewable energy targets underscore the nation's commitment to environmental sustainability and we leverage this momentum to assist clients in navigating the transition towards renewable energy adoption and other eco-friendly practices. We also facilitate access to innovative financing mechanisms such as green bonds and sustainability-linked loans, empowering companies to align their capital allocation with ESG objectives.

We believe that by embedding robust ESG frameworks into their corporate DNA, Indian businesses can enhance competitiveness, build stakeholder trust, and contribute to sustainable development goals. KPMG in India serves as a trusted partner in this journey, offering tailored solutions to address unique ESG challenges and seize emerging opportunities.

With us, clients can navigate the complexities of the ESG domain with trust, driving positive impact while ensuring long-term success in a rapidly changing business landscape.



India Decarbonisation Hub has helped us to channelise advanced skills, capabilities and knowledge, and helped us create innovative solutions enabled by technology to reduce our carbon footprint.

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's decarbonisation journey.

Aligned with UN Global Compact and UN SDGs

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.

While we are dedicated to supporting all United Nations Sustainable Development Goals (UNSDG) that KPMG International is aligned with, KPMG in India is particularly focused on UN SDG 4 viz. Quality Education.

We have made a significant contribution towards the achievement of the United Nations Sustainable Development Goal 4 (SDG 4) to help ensure inclusive and equitable education for all.

We have developed a new, ambitious strategy to economically empower 10Mn disadvantaged young people by 2030 through education, employment and entrepreneurship opportunities.

KPMG in India will deliver on this vision through a framework that will equip students with the skills to succeed in the job market and support job transition by providing students with knowledge, mentorship and opportunities to access work.

As a member firm, KPMG in India is aligned with this alliance and core principles. (for more information, see Page 89 of our [Global Impact Plan 2024](#)).

SUSTAINABLE DEVELOPMENT GOALS



<https://www.un.org/sustainabledevelopment/>

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Our purpose and our values

Our Purpose

At KPMG in India, our mission is to make a difference for the better. As we strive to become the most trusted firm, our purpose serves as our guiding light. In a constantly evolving world filled with disruptions, we inspire confidence and empower change. We are committed to fostering success for others and simplifying what is complex.

Quality and integrity form the bedrock of our operations. Our passion, expertise, curiosity, inclusive culture, and emphasis on grooming future leaders sets us apart from the rest. Through our concerted efforts, we endeavour to bring about meaningful change and create lasting impact for our stakeholders.

Our Values

Our Values are our fundamental beliefs, shaping and harmonising our actions and behaviours. They are the foundation of our unique culture and resonate in our engagements with colleagues, clients, stakeholders and communities.

Our Values empower us to unleash the full potential of our people. They give us a shared language that facilitates collaboration within KPMG in India and across the global KPMG network, enabling us to leverage our local expertise and specialised insights more efficiently across member firms worldwide.



Integrity

We do what is right.



Excellence

We never stop learning and improving.



Courage

We think and act boldly.



Together

We respect each other and find strength in our differences.



For Better

We do what matters.

Global Values Week

During the Global Values Week our workforce united in enforcing our collective culture through immersive events and speaker sessions. The initiative focused on one value a week, fostering a deep understanding of our values and motivating our people to embody them daily, both individually and collectively.

- Each day featured a combination of a global session and a speaker event dedicated to the value of the day
- Leaders shared their reflections on each day's events, adding their own perspective on each value
- We saw enthusiastic participation in the daily Values quizzes and discussions on our Viva Engage - Culture channel
- At the end of the week, Senior Partners hosted our Aspire mentees for engaging conversations over high tea in the Mumbai, Bengaluru, and Gurugram offices, epitomising the value - 'For Better'
- Global Values Week generated 6.4K+ unique views across global and local speaker sessions.

Pillars of effective governance

Effective governance is the backbone of a resilient and sustainable organisation. At KPMG in India, we recognise that robust governance frameworks are critical in fostering transparency, accountability, and integrity. Our governance strategy is built upon four essential pillars: Leadership and Oversight, Quality and Risk Management, Compliance and Ethics, and Data Security and Privacy. Each of these pillars plays a vital role in our commitment to excellence and sustainability.

Leadership and Oversight

Strong leadership and oversight are foundational to effective governance. Our Board of Directors and Leadership Team are committed to setting a clear vision and strategic direction for the firm.

- **Board and Leadership Team:** We ensure our Board and the Leadership Team is diverse in skills, experiences, and perspectives, fostering innovation, diversity and sound decision-making
- **Executive accountability:** Clear roles and responsibilities are established for executives, ensuring they are accountable for their actions and the overall performance of the firm
- **Strategic planning:** Our leadership drives long-term strategic planning, aligning business goals with our ESG commitments and adapting to emerging challenges and opportunities.

Quality and Risk Management

We believe that delivering exceptional quality in every engagement is our fundamental responsibility. We ensure that our services consistently meet the highest standards of professional services. We have established an extensive risk management framework to proactively safeguard our business and ensure continuity.

- **Quality of work:** Our quality monitoring and compliance programmes align seamlessly with KPMG's global quality benchmarks helping ensure compliance with established standards
- **Risk identification and mitigation:** Regular assessment of internal and external risks along with implementation of robust controls and strategies to reduce potential adverse impact
- **Crisis management:** Crisis management plans and drills are regularly tested to ensure preparedness of our response to critical risks.

Compliance and Ethics

Adherence to compliance and ethics standards underpins our reputation and operational integrity. We strive to uphold the highest standards of legal and ethical conduct through:

- **Regulatory compliance:** Helps ensure all our operations comply with relevant laws, regulations, and industry standards locally and globally
- **Responsible tax practice:** Adhering to principles ensuring that our tax practice is legally validated, transparent to the authorities and mindful of reputational risks and stakeholder impact
- **Code of conduct:** An extensive code of conduct that outlines our ethical principles and expectations for all employees and partners
- **Speak up culture:** Providing secure and anonymous channels for reporting unethical behaviour, with strong protections against retaliation.

Data Security and Privacy

We are committed to safeguarding the information entrusted to us by our colleagues, clients and stakeholders through stringent data protection measures, including:

- **Data governance:** Establishing clear policies and procedures for data management, ensuring data integrity and availability
- **Cyber security:** Implementing advanced cyber security technologies and practices to defend against data breaches and cyber threats
- **Privacy practices:** Adhering to global and local data privacy regulations and leading practices, helping ensure the confidentiality and rights of our clients and employees.

Our leadership and governance structure

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 network of member firms.

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 trust that are synonymous with KPMG. Our complementary skillsets enable governments, non-profits and businesses to meet their most important challenges, from cyber security to pandemic response to digitisation.

The Board

The Board is a governance body entrusted to ensure adherence to the highest standards of integrity, accountability and transparency within the firm.

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 compliance, and people and culture.

Key responsibilities of the Board include:

- Approving the firm's strategy
- Protecting and enhancing the KPMG brand and reputation
- Approving significant policy decisions and changes with which the firm and its people must comply.

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

The overall ownership of the OIP lies with the COO and ILT, chaired by the CEO. 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

Empowering boards, empowering businesses: The KPMG in India advantage

KPMG in India's Board Leadership Centre

KPMG in India's Board Leadership Centre (BLC) champions outstanding governance to help drive long-term corporate value and enhance investor confidence. Through an array of programmes and perspectives, BLC engages with directors and business leaders to promote professionalisation of boards, help articulate challenges, and promote corporate governance.

Drawing on insights from KPMG professionals and governance specialists worldwide, BLC delivers actionable thought leadership publications on various topical issues such as risk and strategy, talent and technology, globalisation and compliance, financial reporting, audit quality, and more.

The value enhancement to organisations through BLC includes:

- A knowledge sharing platform by engaging with board members at individual and community levels
- A thought leadership platform that equips directors with insights and leading practices on a wide variety of trends and issues
- Media to deliberate on business challenges and promote governance, compliance and beyond, diving into behavioural nuances and navigating ethical challenges
- Elevate governance standards by liaising with companies to advise and brief their boards on several relevant topics such as board structuring, board processes, corporate governance, cyber security, third-party risks and other topical matters
- Provides a platform to connect with the global board community and leverage leading practices across different regions and jurisdictions.



Striving for excellence: Delivering value through high quality services

Quality remains fundamental to maintaining public trust and professional reputation.

At KPMG in India, we define 'quality' as the outcome when our client 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 initiatives have facilitated the implementation of sustainable practices. These include strengthening governance, investing in technology, implementing more robust controls and revitalising our training methodologies. Our quality monitoring and compliance programmes align seamlessly with KPMG's global quality initiatives, ensuring compliance with established standards.

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 adopted a robust strategy to bolster quality and we diligently monitor the advancement of each initiative through stakeholder engagement and timely action.

Our unwavering dedication to serving the public interest is underpinned by our steadfast commitment to quality. It remains the bedrock of our vision to emerge as the clear choice for our people, clients, and the public while we 'make the difference'.

Quality value-driven advisory services

We bring a wealth of experience and expertise. Our team comprises seasoned professionals who have navigated complex challenges, delivered successful projects, and consistently exceeded client expectations. Our insights empower us to provide tailored solutions that drive results for our clients. A client-centric approach helps us prioritise our clients' needs above all else.

We provide strategic advice and solutions to government entities, public services, and related organisations, offering a wide range of services including strategy, advisory on policy development, programme implementation, and transformational initiatives. We bring together industry knowledge, best practices, and insights from successful projects and thrive on operational efficiency to identify bottlenecks, recommend process improvements, and enhance productivity.

At KPMG in India, we bridge expertise, strategy, and execution to help organisations thrive in a competitive landscape.

Quality consciousness is quality delivered

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 complex engagements to provide feedback and insights to the engagement partner for improving the quality of execution. In-flight reviews (IFR) provide timely inputs to the engagement partner and senior management, facilitating adjustments if necessary to ensure satisfactory delivery of commitments, 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. Our VoC programme ensures that we get unbiased feedback on critical engagements.

Moreover, our senior leaders connect with clients in person regularly throughout the year. Therefore, we have a robust and comprehensive channel to gather engagement level feedback from CXOs on both completed and ongoing engagements.

Quality at source

All engagements are classified in the CRM at the opportunity level and based on certain criteria, ie. for an opportunity of a particular size, the Deal Consultation Board (DCB) evaluates and approves.

A comprehensive 20-point opportunity scorecard serves as an objective lens, sets the tone for quality in engagements and lays down quality benchmarks, from the outset to adhere to throughout the execution.



Enterprise Risk Management

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.

Therefore, KPMG in India adopts a meticulous approach to the Enterprise Risk Management (ERM) process, aiming to identify and mitigate potential risks that could hinder the achievement of our strategic objectives.

Spearheaded by our leadership team, the custodian of ERM, we diligently implement measures to effectively address the identified risks. The process is overseen by the Risk Committee, as assigned by the Board, while the Board provides overall oversight and governance to ensure the resilience of our risk management framework. This structured process equips both the Leadership Team and the Board with vital insights to evaluate resource requirement and reassess strategic direction.

Moreover, within the realms of Assurance, Tax, and Advisory functions, we employ a structured ERM methodology to pinpoint the most critical risks impacting the attainment of each function's strategic goals and operational plans. This entails devising and executing action plans to mitigate identified risks at the functional level, as well as identifying risks that warrant elevation to a firmwide perspective.

At KPMG in India, every function and individual is entrusted with the responsibility of identifying, evaluating, and mitigating risks while upholding the quality of our services. To instil a culture of consistency and accountability, we have established dedicated central and function specific teams comprising seasoned professionals tasked with fostering a culture of quality and integrity across the organisation. Risk Management Partner and functional quality leaders ensure adherence to policies and procedures governing professional risk management, ethics, independence, quality control, and compliance.

Furthermore, the Risk Management Team meticulously evaluates insights from integrated quality monitoring and compliance initiatives, assessing the adequacy of suggested remedial actions. Additionally, it provides ongoing guidance on various aspects including quality monitoring/ compliance, regulatory interactions, data protection, contractual matters, ethics, independence, client and engagement acceptance, and overall quality and risk management. By developing robust policies and guidance, our Risk Management Team empowers firm professionals to assess the risk profile of clients or engagements before forging any business relationships, thereby enabling proactive risk management across our operations.



“

Effective governance and comprehensive risk management are integral to KPMG in India's ESG strategy. By integrating risk mitigation into our business practices, we help ensure sustainable development while maintaining high standards of transparency and accountability. Our commitment to proactive risk management equips us to handle the complexities of today's evolving landscape. We are dedicated to fostering a culture of integrity and excellence, ensuring the resilience and prosperity of our business and stakeholders in a sustainable future.

Mohit Bahl
Head of National Risk Management
KPMG in India

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Responsible tax practice

A responsible tax practice is one of the core elements of conscientious social behaviour. It forms a part of the Compliance and Ethics pillar of our overall governance framework and our organisational values.

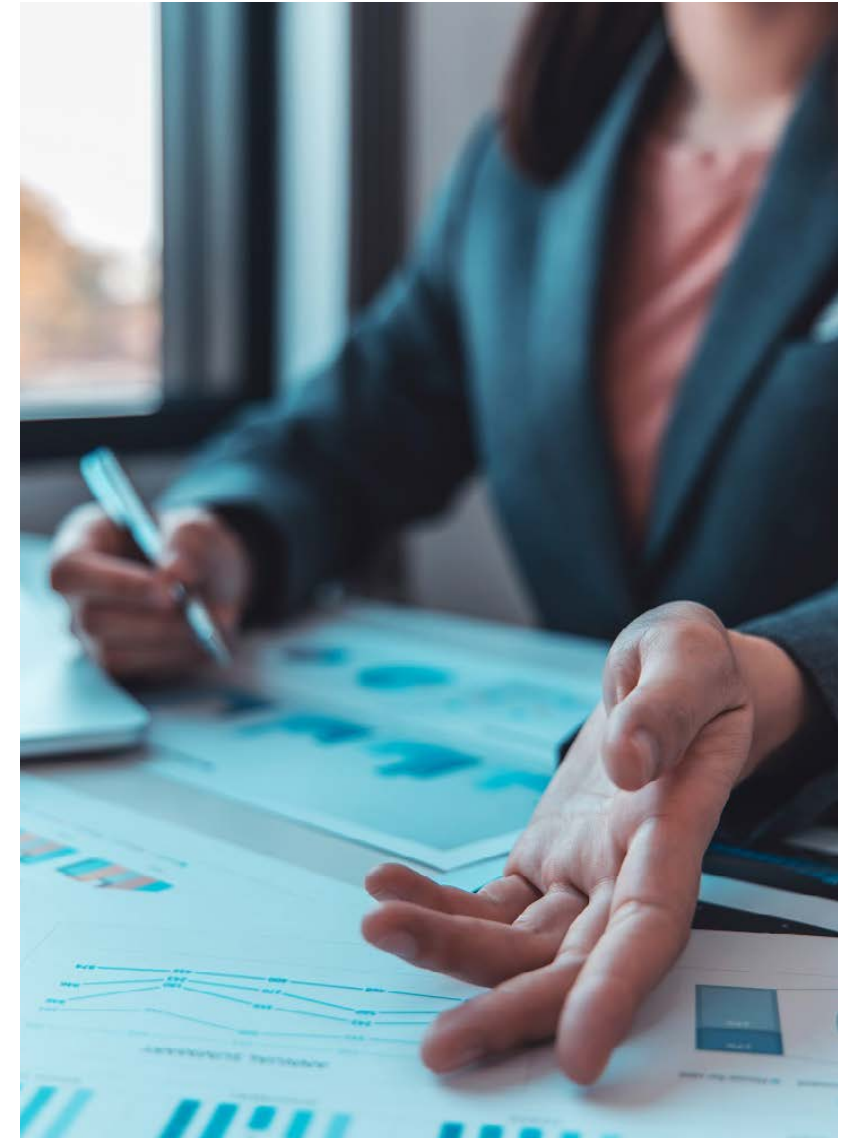
Our firm follows the 'Principles for Responsible Tax' and considers them a critical element of our broad ethical framework. It is mandatory for our client-servicing teams to embrace responsible tax behaviour for creating a positive client impact with respect to tax accountability and transparency.

Principles of a responsible tax practice

Our tax advice will:

- Be supported by a valid basis in law, judicial precedents etc. with the backing of our strong technical group
- 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.



Key tax initiatives creating an impact

Tax technology



We have developed a host of tax technology tools (such as KPMG Tax Data hub, compliance tools, etc.) to help our Tax function transform the way we digitally interact with clients, automate tax compliances, provide managed services and turn data into value for our clients. Our investment in tax technology enhances operational efficiency, unlocks strategic value and represents our unwavering commitment to innovation and excellence in client service.

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 continue to encourage and assist our clients in publishing tax transparency reports. Embracing tax transparency not only demonstrates our commitment to responsible tax practices but also strengthens corporate reputation, mitigates risks, and enhances stakeholder trust and engagement.

Tax-Integrated Centre of Excellence



We have built a robust Tax ICoE delivering a wide variety of services to client service teams (CSTs) cross locations. The Tax ICoE aims to make CSTs more competitive by delivering customised tax services designed around the needs of the clients. The Tax ICoE reflects our dedication to providing the best-in-class tax services that are characterised by quality, expertise, consistency and efficiency.

Responsible tax roundtables



We use convening power to share industry best practices, holding regular roundtables with business and civil society to help them better understand what a responsible tax position looks like in this changing and evolving world. In FY2023, we held many forum discussions on the industry and the changing nature of work, including institutional frameworks surrounding domestic and international tax rules. These roundtables provide a unique opportunity for networking and collaborating with like-minded organisations and stakeholders, facilitating a platform for learning and sharing. This emphasises our proactive approach to promote transparency, integrity and collaboration in taxation.

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. This empowers the client to navigate the complexities of taxation with clarity, confidence and strategic insight.

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. Our commitment to work with revenue authorities reflects our dedication to advocating for policies that promote a fair and conducive tax environment for businesses.

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 and quality services, and building sustainable relationships with our stakeholders.

Driving ethical decision making

At KPMG in India, we recognise that trust is cultivated through principled actions. In an era of rapid and intricate global changes, this foundational belief holds greater significance than ever before.

Guided by KPMG's ethical decision-making framework, CARE (Consider, Assess, Respond, Evolve), established in 2023 and utilised across KPMG member firms, is directed towards ethical decision-making practices that align with our Purpose, Values, and Code of Conduct, which are dedicated to fostering and fortifying trust.

The CARE framework empowers team members to navigate ethical challenges with clarity and integrity, providing a structured approach to decision-making in complex scenarios. It underscores the notion that ethical decisions need not be made in isolation but can be supported by a robust framework and collaborative input.

Complementing the CARE framework are a range of supplementary materials and resources, including facilitated discussions, designed to equip our team members with the tools and confidence needed to make sound ethical judgments in diverse contexts.



CARE

Ethical decision-making framework

Consider

what is
the issue



Assess

options to address
the situation



Respond

with
decision



Evolve

and
reflect



Actions driven by integrity and accountability

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. Establishing an ethical culture is an essential requirement in a professional services firm like ours, since it enhances public trust and reduces risks while promoting sustainable business practices.

All KPMG firms are mandated to establish processes for assessing prospective clients, third parties and suppliers in relation to bribery and corruption. They must also conduct annual assessments of the bribery and corruption landscape and implement 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. The firm promotes a culture of integrity and transparency and emphasises the importance of providing accurate data, whether within the firm or externally.

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. This firm is committed to doing things 'the right way' and periodically reiterates the importance of undertaking training with complete honesty and integrity, to the firm personnel.

“

As a risk leader, I am proud to be part of an organisation where ethical practices and responsible business conduct are paramount. We have a culture of integrity and accountability, where colleagues are empowered to speak up without the fear of reprisal. This lends strength to our credibility amongst our clients, stakeholders, colleagues as well as the communities we serve.

Tapan Goel
Head of Risk Management and Legal
KPMG Global Services (KGS)

”



98%

of our people and partners completed the anti-corruption training in FY2023*.

*Data represents partners and people who completed the We Do What is Right: Integrity at KPMG training across the firm. Data is based on the training launch date in the reporting year. The data excludes those who are exempt due to extended leave and those who are on outbound secondment. KPMG personnel are required to complete the relevant training upon being hired and every year thereafter. 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.

Speak up culture

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 alignment with our commitment to fostering an environment of transparency and accountability, both KPMG in India and KPMG Global Services (KGS) have a confidential hotline as part of our 'speak up' culture. This hotline serves as a platform for reporting concerns regarding any activities undertaken by KPMG in India or fellow colleagues.

Additionally, KPMG International also has a confidential hotline to report concerns relating to any activity by KPMG International, KPMG firms or KPMG people.

The whistleblowing hotlines are accessible via various means such as phone, web, email and post.



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.

KPMG in India is an equal opportunity employer and is committed to diversity, inclusion and equity at the workplace and we embrace these as fundamental to our firm. We are committed to achieving a barrier-free workplace and eliminating all forms of discrimination, bullying and harassment. The firm employs and engages with people with different and diverse backgrounds and is committed to provide a workplace in which the dignity of every individual is respected. We stand up against any discrimination and harassment wherever we operate and have a zero tolerance and zero-occurrence approach to these.

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.

Information protection, data use, privacy and protection

For us information protection, data use, privacy and protection is a goal aligned with the organisation's overall business objectives, supporting strategic initiatives, growth opportunities, and long-term sustainability by mitigating security-related risks and promoting trust amongst stakeholders.



Enhanced security and governance model to manage risk and protect firm's critical assets and data

Robust security and privacy posture of the firm to protect critical data and information systems.

- We have a robust set of policies and procedures to manage security operations
- We proactively identify threats and risks to the business based on key data
- We have created a culture of risk intelligence and security awareness by clearly defining security-related roles and accountability for business units and technology groups
- We monitor our environment and quickly respond to attacks
- We have an established security governance structure with clearly defined roles and responsibilities
- We continue to adopt new tools and technologies for managing the security landscape, like IDAM (Identity and Access Management), PAM (Privilege Access Management), DLP (Data Leakage Protection) etc.

Striving to make security easier for users

Enhancing our operations to deliver secure services to clients.

- We have enhanced the way we build, integrate and monitor security, like establishment of 24x7 support for users
- We influence the way we work and do business to reduce cyber risk and embrace change
- We impart role-based trainings/certifications for stakeholders across the firm including phishing simulations/table-top exercises
- We have automated several security processes for the ease of users.

Demonstrating security capability to stakeholders

This allows us to meet expectations and increase client and regulator confidence in our ability to secure and protect systems and information.

We have built demonstrable and verifiable security through third party attestation and certifications:

- ISO 27001:2013 (ISMS)
- ISO 27017:2015 (CloudSecurity)
- ISO 27701:2019 (PIMS)
- ISO 22301:2019 (BCMS)
- SOC-2 Type-II
- ISO 20000-1 (ITSM)
- CMMI (Capability Maturity Model Integration)

We ensure compliance to contractual requirements, and applicable regulations:

- IT Act 2008
- CERT-In Directions, 2022
- DPDP Act, 2023
- Client contractual requirements, like EU GDPR, etc.
- We have automated several security processes for the ease of users.

Continuing to secure the evolving technology landscape

To navigate the terrain of the constantly evolving technology and digital world, the vision for security must encompass this aspect.

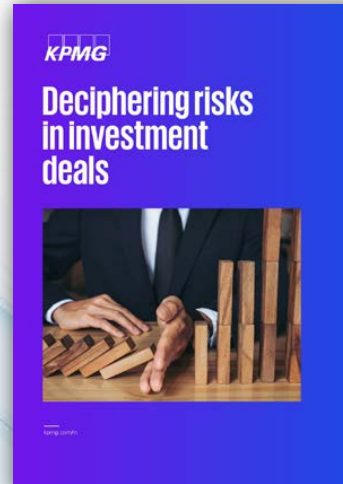
- We have built a culture of security by design for upcoming technologies leveraging AI/ML and instil human firewalls and zero trust
- We have adopted a holistic and unified security management for responding to evolving cyber threats
- We have established a continuous monitoring and adaptation mechanism through SIEM
- We engage with industry peers, security vendors, and threat intelligence sharing communities to exchange information about emerging threats and best practices.



Related publications



Decoding the Digital Personal Data Protection Act, 2023



Deciphering risks in investment deals



The India risk taxonomy 2023-24



Risk to stakeholders of ESG-oriented organisations



Digital Personal Data Protection Bill

People

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



KPMG in India reaffirms its unwavering commitment to our people, creating opportunities, programmes and enabling resources that help them learn, grow and thrive. Providing a psychologically safe space to 'come as they are.'

It is our shared sense of values and purpose that helps ensure collective development, inclusion and wellbeing for all.



Our commitments

Inclusion, Diversity and Equity (IDE)

- Have an inclusive culture built on trust, backed by leadership accountability and embedding IDE priorities into all our HR and business processes
- Foster an educated, empathetic workforce that welcomes diversity of thought and experiences
- Advocate for equal opportunity by providing deliberate access to advancement opportunities

Continuous learning

- Develop a continuous learning culture to enhance skills and offer continuous professional growth, aligned to our goal of providing opportunities to learn for a lifetime
- Role-specific learning plans to develop our leaders in their current role and skilling them to be future ready

Health and wellbeing

- Protect the health of our people, across the six dimensions of wellbeing – physical, mental, emotional, spiritual, social and financial
- Continued focus on providing flexibility and work-life balance to enable productivity and deliver excellence to clients and stakeholders

People of KPMG in India

Sreelekha G

Tax

At KPMG in India, an employee is accountable for their own career, but the relationships and support provided by people ensure they feel valued and supported throughout their working life. I am extremely proud and happy to be part of the KPMG in India fraternity.

I am sure that I will continue to learn and acquire newer technical skills that will help me not only to grow professionally but also, as an individual.



People of KPMG in India

Upendra Singh

Consulting

I was ecstatic when I received the news of my transfer to KPMG in the U.S. I worked from the client site, attended whiteboarding sessions and met with clients. It was a great exposure, and I learned a lot from my colleagues and clients. I felt like I had grown both personally and professionally.

The Global Mobility team made the transfer process smooth and hassle-free. I was proud of what I had accomplished during my three months in the U.S. and knew I had made an impact wherever possible.



“

Every workplace needs a welcoming and psychologically safe work environment, for people to realise their full potential and contribute their best. While furthering our commitment to foster diversity, our relentless pursuit of inclusion at KPMG in India is a continuous journey – one that involves systemic, cultural and mindset shifts – for the larger firm and society.

Aligned to our global goal, our firm stands strong besides our commitment to the advancement of women, their rising representation in the workplace and to gender equity and growth, in every way.

As we reflect on and reassess the role gender plays in our lives, it is crucial to remember that we will only advance towards sustainability and rightly celebrate humanity if everyone is aboard, and no one is left behind.

Sunit Sinha

Head of People, Performance and Culture
KPMG in India



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Our Employee Value Proposition (EVP) guides the entire colleague experience at the firm. It fosters our people's connect to the organisation through:

- Effective and timely recognition
- Focus on continuous learning
- Support for our people
- Focus on diversity
- Appreciation of unique perspectives
- Opportunities to do meaningful work.

Our processes and policies are designed to be relevant, practical and in line with our EVP and Values. The everchanging operating environment and evolving employee needs mean that we try to continue to adapt our processes and polices.

Cultivating a culture of belonging and trust

At KPMG in India, we truly believe that a culture that truly acknowledges and values the unique contributions of its people, offers them a platform to create meaningful connections and enables them in their career growth, is a home to engaged, committed and invested employees.

Our Employee Value Proposition is what KPMG in India reaffirms what we uniquely offer as an employer.

- Launched a firm-wide communication campaign through the CEO and HR desk which resonates with our culture with our refreshed tagline - #findopportunityeverywhere at KPMG in India
- Celebrated our people stories at town halls and other milestone events
- Integrated EVP in our internal and external branding and targeted talent attraction strategy across levels
- Barrett Culture and Values Assessment (CVA) scores saw an improvement of 6 points from 73 in 2022 to 79 in 2023. In one of our entities, Barrett scores were 29 points higher than global average and 21 points higher than industry average
- Increased alignment between the Current Culture (CC) as perceived by colleagues and the Desired Culture (DC)
- At KPMG in India, we share a commitment to build trust and foster an environment where every colleague feels

empowered to speak up, without fear of judgment. With the recent launch of our Speak-up campaign we intend to nurture an inclusive culture and respect to build confidence for every colleague to be an ambassador of our ethical culture.

Creating a culture of trust and feedback

'Rapid Recap' and 'Feedback Fortnight' are week-long interventions, held twice a year (July and December). These are designed to empower appraisees to #takecharge of their own development. During this week, we encourage them to proactively reach out to their Performance Manager (PM) and schedule time for a conversation. Each programme has an additional theme to focus on the holistic development, one of the themes is 'Wellbeing'.

Open, honest and continuous feedback is at the heart of our high-performance culture. The 360-feedback system is designed to help our colleagues' access and act on valuable feedback from colleagues across our global network. This process enables our colleagues to understand how others perceive their performance at work, and helps identify strengths and areas for improvement, while allowing individuals to take personal responsibility for improving on those areas.

End of day reflections

Barrett score of 79



up 6 points from the previous year for one of our entities.

10K+

Views on Culture Viva Engage Community.

6.4K+

Unique views across global and local speaker sessions.

Culture connects with colleagues equip them to have meaningful conversations with stakeholders and external candidates to elucidate how the KPMG in India brand is experienced by the organisation's workforce. To this effect comprehensive interventions were designed and socialised with our people for them to better understand our culture.

The Culture Project

Through the Global People Survey, our people have consistently assured us of their confidence in our people initiatives. In our effort to further strengthen our culture we chartered a focused endeavour to better understand our strengths and the areas which demand attention. Earlier this year, a selected group of Partners came together to define what we stand for as a firm, and identified key areas that need to be addressed to further strengthen our culture. They have identified high impact priority projects that will help strengthen the firm's culture. They arrived at these ideas through deliberations on:

- The winning traits of the firm, the characteristics that are fundamental and timeless in defining us
- Our unique relevance and what the KPMG in India culture mean to all its stakeholders
- Key priorities to bring our culture alive, enabling us to deliver on our purpose, inspire confidence and empower change.

These Partners are the Culture Sherpas who are committed to showing observable changes as they lead identified projects in each of the priority areas in the coming year.



Embracing the power of inclusion, celebrating diversity and championing equity

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

The way we define IDE and talk about the things that make us different, helps bring us together and ensure a strong, inclusive culture, in which all our people, clients, communities and suppliers have a voice and feel heard, like they belong and are empowered to contribute. We are fully committed to delivering on the expectation that our clients, our people and broader society have of us. Our robust inclusion, diversity and equity agenda helps us drive these outcomes.



How we define IDE

Inclusion

Inclusion is about **all** of us creating a culture that strives for equality and embraces, respects and values differences.

Diversity

Diversity is about **each** of us, about the variety of unique experiences, qualities and characteristics we all possess.

Equity

Equity is about access to opportunities for **everyone** where we acknowledge and address systemic barriers and biases to help provide an equitable work environment and ensure everyone can succeed and thrive at the firm.

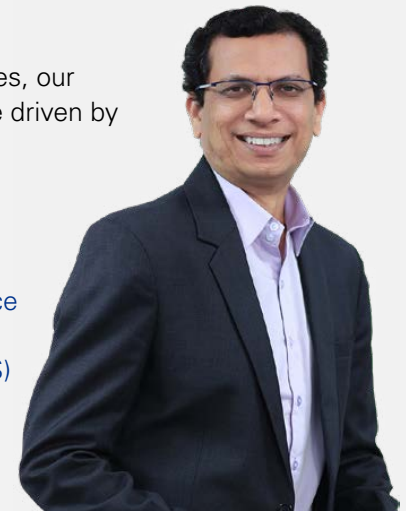
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Every individual should have the liberty to boldly be who they are. We must enable them with empowering resources and an inclusive environment, one where they thrive.

At KPMG in India, our policies, our practices and our culture are driven by this belief.

Rupesh Tripathi

Head of People, Performance and Culture
KPMG Global Services (KGS)



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For several years, KPMG in India has been focused on purposeful actions to build a culture that welcomes everyone, without exception. It is an ongoing journey, where we build on the progress we have made so far, and continue to pursue changes that will create lasting impact for our people and the communities we influence.

FY2021

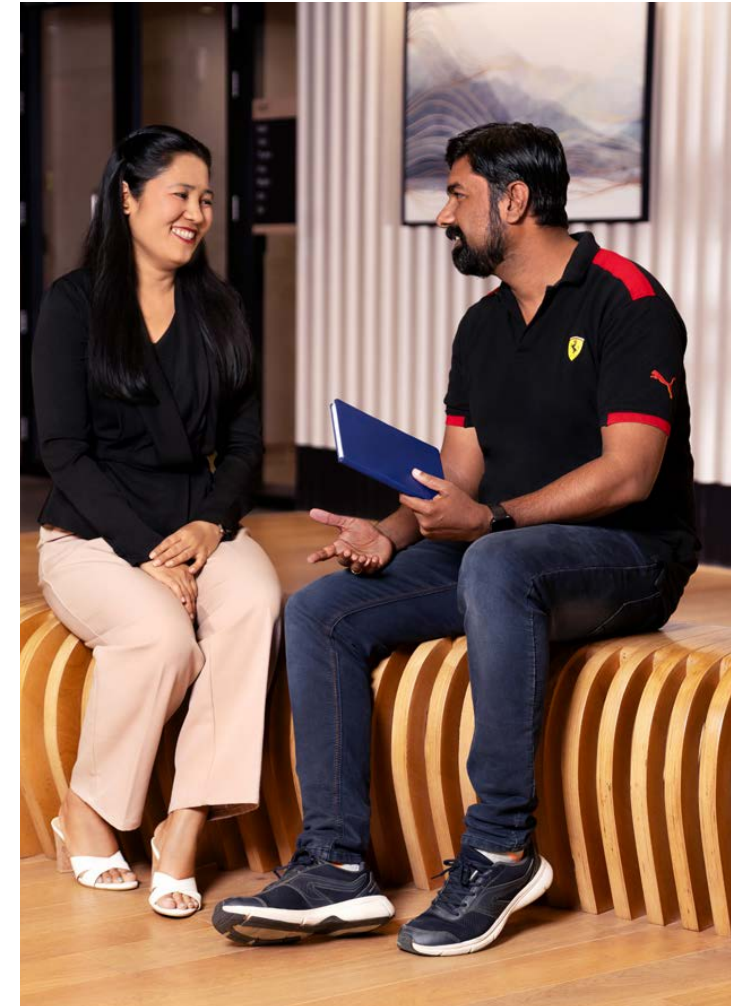
- Set a new foundation and establishing a baseline
- Deepened our focus in the communities we serve
- Hosted the first ever KNOW townhall
- Set up all-faith rooms in our offices.

FY2022

- Established our first women in leadership goal, applied across the global organisation
- Led the first ever Pride Walk at KPMG in India
- Formalised Employee Resource Groups (ERGs).

FY2023

- Conducted a disability current-state assessment
- Launched voluntary and confidential self-identification for our diverse colleagues
- Launched the LGBTQ+ inclusion statement
- Launch of Equal Opportunity policy, demonstrating our commitment to an equitable and inclusive working environment for all
- Launched the enhanced child-care programme with wider choice utilisation.



Gender diversity

Gender equity continues to be a focus area for KPMG in India's leadership. We are dedicated to supporting change and focusing effort on enabling women professionals achieve their career aspirations. A part of our strategy on gender equity involves addressing key challenges and barriers that women face at the workplace.



We continue to approach our effort on diversity with intentionality, with a target to have women in 29 per cent of the leadership roles by 2025.

We have integrated robust guidelines to drive impactful, inclusive and equitable practices in our talent processes. 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 women colleagues to participate in these initiatives.

- In partnership with organisations like Beyond Diversity Foundation and XLRI, KPMG in India runs mentorship programmes for its women colleagues to provide them structured guidance and inputs that assist them with career growth and navigating complexities related to balancing their professional and personal responsibilities
- Through our Returning Women Programme we remain committed to promote a work environment where women can flourish and initiatives that support, retain and reward their journeys
- Our KPMG Network of Women (KNOW), continues to be the largest women employee resource group in the KPMG in India network that helps to connect, share and learn from each other's experiences and best practices.

End of day reflections

1% 

More women promoted in FY2023 compared to FY2022.

44%

Diversity at the firm, across levels which is a percentage point increase from FY2022.

85

Global People Survey (GPS) score for inclusion and diversity.

IDE amongst the

Top 3 

parameters in the GPS, in FY2023 (Top 5 in FY2022).

People of KPMG in India

Aasif Qureshi

Corporate Functions

As full-time working professionals, finding reliable and high-quality childcare was crucial for me and my wife, especially with a 3-year-old and the childcare programme has been a life saver. I have been using the childcare programme for almost a year and I'm delighted to share my experience of availing this benefit offered by the firm.

The platform provided by KPMG in India's childcare aggregator is user-friendly and lists most of the available childcare service providers in the area along with detailed description of amenities provided. This made it easy for us to compare and select the right centre for our daughter's needs and our convenience. We chose our centre based on its convenient location, timing and services offered particularly remote monitoring access, which allows us to check in on our daughter throughout the day. Additionally, the generous financial benefit offered through this programme allowed us to select the best possible care without worrying about the cost.

Overall, the childcare programme has not only improved our work-life balance but has also given us a peace of mind, knowing our daughter receives excellent care.





Top 3 best

Employers for women and best companies for policies on D&I in 2023, by ASSOCHAM (Associated Chambers of Commerce and Industry of India).

Most inclusive

Companies in India, recognised as “Champions of Inclusion” by Avtar and Seramount.

Enabling gender partnering on parenting

A hybrid childcare programme also provides a more flexible work environment. Keeping this in view, we moved our childcare support programme to a 100 per cent wider choice utilisation model 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 the cost borne by the employee.

KPMG in India also runs a centralised programme called ‘Baby on Board’ that provides support to the colleagues embarking on or returning from maternity or paternity leave. As part of the programme, colleagues who are new or expecting parents will have access to a wide range of resources and support systems. The programme also focuses on creating an inclusive environment by educating the wider firm on ways in which they can support new and expecting parents.

To achieve our future ambitions, we must unlock the true potential of our people by providing them access to meaningful opportunities and fostering responsible parenting. We are also launching enhanced parental leave for new fathers.

People of KPMG in India

Sushmit Roy Chowdhary

Corporate Functions

Thirteen years ago, I embarked on a professional journey with KPMG in India as a Senior Analyst. Today, as an Associate Director, while I reflect on my journey here, I realise that it has not just been professionally rewarding but also personally affirming.

The inclusive environment fostered here has allowed me to be authentically myself from day one, giving me comfort to be as matter of fact about being gay as I am about being right-handed. It's a testament to the culture of acceptance and respect that permeates every aspect of our organisation.

KPMG in India's LGBTQ+ friendly policies are more than just words on paper; they reflect the firm's commitment to upholding the dignity and value of our LGBTQ+ colleagues. When I voluntarily participated in the Self-ID process at KPMG and identified myself as a cisgendered gay man, it reminded me of how effortless it is to be myself at work and how keen KPMG in India is on celebrating aspects of my identity that make me unique.

My journey at KPMG has been one of self-discovery and acceptance. I am proud to be part of an organisation that values me for who I am, both professionally and personally.



Institutionalising our focus on LGBTQ+ colleagues

KPMG in India believes in upholding the fundamental principles of equality, respect and dignity for all individuals, regardless of sexual orientation or gender identity. We recognise the inherent worth of every employee and strive to ensure that everyone can live and work free from discrimination and prejudice.

KPMG in India has taken several steps to create a safe and inclusive environment for LGBTQ+ employees, some of which include:

- 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 through movie screenings, rainbow-parents and stories of our people
- Medical insurance for our LGBTQ+ colleagues, covering their parents and same-sex partners
- Gender affirmation surgery included in insurance benefits and gender-neutral amenities
- Workplace gender-affirmation plan and gender transitioning guidelines along with counselling support
- Participation in LGBTQ+ focused job fairs and hiring drives to increase LGBTQ+ representation
- Gender-fluid dress code policies for all employees
- Pride Walk, celebrating Pride month and deep-dive workshops.



Our people had the opportunity to mentor people from the community. KPMG in India partnered with PeriFerry, to build a community-based model called Prajna, which is a mentoring programme for transgender youth. This was a three-month programme and addressed the need for trans youth to see themselves mirrored by successful professionals in a non-stigmatising setting.



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

KPMG in India received Best community engagement for Pride Walk in the 10th Best of Brand Awards.

Ensuring an environment that is conducive, accessible and friendly to people with disabilities

To build a culture of empathy and trust, we encourage disability inclusion in all spheres of the talent lifecycle.

- Continue to create deliberate opportunities for employment and growth
- Raise awareness by observing **International Day for Persons with Disabilities (IDPwD)** and all other observance days, along with an exchange of lived and shared experiences of our colleagues
- A comprehensive disability inclusion framework and roadmap is being put in place to ensure we foster an equitable and inclusive workplace for colleagues with disabilities
- Coaching and mentorship opportunities for colleagues with disabilities towards intentional career-pathing
- Working with organisations who are SMEs in the PwD space to conduct regular audits of our facilities.

People of KPMG in India

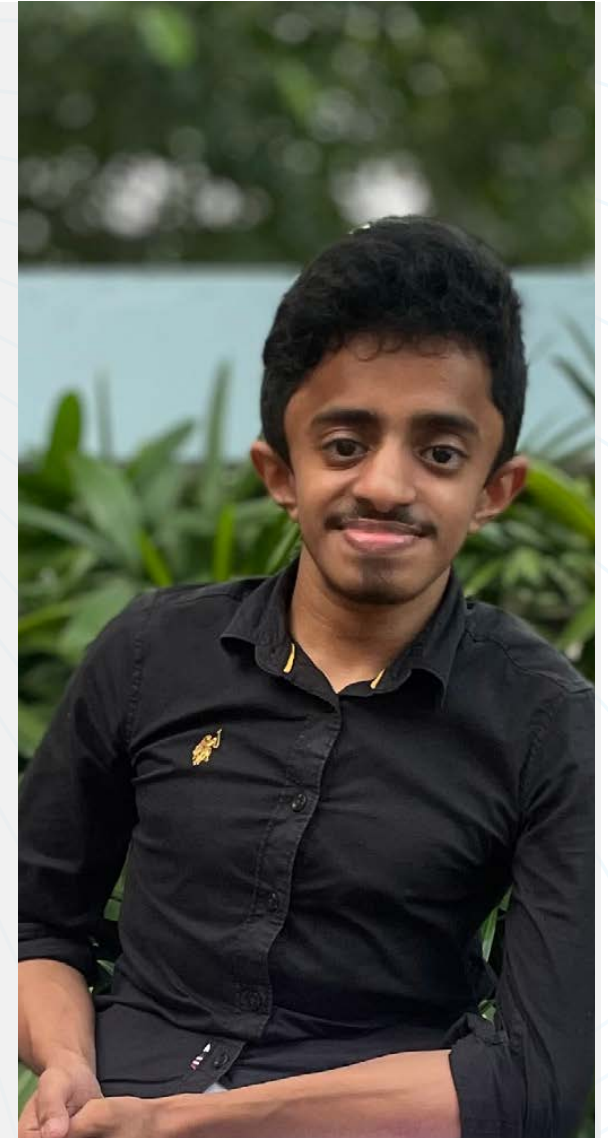
Christo A.J.

Assurance

As a young adult with Osteogenesis Imperfecta, I have been on this courageous journey from the moment I opened my eyes to this world. Also known as Britton bone disease, the congenital condition makes bones fragile and can easily confine the inflicted to a life of fear and limitations. Instead, I sought a different path – when everyone else saw my disabilities, I saw my abilities.

I was introduced by a friend to the world of Chartered Accountancy (CA) and found joy in pushing my limits. I cleared both exams in my first attempt and yearning to be independent, I convinced my parents and moved to Chennai, joining the firm (of my dreams) as a Staff Accountant.

I am grateful to my colleagues for being patient and making me comfortable and confident, especially for little gestures from the security or housekeeping teams for their empathy and compassion. Being a part of the firm brings me immense joy and satisfaction, and I am thankful for the privilege to learn and grow every day.





Leveraging the strengths of a multi-generation workforce

KPMG in India is focused on creating an environment where employees from different generations can effectively collaborate. To enable this, we have taken some steps to address potential cultural and generational gaps.



Fostering an environment where employees from different generations can effectively collaborate

To build a culture of empathy and trust, we encourage inclusion in all spheres of the talent lifecycle.

- Mentoring programmes, employment models and millennial councils driven by our leadership teams
- The first-ever 'People Squad' were introduced, to be the sounding board consisting of members from GenZ who represent a majority of our current headcount
- We are launching the Next Gen Council (NGC) in one of our entities, with the aspiration to engage the youngest generations in the workforce seeking balance and sustained change. The council is meant to be a platform for the select Next Gen colleagues to share their thoughts and get involved in the strategic initiatives, with the accountability to contribute to the betterment of our people and our firm.

People of KPMG in India

Sandhir Kotwal

Corporate Functions

My 22-year career, first in the combat arena and now in the corporate realm, has been nothing short of extraordinary. The last nine months at KPMG in India have rekindled the same sense of camaraderie and passion that once defined my life in the armed forces.

Leading the newly formed Veterans Employee Resource Group at KPMG in India has allowed me to seamlessly integrate my experience as a UN peacekeeper and a military professional. The transition was made possible by our shared values of dedication, collaboration, and the pursuit of excellence.

This new chapter isn't solely about a career shift. The culture of teamwork, discipline and resilience ingrained in me during my service seamlessly aligns with the KPMG ethos. I am immensely proud to be a part of KPMG in India - a place where dedication is acknowledged, collaboration thrives, and excellence is the standard.



Inclusion of Defence veterans

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. Today, we are proud to have over 20 veterans.

To show solidarity with not just the veterans amongst us but many others who have given their all for the nation, we participated in the Indian Army Veterans Half Marathon, which also commemorated and honoured 25 years of the Kargil victory. This marathon gave us an opportunity to further forge Veteran engagement and inclusion within KPMG in India.

Learning, a lifelong journey

We are committed to developing a culture of continuous learning, aligned with our vision to provide opportunities, to learning for a lifetime. With a focus on enabling growth and excellence, our continuous learning culture helps our people make the difference for themselves, our clients and the communities that we support.



Our people's development strategy is aimed at providing a learning co-system and plethora of platforms, to enable professionals to be future-ready. We are committed to investing in innovative learning platforms, providing our teams with access to cutting-edge resources, and fostering a culture of curiosity and growth.

For the future-ready world

Our people's development strategy is aimed at future proofing colleagues and enabling professionals to reskill, upskill and grow. We are committed to investing in the best of class learning opportunities, providing our teams with access to cutting-edge resources, and fostering a culture of curiosity and growth.

Matching the abilities and skills of colleagues to current and future opportunities is one of the critical focus areas for us at KPMG in India. We work on supporting our colleagues identify and develop the skills required for their aspirational roles/career paths. We have augmented our career architecture framework with structural support to enable developmental support through upskilling initiatives and programmes.

At KPMG in India, we have a robust career architecture framework, which empowers our people to plan their career progression across varied opportunities, not just vertical growth. Through this framework, our people can grow based on their aspirations and availability of senior-level roles across the firm.

We also offer several structural support that relate to policies, frameworks, portals and support available to our colleagues to explore, understand and choose the career path/role within the firm.

Learning continues to be amongst the top priorities in the Global People Survey, a testament to the role that learning plays in the larger ecosystem, the relevance of the programmes, and our people's satisfaction with the learning opportunities and avenues available to them.

Learn for a lifetime

KPMG in India is recognised by BRANDON HALL with a Silver award for our overall learning strategy at the firm.



'Coach the Consultant,' a comprehensive 90-day onboarding programme for our Advisory campus hires designed to introduce them to the world of consulting.

A total of 370 interns successfully completed this journey. Here is the feedback we received:

- **Content relevance:** An impressive 99 per cent of participants found the content highly relevant
- **Engagement:** Throughout the session, 99 per cent of participants felt actively engaged
- **Effective speakers:** 100 per cent of the attendees unanimously found the speakers relevant and effective.

Boosting new hire experience through seamless onboarding

Elevated new joiner experience through refreshed two day onboarding programme which includes organisation structure, culture, values and key policies and processes. Aimed at welcoming colleagues to KPMG in India, the programme covers:

- Experiential segments on culture and values
- Gamified sessions for active learning
- Informal leadership interactions.

3.6Mn 

Total learning hours in FY2023 compared to 2.9Mn hours in the previous year.

83 

Learning hours per person in FY2023 compared to 75 hours in the previous year.

96%

Average feedback percentage.

12.5K

New joiners onboarded.

Learning amongst the **top 5**

parameters in the Global People Survey in FY2023 with a score of 83.

Sustaining learning on ESG

Environmental, Social and Governance (ESG) is crucial and inevitable for our organisation. In today's conscientious business landscape, embedding sustainability and responsible practices is top-of-mind for businesses alike. ESG considerations are no longer optional they are integral to long-term success.

Our ESG learning charter has become an integral part of our efforts to raise awareness and develop relevant capabilities in the realm of ESG practices. We introduced a foundational learning programme ESG 101 and saw an impressive 97 per cent completion rate. As part of our ongoing commitment to fostering a deeper understanding of ESG, we collaborated with the University of Cambridge to launch ESG 201, resulting in approximately 1,500+ individuals earning the prestigious 'ESG Essentials' digital badge.

To further enhance learning, 9+ expert-led capstone sessions were conducted that demonstrated real-world examples of ESG offerings thereby investing 35,650+ learning hours on ESG.



ESG learnings

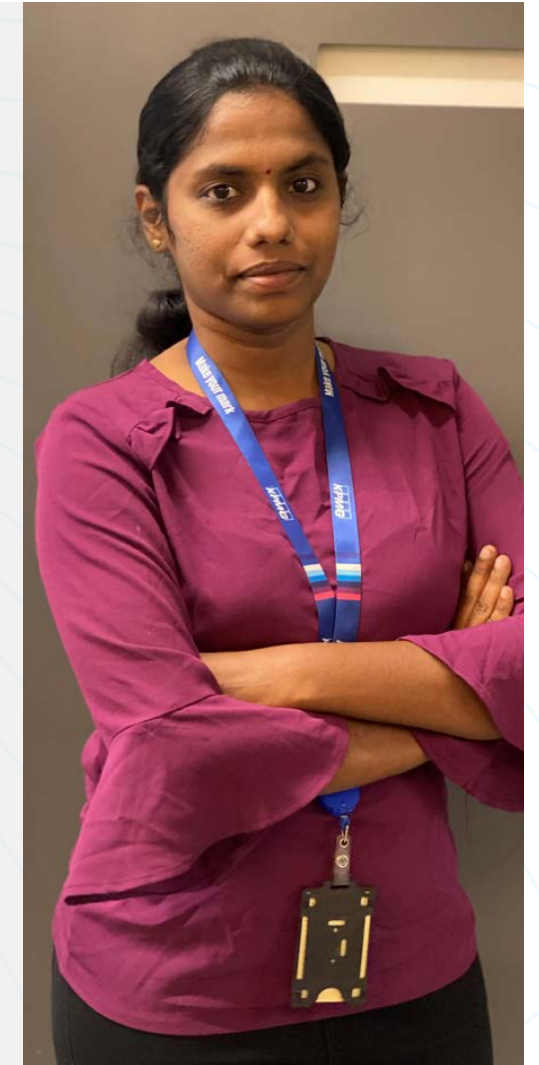
- 98 per cent recommend this session to other colleagues
- 99 per cent believed the session added value to their existing knowledge on the topic
- 93 per cent felt confident to have an initial conversation on ESG with their clients.

People of KPMG in India

Karthika Thinakaran

Advisory

The robust e-learning on ESG Reporting provided a comprehensive and enlightening experience. It started with basic concepts and progressed into the intricacies of various rating agencies, their methodologies, and differences. The end-of-course assessment was rigorous yet fair, assessing both understanding and practical application. Overall, I highly recommend this course for anyone seeking a deeper understanding of rating agencies and their significance in finance. Whether a seasoned professional or a newcomer, this course offers valuable insights. Kudos to the team for creating such an excellent learning resource.



Evolving the learning landscape

We introduced the Digital and Data Foundations programme in one of our entities to create awareness on emerging technologies. As part of this initiative, we established the Technology Centre of Excellence (CoE), which facilitated specialised technology certifications for over 5,000 colleagues across various career levels. The programme covered a diverse range of topics, including Artificial Intelligence, Blockchain, Cloud, 5G and IoT, Cyber Security, Automation, XR, and the Metaverse. Our colleagues achieved an impressive average completion rate of 73 per cent across these topics, with over 8,500 colleagues successfully completing the programme.

The programme was designed as a blend of self-paced online courses and interactive leader-led sessions. Notably, we hosted 11 expert-led sessions, which were attended by over 10,400+ colleagues between October 2022 and September 2023.

We continue to strengthen our enabling programmes in alignment with Career Architecture and the Everyone A Leader framework across all levels for business specific needs.



Our commitment to foster a learning culture has continuously been recognised by leading benchmarking studies conducted by organisations such as Brandon Hall, Tata Institute of Social Sciences Leap-Vault CLO (Chief Learning Officers), Indian Society of Training and the Society of Human Resource Management (SHRM).

People of KPMG in India

Meenakshi Praveen

Corporate Functions

Throughout my career journey, continuous learning has been my guiding principle. It has enriched my professional growth and expanded my horizons in ways I never anticipated.

Embracing a lifelong learning mindset has not only equipped me with new skills and knowledge but has also opened exciting opportunities.

I deeply appreciate the opportunity KPMG in India has given me to pursue my learning interests. Their unwavering commitment to fostering a culture of continuous development has fueled my personal and professional growth.

It has empowered me to navigate the complexities of today's business landscape with agility and resilience. I am genuinely thankful for the pivotal role KPMG has played in nurturing my passion for learning and propelling me, to new heights in my career.



WINGS programme is a dynamic 2-day experience exclusively designed for our qualified Chartered Accountants to celebrate, network, and deepen their critical skills through transformative learning encounters.

Our collaboration with ivy league schools provides an exceptional platform for our senior leaders. Through this partnership, we aim to effectively bridge skills gaps, hone essential competencies, and elevate their productivity, innovation and negotiation abilities.

The Negotiation Skill Lab was meticulously crafted for our seasoned Associate Directors. This innovative programme seamlessly combined elements of self-paced learning, virtual experience sharing sessions, in-person practice labs where real-life scenarios were role-played within a secure setting. During these simulations, participants received instant and documented feedback, along with key tips to elevate their negotiation prowess in client interactions.

Engaged over 15,000 participants through Performance Enablement series, on areas such as emotional intelligence, feedback in a hybrid environment and growth mindset.



127,000+

Learning hours spent on Digital Skills.



11,000+ badges

Issued on Digital Skills 55 per cent of the global badges have been issued to India.



18

Leader-led sessions on emerging technology themes and its impact on various sectors.



35,650+

Learning hours on ESG.



1,500+ professional

Have been certified by the University of Cambridge on ESG Foundational skills.



9

Leader-led capstone sessions to showcase real-world examples of ESG offerings.



People of KPMG in India

Anushree Dutta

Advisory

Initially my understanding of GenAI was very limited to terms like ChatGPT. The training on AI, Generative AI and various Generative AI applications, gave me an overview of prompt engineering and advanced prompt techniques, the privacy concerns regarding GenAI, various GenAI models and it's future.

This piqued my interest and resulted in me attending the Global Generative AI Masterclass.

As we begin to understand GenAI's capabilities, use and limitations, it is quite evident that this would have a significant impact across industries. This would not only save me a lot of time, but also, set a promising ground for engagement to our stakeholders.



Nurturing future leaders



Learning for the future: A clear line of sight on the opportunities available allows for curated learning approach that is focused and reflective of the role requirements. We have brought in renewed focus on leadership development, with launch of a holistic, multifaceted journey-based approach for our leaders, in partnership with renowned institutes to curate best in-class learning experience. The prevailing global environment of turbulence and uncertainty makes learning and development more crucial than ever for continued success.

Institutionalised talent management framework through multiple initiatives like strengthening our career architecture, formalising our succession planning approach and assessment-based leadership development centres.

KPMG in India won the BRANDON HALL AWARD - Gold for its New Manager journey

Our new leader transformation journey is meticulously crafted to guide leaders along a well-structured learning path. Its purpose is to enhance their skills through meaningful experiences. Here's how it unfolds:

1. Learning path: We've designed a clear trajectory for leaders, ensuring they acquire essential competencies. This path aligns learning objectives with both personal and professional growth
2. Interventions: Our learning interventions are thoughtfully curated. They foster critical skills and empower leaders to thrive in dynamic environments
3. Culmination: The journey culminates in an in-person milestone programme. During this intensive period, leaders consolidate their learning and engage in transformative experiences.

This year, we had 2,000+ leaders actively participate in this impactful journey with a recommender score of 90 per cent.

To further support them in their new role, we launched a dedicated coaching platform designed to provide comprehensive support to both new managers and senior managers. Through personalised coaching by certified coaches, valuable insights, and practical guidance, we empower our leaders to excel in their roles and drive organisational success.

We empowered over 1,800 managers through an 8-week immersive manager development journey including expert-led sessions, application-based engagements and engaging stimulation.



A unique addition to our leadership programme portfolio was HorsePower, which introduced leaders to learn from extraordinary qualities like energy, agility, empathy, alignment and team spirit to elevate leadership skills. This learning experience was held at riding schools and helped participants step out of their comfort zone and adopt an active learning mindset at the workplace through positive priming of challenging situations.

Business interventions also integrate coaching into their designs. We introduced, a programme specifically for our Tax practice to nurture a robust pipeline of future Tax leaders. The programme focused on bridging critical skill gaps through the journey and offer structured exposure to Tax's strategic and market priorities. An impressive 56 participants engaged in this programme, covering a diverse range of topics. Their remarkable recommender score of 100 per cent reflects the programmes effectiveness and impact.

People of KPMG in India

Mayank Goel

Tax

A remarkable programme that focuses on developing future tax leaders and goes beyond the traditional scope of technical tax knowledge, recognising the importance of a well-rounded skill set for professionals like me in this field.

The emphasis on understanding different social styles further strengthened my interpersonal relationships with my clients and my teams, leading to greater cohesion and productivity.



Leadership development

Our flagship Partner development initiative is a programme that has been developed with a curriculum that emphasises on agility, delivering high performance, and implementing change to create leaders who stand out because of the authenticity, incisiveness, and clarity they bring. Our leadership programmes build cross-functional and cross-organisational relationships, with the explicit objective of developing leaders who will accelerate the speed of business transformation at KPMG in India.

Our leadership development centre of excellence

Steered leadership development initiatives with immersive learning, certifications from ivy league schools and other premier league institutes to provide an opportunity to learn and demonstrate leadership dexterity. We have also incorporated elements of wellness and giving back to the community as part of our colleagues' development process.

We launched three senior leadership programmes this year.

Embark: A learning adventure and a flagship programme for newly promoted and hired Partners and Associate Partners at KPMG in India. The adventure-themed programme encourages participants to push their boundaries, connect with new people, and learn from them. It includes self-reflection, networking, and milestone celebrations. Embark is an opportunity to learn, grow, and succeed, and become the best version of yourself.

ALP: The 'Accelerating Leadership Potential' (ALP) programme is a bespoke 6-month leadership development programme, designed for senior partners from across the globe, leveraging faculty from the Harvard Business School, expert leadership coaches and masters in storytelling and communication equipping its learners with several actionable learning outcomes. Partners from our member firms in ASPAC also participate.

BCL: Being Centred Leadership is a comprehensive programme designed to foster leadership grounded in authenticity, self-awareness and collaboration. Through the BCL programme, participants embark on a journey of personal and professional growth, learning how to lead from a place of inner balance and purpose.



Supportive leadership is ingrained in our fabric. Our leadership framework (Everyone a Leader) expects leaders to engage, instil confidence and coach people to find meaning in their work and achieve exceptional results.



Impact on key stakeholders



10,000+

Engagement hours.



80%

Programme completion rate.



4.4

Overall feedback (on a scale of 5).



5x

Increase in learning hours.



65%

Partner development initiative outreach.

- Partner learning amongst the top 5 parameters in the Global People Survey in FY2022
- GPS score for Partner learning up 3 percentage points from FY2022
- Collaboration with 8 ivy league schools and other premier institutes across the globe.



Leadership learning integrates coaching, optional mentoring, and reverse mentoring which provides senior leaders with perspectives to lead multi-generational teams to success.



Best Strategy for Corporate Learning

The flagship Partner Development Initiative

Best Sales Leadership Development Programme

The Leaders Edge

Best Advance in Leadership Development

Ascend Leadership Development Programme

Unique or Innovative Talent Management Programme

Embark, the New Partner Leadership Programme

Wellbeing at the core

We believe when we are 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 firmly believe that the wellbeing of our people is not just a priority, but an integral part of our DNA. We strive to create an environment where every individual can thrive, both personally and professionally. Our re-imagined wellbeing approach for holistic wellbeing covers aspects of physical, mental, financial, social, spiritual, and emotional wellbeing.

Holistic wellbeing helps people thrive and deliver high-quality work to our clients. We are focused on creating a culture where people can be open about their wellbeing and reach out for support when they need it.



Wellbeing is a constant thread across our interventions. It is not a point-in-time activity but a continuous conversation. We have intertwined it with the process and have made it a part of our performance conversations. Performance managers are encouraged to discuss the wellbeing of their team members and are supported with specific questions/pointers on the areas they could explore as part of the conversation.

Women's safety

Our women colleagues are given the choice of securing 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.

Voicing platforms

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

Agile working environment

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

Medical policies

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.

Leave policy

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

Holistic wellbeing

Wellbeing week

The wellbeing week in February 2023, was the first time the firm dedicated an entire week to inner and outer wellness, covering six dimensions. This phygital event, allowed colleagues to participate in the focused wellbeing sessions from anywhere. Each day was curated with speakers and activities aligned to a dimension, ranging from awareness to engagement.

7,000+ colleagues attended the sessions which spanned over 5 days wherein 6,000+ started their day of healthy note. 400K+ social media impressions were created and 96 per cent of the surveyed colleagues mentioned that the wellbeing week brought back focus on their personal wellbeing.

Bringing people #together

We celebrated the International Yoga Day with 45+ yoga camps across 16+ cities and 850+ colleagues participating in the expert led sessions.

Onsite doctors across locations to ensure timely medical support to our colleagues. 4,500+ colleagues leveraged on the expertise of our on-site doctors across locations.

On World Mental Health Awareness month and day, we had an onsite counsellor and meditation session for people to unwind.

120+ health camps conducted focusing on BMI, Breast Cancer Screening, Bone mineral density, dental checkups, gynecological checkups and much more with 15K+ people participating in the camps.

We encouraged colleagues to focus on physical fitness by sponsoring marathons and participation in sports such as cricket, football.

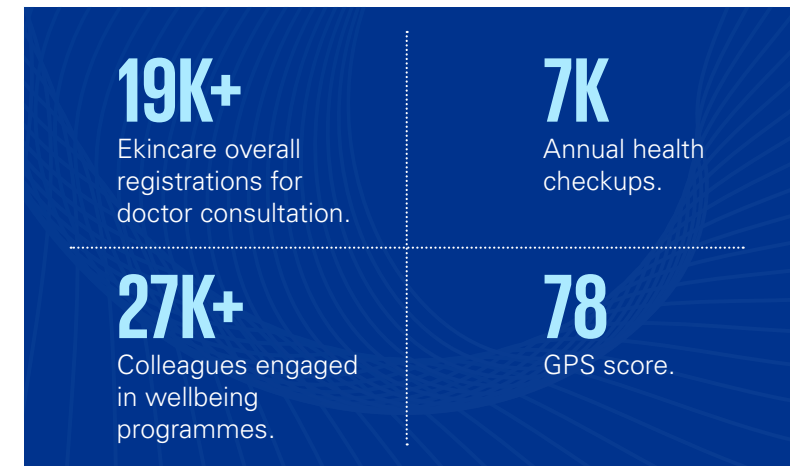
Connecting the wider network

We saw a 90 per cent increase in the Viva Engage platform to connect, exchange creative stories and participate in exciting contests on wellbeing.

We launched a Wellbeing and Sports community. A 'wellbeing guide' was introduced for new joiners to acquaint them with all the firmwide benefits.

We continue to evolve our Employee Assistance Programme (EAP), that provides free counselling to colleagues and their family. Utilisation of the EAP along with other interventions crossed more than 10,000+ subscriptions. 2,456+ performance managers participated in the EAP Champions training aimed to sensitise them to support colleagues in their mental wellbeing journey.

We offer annual health check-up for colleagues above 30 years of age.



Our sickness leave is now repositioned as wellbeing leave with 10 days of no-questions-asked policy roll out.

People of KPMG in India

Nilabha Dey

Advisory

Wellbeing in the dynamic domain of consulting Navigating the demanding landscape of consulting requires a dedicated focus on mental and physical wellbeing.

In this dynamic environment, I prioritise self-care to ensure peak performance. Sports, a personal passion, plays a pivotal role in my routine. I dedicate time during weekends to stay active, fostering team camaraderie through occasional team sports outings.

Recognising the importance of mental rejuvenation, I make it a point to take two breaks annually for travel, often to nature-centric destinations. Leveraging my love for driving, I incorporate long drives into these breaks, providing a dual benefit of relaxation and quality family time.

This holistic approach contributes significantly to my overall wellbeing and resilience in the consulting realm.



People engagement

We aspire to create an experience for our people which amplifies our purpose and establishes human connections. Curating programmes that enables our people to #comeasyouare by devising cohort specific programmes.

Celebrations

We reinstated festive celebrations in office post pandemic. With 6,000+ colleagues participating in hybrid format.

Our Year-end celebration was conducted with much fanfare with over 11,000+ people coming together.

For us engagement is not limited to our colleagues; it also extends to our support and administrative staff:

- Over 300+ secretaries were recognised for their service on Secretary Day
- 900+ housekeeping staff came together and enjoyed a specially curated dining experience for the Independence Day celebrations, sponsored by the firm.

New beginnings

As a first, we celebrated World Music Day across office locations with colleagues jamming together and auditioning to form a band. This led to the launch of our region wide music bands, with participation from over **150+** talented musicians who auditioned.

Our 'On the Beat' programme saw **9,800+** people engage in dance fitness and yoga sessions.

We launched interest based communities – Photography, Performing Arts and Wellbeing for like-minded colleagues to engage with each other. With **5K+** people actively participating in these communities.

Culture of recognition

Every encore deserves more. We reestablished our recognition rewards by increasing the monetary values for all awards.

A memories feature was launched on our recognition platform called '**Thanks**' - a downloadable digital Memory book for 'Rock' milestone (ten years of service) achievers.

'Moments that Matter' was a study on persona-based experiences to understand the drivers for motivation and engagement of colleagues. Seven cohorts were surveyed and studied with interventions suggestions for each of them. This has enhanced our overall hire to retire journey for our people with 12 significant moments across talent lifecycle that impact people's engagement and experience.

Creating a culture of gratitude and recognition

Appreciation month saw over

64,064

gratitude cards shared by colleagues across the firm.

500K+

Reactions to social media posts. LinkedIn, Instagram and other social media platforms saw the highest responses and impressions on KPMG in India posts on people engagement.

2,600+

Inspiring long-service milestone achievers.

Customised **firm-branded souvenir as a symbol of gratitude** towards celebrating 30 years of KPMG in India.

Planet

Fostering sustainable practices, to leave a healthier planet is how we make the difference for future generations





Our commitments

- A validated, science-based decarbonisation target to reduce emissions by 50 per cent by 2030 with respect to the base year of 2019 as part of our ambition to become a net-zero business
- Continue to procure 100 per cent renewable electricity for our India operations
- Report on our climate performance
- Drive behavioural change to improve environmental practices at our offices
- Understand and improve our impact on nature and biodiversity

Our carbon footprint

Note:

In FY2023, we continued to use and refine the methodology for calculating Scope 3 purchased goods and services as part of our ongoing improvement to ESG data reporting. This methodology incorporates allocated emissions from suppliers (specific to KPMG in India) based on CDP data where it's available. The remainder is calculated on a spend-based method using sector-based data emission factors. FY2021, FY2020 and FY2019 have not been represented for this change of basis, however, we anticipate that we will recalculate them in the future when more comprehensive supplier specific data is available.

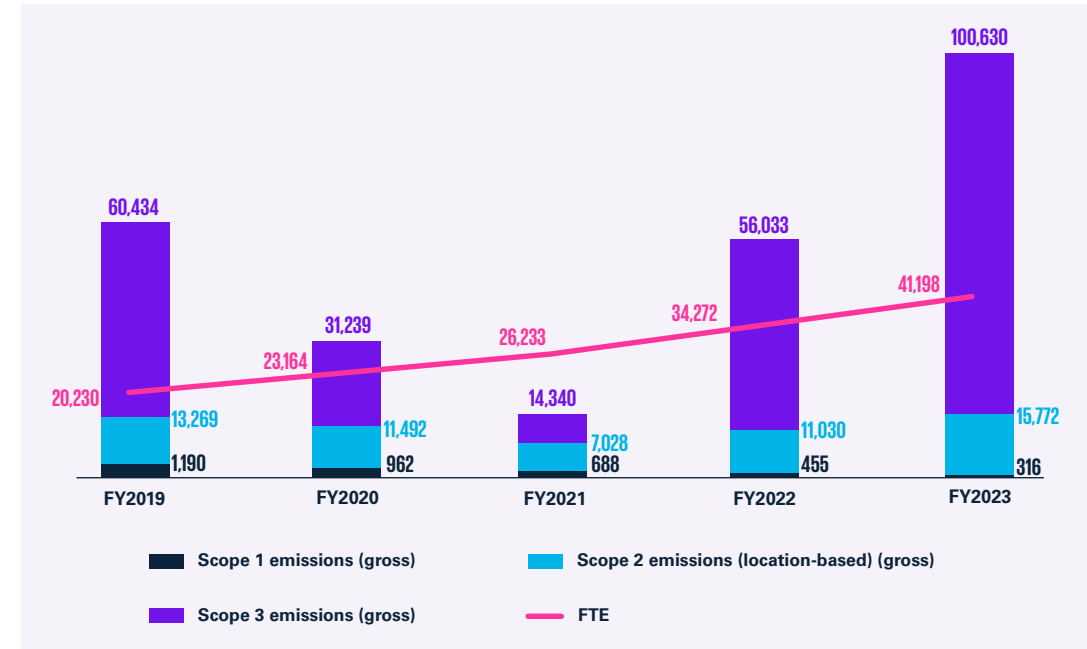
		FY19	FY20	FY21	FY22	FY23
tCO ₂ e	Total carbon emissions (gross)	74,894	43,693	22,057	67,518	116,718
	Scope 1 emissions	1,190	962	688	455	316
	Scope 2 emissions	13,269	11,492	7,028	11,030	15,772
	Scope 3 emissions	60,434	31,239	14,340	56,033	100,630
	Total emissions (net of RECs)*	74,894	34,553	22,057	56,488	100,946
	Number of FTEs	20,230	23,164	26,233	34,272	41,198
tCO ₂ e	Per FTE emissions (net)**	3.7	1.5	0.8	1.6	2.5

FY denotes 1 October to 30 September

*Net emissions are gross emissions adjusted for Renewable Energy Certificates (RECs) and similar market-based instruments

**Rounded off to the nearest single decimal

Total Emissions



GHG emissions in FY2023

56% (gross) vs. baseline (FY2019)

#FTEs in FY2023

104% vs. baseline (FY2019)

GHG emissions/FTE in FY2023

34% (net of RECs) vs. baseline (FY2019)

Our decarbonisation story

We started our decarbonisation journey back in 2008, as part of the Global Climate Response initiative of KPMG International.

KPMG International committed to a science-based target initiative (SBTi) aligned with a 1.5°C trajectory validated by SBTi in 2021, committing the global network to become net-zero by 2030.

As part of our ambition to become a net-zero business, we are committed to reduce emissions by 50 per cent by the year 2030 (vs. 2019 as the base year). The key levers in our decarbonisation effort are

- a. Moving towards renewable energy supply
- b. Optimising our energy consumption
- c. Enabling and encouraging our colleagues to commute to work in a sustainable manner and
- d. The use of technology as a key enabler of our ambitions.

As we go through this evolution to achieve our targets, we anticipate:

- A revolution in green fuel-based transport and electric mobility as a result of India's goals in moving towards renewable energy
- Conscious business travel as we adopt Internal Carbon Pricing (ICP)*
- Improved ESG practices of our suppliers.

*Refer to section on business travel for more details

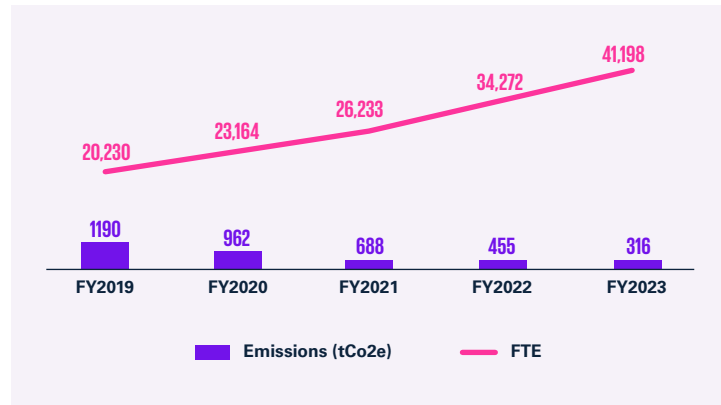
Our decarbonisation journey ensures that we address the largest emitters and focus on continuous improvement. We are working on optimising our operations to reduce the usage of environment harming products and increase the adoption of circular practices ('Reduce, Reuse, Recycle').



Scope 1 emissions

We have seen a significant reduction in Scope 1 emissions since 2019. We have moved away from onsite generators to grid-based power supply. We are encouraging our people to pledge their commitment to the environment and adopt green-fuel vehicles.

Scope 1 Emissions (Gross)



	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1 emissions (per FTE)*	0.06	0.04	0.03	0.01	0.01

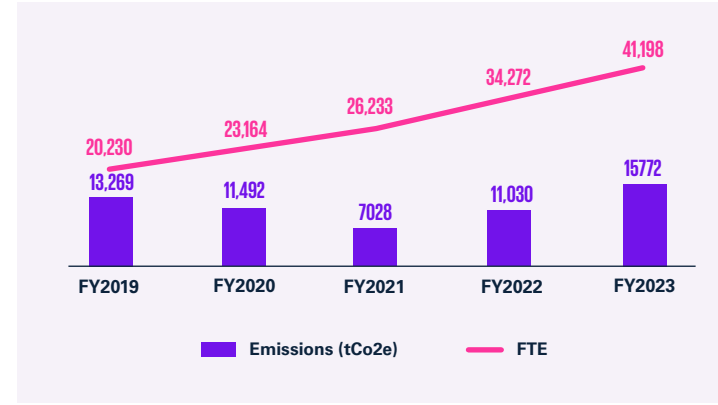
Scope 1
in FY2023

87% per FTE
vs. baseline (FY2019)

Scope 2 emissions

Since the supply of renewable energy in cities does not match the total energy demand where our offices are located, we procure renewable energy wherever available and offset the gap through the purchase of renewable energy certificates (RECs).

Scope 2 Emissions (Gross)



	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 2 emissions (per FTE)*	0.66	0.50	0.27	0.32	0.38

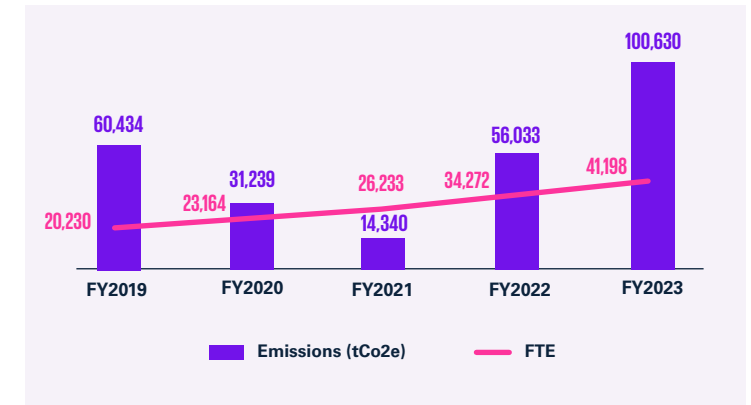
Scope 2
in FY2023

42% per FTE
vs. baseline (FY2019)

Scope 3 emissions

These have shown an increase vs the baseline due to the increased need to travel to client locations within India and overseas. This is a result of our growth in business and hiring combined with the maturity of our reporting methodology over the years.

Scope 3 Emissions (Gross)



	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 3 emissions (per FTE)*	2.99	1.35	0.55	1.63	2.44

Scope 3
in FY2023

18% per FTE
vs. baseline (FY2019)

*Refer to notes on Our carbon footprint section for more details

Our decarbonisation levers

Our people strength has more than doubled since 2019.



Scope 1 and scope 2 emissions continue to showcase a downward trend.



Scope 3 emissions have increased because of our ongoing growth and focus on improving our reporting methodology.



About **91%** of our emissions come from four main sources.



Purchased electricity



Business travel



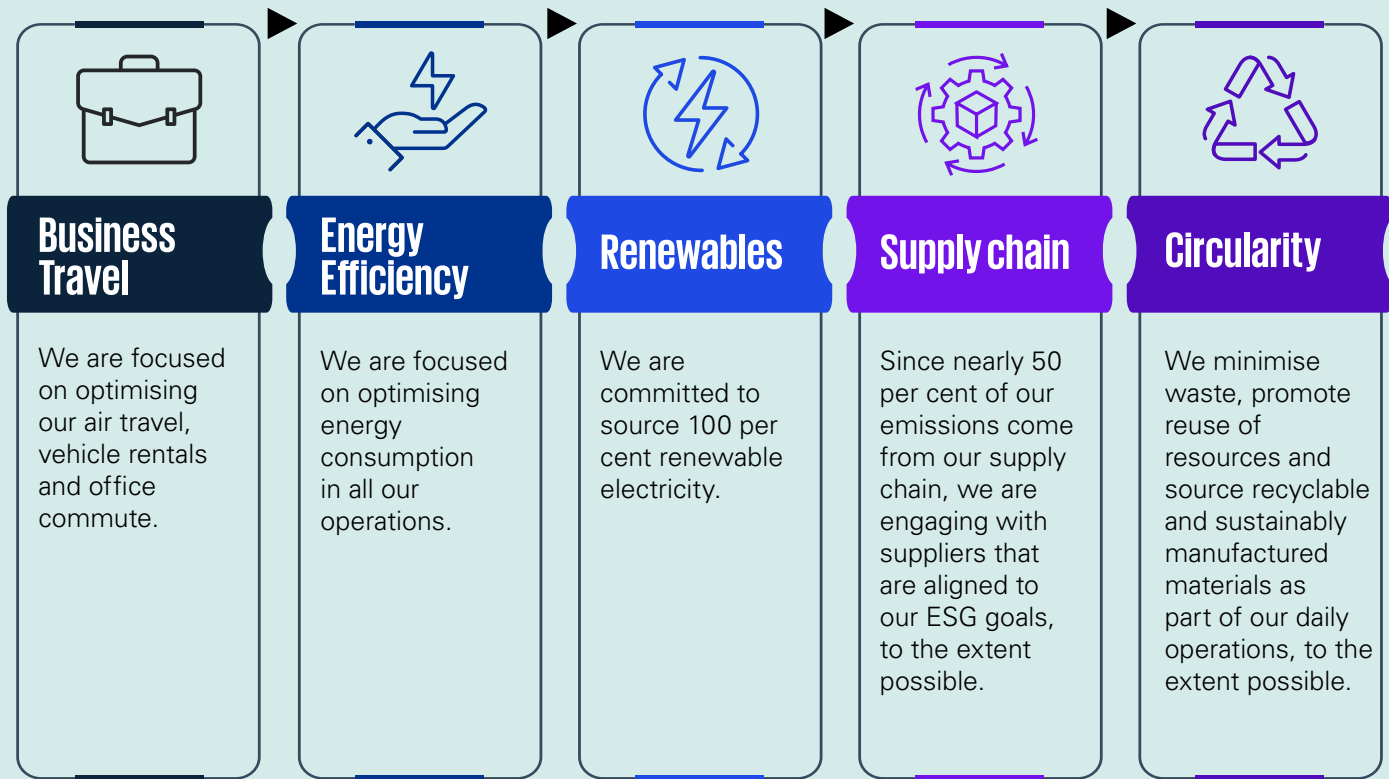
Employee commute



IT equipment and infrastructure



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



Internal Carbon Pricing (ICP)*



2030 decarbonisation levers

*Refer to section on business travel for more details

Business Travel



Rationalising business travel

Air Travel Emission Awareness: To encourage a reduction in air travel by highlighting the resulting emissions, an air travel dashboard is shared with business functions on periodic basis.

Online Collaboration: Multiple digital collaboration platforms are provided to connect with people within and outside the organisation.

Green Partnerships: More than 80 per cent of our hotel partnerships are with hotels that meet our sustainability criteria for events and accommodation.

Additionally, we continue to work on:

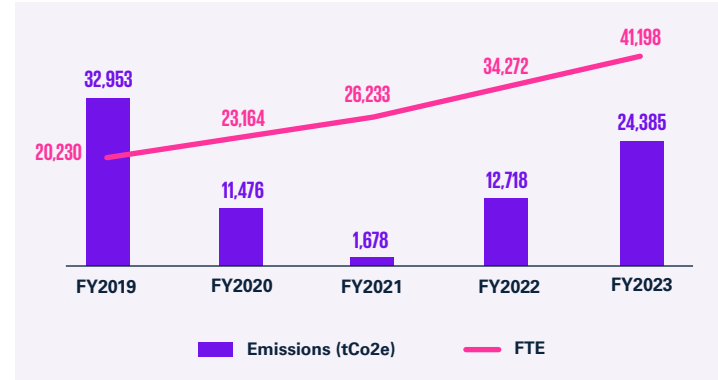
- Reduction of non-client travel
- Application of Internal Carbon Pricing on air travel
- A sustainable travel policy

Internal Carbon Pricing (ICP)

As part of our commitment to reducing emissions by 50 per cent by 2030, we introduced an internal carbon price in FY2022 which was used to purchase 100 per cent renewable energy for that period.

Our goal is to charge ICP on all air travel emissions by business units. The funds generated through ICP will be invested in activities that boost our decarbonisation efforts.

Scope 3 Airtravel



	FY2019	FY2020	FY2021	FY2022	FY2023
Air travel emissions (per FTE)*	1.63	0.50	0.06	0.37	0.59

Air travel emissions in FY2023

64% per FTE vs. baseline (FY2019)

Cycle to work initiative

In line with our objective to impact our People as well as the Planet, cycling enthusiasts from our Bangalore office have started a movement 'Cycle to work' to encourage adoption of greener alternatives to commuting and a healthier future.

*Refer to notes on Our carbon footprint section for more details

Embracing green employee commuting alternatives

As part of our employee benefits, we offer subsidised travel options to our People for their commute to office or client locations. 50 per cent of our fleet uses alternative fuel such as CNG or electric vehicles and nearly a quarter of our people travel to work using these options.

Carpool initiative: We have introduced an app to encourage our People to carpool.

Hybrid working model: Our hybrid working model continues to reduce the impact on the environment.

Way forward: We are exploring a leasing policy for Electric Vehicles (EVs) for our people.



Energy Efficiency



Physical Infrastructure

We continue to optimise energy usage across our offices through:

- Energy-efficient air conditioning by maintaining temperature at optimum levels
- Insulated water lines to prevent heat loss
- Occupancy sensors in bays and meeting rooms to reduce electricity wastage
- LED lights to optimise electricity consumption
- Installing sun-protected films on windows and double blinds to make cooling more efficient and reduce electricity consumption.

Digital Infrastructure

Consistent with our low-carbon IT strategy, we have migrated on-premises servers to cloud/virtual ones and co-location. Additionally, we also:

- Replaced old computers with energy-efficient models
- Extended our laptop leases
- Reduced the number of printers and desk phones.

We are currently working on a Sustainable IT Policy.

We continue to explore options to optimise our energy consumption across our India operations.

Renewables



In line with KPMG International's commitment of transitioning to 100 per cent renewable electricity by 2030 across its network, we have been consistently investing in 100 per cent renewable electricity through accredited renewable energy certificates (I-RECs) from small hydro or solar power projects since FY2022.

Additionally, we are now procuring a certain percentage of electricity from renewable sources (solar, wind and small hydro) for some of our offices.



LEED-certified buildings reduce CO2 emissions by 34 per cent.*

87%

of our offices are LEED certified - 44 per cent have Platinum and 43 per cent have Gold Leed certifications.

This is also an important criterion in the acquisition of new offices.

The office interiors of 43 per cent of our office space is also Gold LEED certified. This includes but not limited to carpets, internal lighting, printing, stationery and biophilia.

At KPMG in India we have an ISO 14001:2015 - Environmental Management System (EMS) certification, since August 2022, which provides a framework for establishing, implementing, maintaining, and improving our environmental performance. We have undergone our first surveillance audit after the certification to assess conformity to the requirements of the standard. With a positive outcome of the assessment, we continue to progress confidently.

*Source: Press: Benefits of green building | U.S. Green Building Council (usgbc.org)

Supply chain



Sustainable procurement

Purchased Goods and Services (PGS) makes up for a significant portion of our total Scope 3 emissions. We recognise that ongoing and proactive engagement and collaboration with our suppliers is critical to achieving our decarbonisation ambitions.

KPMG International reports annually to CDP (formerly known as Carbon Disclosure Project) on its collective performance and management of climate-related issues. This year KPMG International maintained a B grade, displaying a coordinated action on climate issues.

KPMG in India is part of KPMG International in CDP's Supply Chain Programme. Our focus for 2023 was improving supplier engagement and encouraging them for CDP disclosures. The response rate of large spend suppliers has improved significantly, with 45 suppliers taking affirmative action and aligning themselves to our decarbonisation goals.

Further, through our sustainable procurement process, we help suppliers to align to our ESG goals and implement them.

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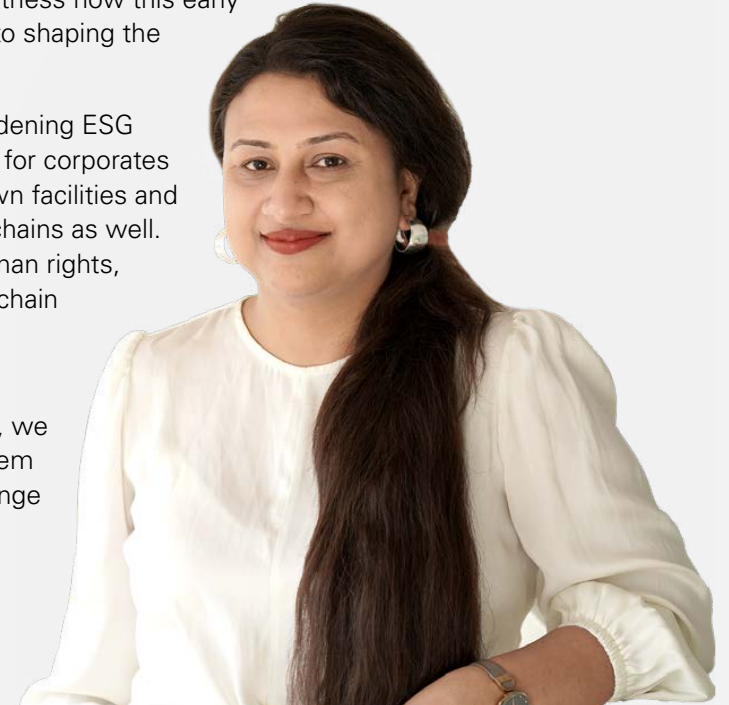
This is my second stint with KPMG in India. I first joined 14 years ago when climate change and sustainability services were first introduced within the firm. Back then, ESG issues were not a mainstream boardroom agenda and all of us, as ESG professionals were a part of the practice solely driven by our passion for sustainability, not because it was a popular field to be in. Over the years, as ESG continues to gain in prominence, it's gratifying to witness how this early dedication to principles of sustainability has contributed to shaping the current landscape.

Owing to its constant state of evolution however, the widening ESG landscape continues to throw up new sets of challenges for corporates on a regular basis. Today it's not just an organisation's own facilities and operations that are under the spotlight, but their supply chains as well. Companies are compelled to address issues such as human rights, carbon footprint, waste management, circularity, supply chain transparency, diversity and inclusion, community impact, amongst others, across their entire value chain.

As a dedicated set of professionals within the ESG team, we are committed to empowering our clients and helping them navigate these complexities towards driving positive change across their operations, supply chains and communities.

Apurba Mitra
Partner, ESG Advisory Services

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Circularity



Circularity is an important lever of our decarbonisation journey. In our operations we minimise waste, promote reuse of resources and source recyclable and sustainably manufactured materials, to the extent possible.

We continuously analyse our processes and practices to identify opportunities for improvement and application of our circularity objectives. Over the years our circularity initiatives include:

Offices and real estate

- Use of recycled paper and double-sided printing
- Use of wheat-grass paper for printing
- Paperless processes for booking travel and other expenses
- Disposal of UPS batteries, office lighting and wastepaper through authorised recycling vendors
- Use of recycled water.

Catering and hospitality

- Use of biodegradable garbage bags
- Elimination of single-use plastic
- Waste segregation and appropriate disposal.

Information and communications technology

- Donated over 100 end-of-lease laptops and laptop bags to NGOs
- Disposal of e-waste through authorised recycling vendors.



As part of our circularity initiatives, we donate our reusable laptops to help Non Government Organisations (NGOs) set up centres where underserved youth can have access to a laptop for completion of school and college projects. We also donated laptop bags to students from a tribal school.



Nature and biodiversity

Sunderbans Project

Mangroves play a vital role in maintaining ocean health, inland habitation, prevent soil erosion, protect fresh water and create a natural carbon sink. Wide-scale implementation of such planting drives can improve rain patterns and temperatures in the years to come. We progressed from a small mangrove planting drive to exploring a project that both saves mangroves as well as improves lives of the local communities. The work on this project will commence soon.

The project applies a holistic approach involving the planting of various types of mangrove trees near the riverside, strategic cultivation of fruit-bearing trees on the river embankment along with Napier grass which serve as a valuable source of cattle fodder. The goal is to tackle various environmental challenges like safeguarding riverbanks, preventing soil erosion, reducing pollution, preserving the ecosystem while also addressing livelihood challenges by supporting cattle, and providing livelihood assistance.

We plan to plant over 80K saplings including mangroves and other species, providing employment to 150 women who would be responsible for planting these saplings and maintaining them over a period of three years.



Sapling planting and maintenance

With a vision to help increase forest cover, the firm has been investing in planting saplings across the country. Through deliberate and collaborative efforts, our people planted 3,600 saplings in FY2023 and we support their maintenance (for a period of one-three years) in our endeavour to arrest climate change and progressively help to create impact for the planet.

The aim of planting drives is to create habitats for wildlife while restoring and repairing ecosystems. For example, at Aravalli Biodiversity Park, a mined landscape, KPMG in India partnered with an NGO to transform it into a forest that is home to over 200 birds, over 70 species of butterflies, nilgai, jackal, porcupine, hedgehogs and many more.

These restoration sites need native plants to create a good habitat. The plants that grow in Aravalli Biodiversity Park have evolved over thousands of years and are best adapted to the climatic and soil conditions, for example, the Kullu tree stands out of a rocky cliff.

The native vegetation required three years of maintenance to support them in the harsh summers and protect against grazing or fire. Once they are three years old, they have undergone multiple monsoon seasons, and the roots would have made comfortable inroads into the substrata lasting for decades to come.

KPMG in India is a significant contributor to the NGO's restoration projects over the years through funding and volunteering support.



Our socio-environmental initiatives

We encourage and empower our people to engage in **projects and activities that make a positive impact on the environment**. Some of our initiatives include:

- Organising regular visits to eco-parks and nature trails for students to cultivate an appreciation for nature and the need to protect it
- 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
- Highlighting important occasions such as World Environment Day, World Conservation Day and Earth Hour to students to inculcate and re-emphasise the importance of the topic
- Organising tree planting drives (our colleagues have planted several thousand trees since 2019). 3,600 saplings were planted in FY2023 itself
- Supporting rainwater harvesting at three schools to counter the effects of urbanisation and groundwater depletion. An average of 85 per cent of rainwater was harvested at these three schools
- Exploring biogas as a decentralised solution for biodegradable waste
- Set up two solar-powered digital classrooms in remote schools of India.

Empowering schools with green technology

Bridging the learning gap in remote schools through solar powered technology enabled classrooms in Upper Siang, Arunachal Pradesh.

Need for the programme

Schools located in remote geographical locations.

Shortage of electricity during school hours.

Lack of electricity leads to reduced access to quality education.

Our support – facilitating the project through an NGO partner

01

Access to uninterrupted electricity through solar power.



02

Setting up smart-classrooms that include a Smart TV, digital library and an all-in-one integrated desktop.



Impact

The project at the two schools will impact **over 1,000 students** from **eight neighbouring villages** of Upper Siang.

Local teachers are empowered to effectively conduct **smart learning** in their classrooms.

Reduced **carbon footprint**.



Our commitment in helping our clients towards net zero

Our journey to net zero is incomplete without our clients.

We help them become more environmentally responsible by enabling them to make the right choices.

Everyday, we leverage the expertise of KPMG in India's professionals to help our clients reduce their carbon emissions, transition to renewable energy and integrate climate risk into their corporate strategies.

Global Plastic Action Partnership (GPAP): Maharashtra Partnerships

In 2022, the Department of Environment and Climate Change of the Government of Maharashtra partnered with the Global Plastic Action Partnership (GPAP), an initiative of the World Economic Forum, to tackle the issue of plastic pollution in the state. The Maharashtra Plastic Action Partnership (MPAP) was created to promote circularity in plastics, with a focus on strategy, financing, and gender and social inclusion. Circularity is a sustainable approach that aims to reduce waste and restore nature by keeping products and materials in use through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting.

KPMG is the strategic partner for the GPAP's Maharashtra Partnership and is helping to identify key priorities related to plastic demand and waste management by projecting scenarios for plastic waste in 2040. The team utilised the National Analysis and Modelling (NAM) Tool developed by SYSTEMIQ and the Pew Charitable Trusts to conduct baseline assessment and scenario modelling for the project. Plastic pollution is a systemic issue that requires solutions at every stage of the value chain. The team developed scenario projections for business-as-usual approach and system change scenarios, taking into account factors such as recycling rates, plastic leakage into ecosystems leading to terrestrial and aquatic pollution, and open burning of plastics. The models also consider greenhouse gas emissions associated with the plastic value chain. This project played an important role in bridging the gaps in plastic waste related data quantification in Maharashtra.

Our team developed a state action roadmap for 2040 by analysing Maharashtra's system change scenario projections. This roadmap outlines crucial interventions necessary to achieve the targeted circularity rate. The proposed interventions in the roadmap require bold and immediate actions, guided by critical accelerators like informing policy and regulations, technology, infrastructure, financing, harmonising metrics, behavioural transformation, and social inclusion. This roadmap is supported by a social context assessment conducted by the team to integrate gender and social inclusion considerations into the recommended interventions.

The team took a holistic and exploratory approach to the social context assessment to understand how plastic affects waste workers, especially women and workers from marginalised groups. This assessment supported the plastic-action roadmap by identifying the practical, strategic, and structural barriers that inhibit the social inclusion of waste workers. As a part of this social context assessment study, the team used the Gender Analysis Frameworks and toolkits for the informed development of a sustainable and socially inclusive roadmap for plastic waste management in Maharashtra.

The outcome of the project is the creation of a strategic roadmap, which aims to boost the circularity of plastics in Maharashtra from 13 per cent in 2022 to 48 per cent by 2040. This roadmap suggests ambitious, innovative, and inclusive strategies to decrease plastic consumption, improve waste management efficiency, and minimise the leakage of plastics into Maharashtra's environment.

Our commitment in helping our clients towards net zero

ESG and climate strategy for specialty chemical industry

The chemical industry in India is a significant contributor to the country's greenhouse gas (GHG) emissions, accounting for 1 per cent of India's total emissions. This sector's environmental concerns stem from its energy-intensive operations, high GHG emissions, and waste handling concerns. Globally, the chemical industry consumes more than 10 per cent of fossil fuels and emits an estimated 3.3 gigatons of GHG emissions annually, exceeding India's total emissions. Despite the challenges, many companies within the chemical industry sector are making significant strides towards sustainability by deploying innovative technologies to reduce emissions including decarbonisation efforts via advanced process optimisation techniques.

Our client, a leading Indian specialty chemicals producer with manufacturing sites at multiple locations, serves as a crucial supplier for businesses in 60 countries. Recognising its pivotal role in shaping the future, the company takes pride in being a trailblazer in corporate sustainability. With most of its production falling under hard-to-abate sectors, it is imperative for the company to address ESG and climate change-related issues. The company is implementing sustainability and carbon reduction measures across its value chain and leveraging low-carbon technologies for its operations, aligning itself with national and global sustainability and climate goals.

KPMG has assisted the client on their sustainability journey by developing an ESG Strategy and Roadmap, establishing a baseline for GHG emissions as well as paving the way for strategic target setting aligned with

the Science-Based Targets Initiative (SBTI). We identified and evaluated GHG abatement levers to develop a group-level carbon emission reduction roadmap encompassing the decarbonisation strategies for Scope 1, Scope 2, and selected Scope 3 categories. This exercise involves 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.

The ESG Strategy and Roadmap included Baseline Analysis, Stakeholder Consultation, Materiality Assessment, and ESG Policy Development. We supported the client in ESG risk Identification and Assessment, wherein we evaluated both physical risks (such as acute and chronic climate change induced hazards), and low carbon economy transition risks and opportunities, (such as policy changes and market shifts). Our work culminated in a comprehensive report aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Our robust ESG and Climate strategy aligns the client with global sustainability standards, and our concise and impactful reporting showcases the client's commitment to responsible business practices.

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

Our people-driven impact movement

In our continued endeavour to engage our people for fostering a culture of eco-consciousness, we launched a crowdsourcing campaign to generate innovative ideas for reducing carbon footprint. The people driven impact movement tossed up over 700 ideas. Many of the easy to implement ideas were immediately adopted. Our people took pledges for the ideas that required behavioural change. Over 20 per cent of our people have pledged their support to the movement.

These pledges are hosted on a Pledge Portal, to increase engagement and serve as a reminder to our commitment to the planet.



Some immediate outcomes of the pledge campaign were the introduction of rice husk coffee mugs to replace paper cups, reducing the number of waste bins and replacing them with larger-common area bins, culture of BYOB (Bring your own water bottle) and periodic digital detox. We also took the bold step of disabling the 'reply all' function on outlook, to significantly reduce email traffic, which in turn reduces our carbon footprint.

To amplify the conversation around sustainability, we continue to consistently engage our people. Over 2,500 people have actively participated in quizzes, DIY competitions, environment focused activities and speaker sessions.

In the next phase of our journey, a cohort of senior leaders from the Leadership Development Centre have been allocated a core team each, of eager volunteers, to address the ideas requiring deliberation. The core teams have developed project charters for each such idea, outlining the objectives, timelines, and key milestones, ensuring a structured and focused approach to implementation.



Campaign highlights >

750+

Ideas received.

500+

People participated.

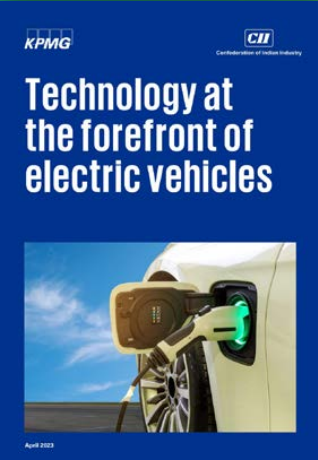
200+

Unique ideas.

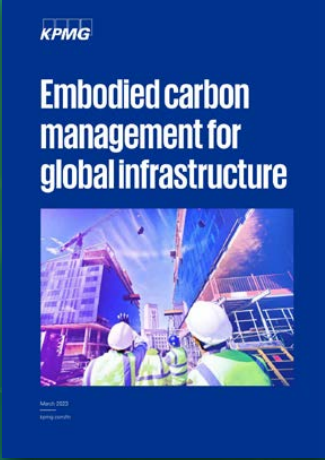
Related publications



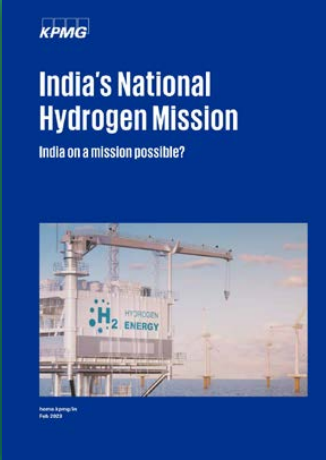
Pivoting to leadership: Re-imagining supply chains



Technology at the forefront of electric vehicles



Embodied carbon management for global infrastructure



India's National Hydrogen Mission

Way forward

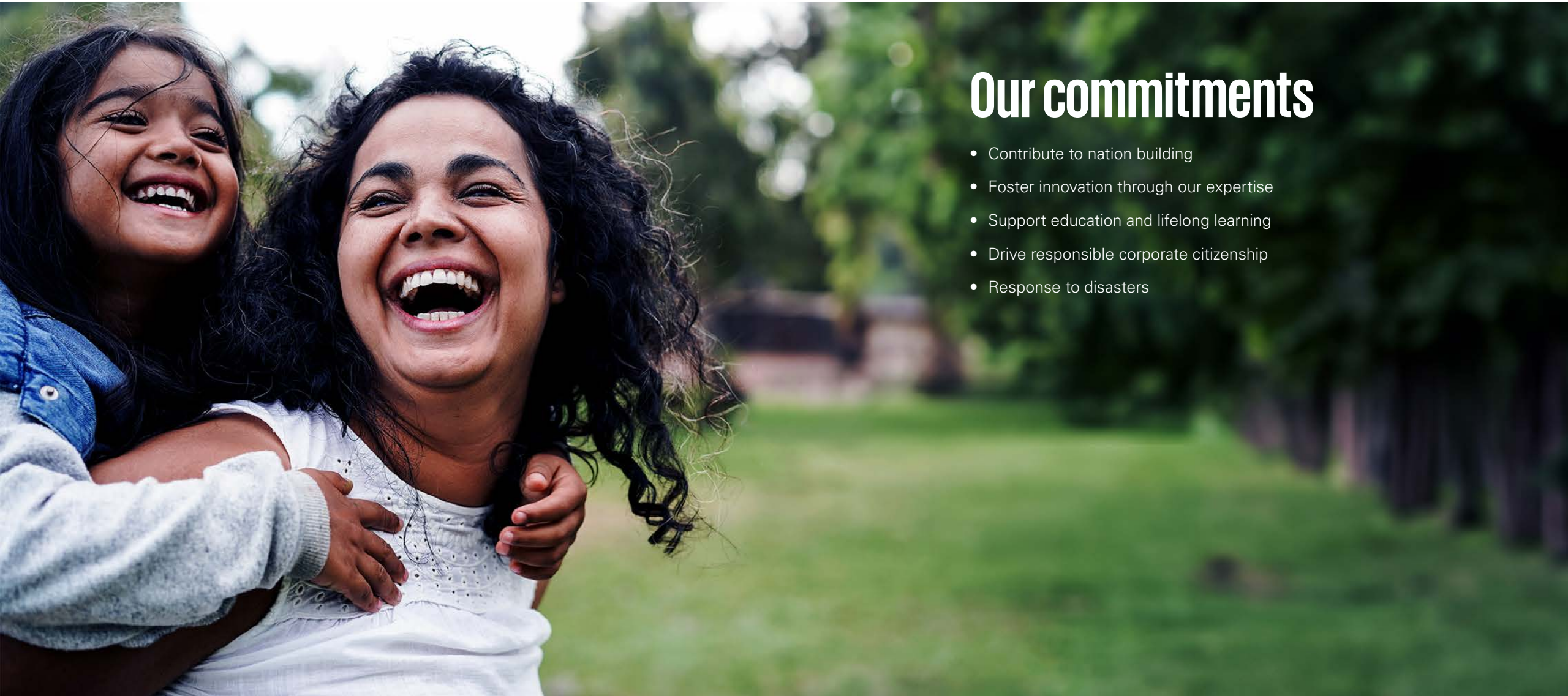
- We continue to pivot our efforts towards decarbonisation especially in Scope 3, in spite of phenomenal growth in our people numbers, through responsible business travel
- We continue to drive behavioural and cultural change by continuing to charge ICP for business travel
- We continue to engage our suppliers to improve their CDP disclosures and help them with their decarbonisation goals
- We are exploring a smart metering system to optimise electricity consumption
- We are planning to organise an employee commuting survey to increase accuracy of our reported data and understand our people's travel patterns and needs
- Our emission dashboard is evolving to ensure periodic tracking of large emitters with the aim to increase visibility of carbon footprints per business unit and organisation
- We are planning to re-baseline our emissions within the next two years (per SBTi requirements).



Prosperity

Making a positive social and economic impact





Our commitments

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

Contribute to nation building

Helping farmers increase their earnings with Maharashtra Agribusiness Network Project (MAGNET). With a project outlay of USD142.9Mn (INR1,060 Cr.), the Government of Maharashtra, assisted by the Asian Development Bank (ADB), aims to:

1. Reduce the post-harvest losses (currently almost 40 per cent of total produce)¹
2. Increase the income of small and marginal farmers of horticulture crops in the state, by providing access to infrastructure, finance and capacity building to improve institutional and marketing capabilities.

The project is also supported by a technical assistance grant 'Enhancing Market Linkages for Farmer Producer Organizations' (FPOs), funded by the Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR), administered by ADB.

The project targets to impact 200K farmers (200 FPOs) and 100 Value Chain Operators (VCOs) as beneficiaries. Our association with the project aligns with our dedication to nation-building, as we strive to leverage our expertise and resources to make a positive impact on communities across the country.

We are providing capacity building and market linkage support for FPOs and advisory support for the implementation of high-level and innovative technologies for the value chain development and post-harvest management of focus horticulture crops.

The primary crops under focus include Banana, Pomegranate, Orange, Sweet Orange, Chilli, Okra, Guava, Custard Apple, Sapota, Strawberry, Flowers, Mango, Cashew, Lemon, and Snake Gourd. We facilitated a network of 16 Centre of Excellences (CoEs) and 14 anchor FPOs. We trained 254 participants under Training of Trainers (ToT), 662 participants under Post-Harvest Management (PHM), and 300 participants under Board of Directors (BoD) trainings. To ensure sustainable market linkages for farmers, we prepared 14 crop-specific Market Access Plans (MAP) and 63 FPO-wise Business Development Plans (BDPs)². Additionally, 36 institutional buyers have been onboarded with MAGNET to facilitate one-to-one market linkage.



1. India: Enhancing Market Linkages for Farmer Producer Organizations, Technical Assistance Report-Project Number: 53264-001, Asian Development Bank, August 2021

2. Client acknowledgement dated 10 April 2024

Foster innovation through our expertise



Global Tech Innovator Competition (GTIC)

Innovation is crucial for business success, driving growth, profitability, and relevance in a rapidly changing market. KPMG in India launched the annual Global Tech Innovator Competition (GTIC) for startups in 2021. A part of a global competition that sees participation from over 25 member firms, this challenge culminates at the Web Summit in Lisbon, where the GTIC Global winner is selected amongst the member firm challenge country finalists. Over the last 3 years, KPMG in India has selected innovative startups active in SaaS, energy conservation and green supply chains, using our expertise and driving innovation in areas that will solve important human challenges.

Open Innovation Platform

As a part of our commitment to foster innovation, KPMG in India has built the Open Innovation Platform with the intention of building a portfolio of dynamic startups that strengthen the ecosystem and solve challenges while enabling an end-to-end transformation with the integration of AI/ GenAI, drone technology, ESG, deep tech and a human centric approach.

Emerging Giants Programme

The Emerging Giants Programme helps startups that have gained Unicorn status in India. We support these startups during their growth phase and prepare them for a successful listing in India or overseas markets. We aim to build a stronger community of founders and strengthen the ecosystem.

Driving innovation: KPMG's integral role in shaping the success of India Mobile Congress (IMC)

For the past seven years, KPMG in India has played a pivotal role as the official Knowledge Partner for the India Mobile Congress, demonstrating unwavering commitment by providing strategic direction in event design, planning, and execution.

Since 2017, IMC has expanded its influence to encompass the field of technology space which was jointly inaugurated by Cellular Operators Association of India and Department of Telecommunications. It is a leading forum for bringing together industry, government, academia, and other ecosystem players to showcase the latest trends in the Technology, Media, and Telecom (TMT) sector and has evolved itself into becoming a beacon for digital connectivity on a global scale.

Throughout this journey, KPMG in India has stood as the knowledge partner for the IMC team, by not only bringing in our TMT expertise to design the event but also contributing to its rich content with over 25+ Partners and Directors participating in panels on industry relevant topics and also publishing a thought leadership, highlighting the key achievements and notable developments in the telecom sector.

This enduring partnership underscores our commitment to fostering innovation and driving digital transformation, solidifying our role as a trusted advisor and catalyst for growth in the industry.





Capture The Flag 2023 campaign

The cyber security Capture The Flag (CTF) competition organised in August 2023 was an innovative approach to attracting talent across a diverse social and geographic landscape. There were over 11,000 registrations from across the country and various walks of life.

The students identified through CTF are potential innovators and future leaders. We have secured a pipeline of exceptional talent and have a glimpse into a future where passion, creativity, and collaboration are the cornerstones of competitive advantage.

KPMG Innovation Kaleidoscope – Insights Centre

A dedicated space to explore, engage and experience cutting-edge solutions. Here, our clients can derive insights from our subject matter experts. The centre offers a unique environment that encourages technology-based creativity and serves as a shared collaboration space for our people and clients.

Community Initiatives: Students pursuing their graduation under our Aspire and Foundation for Excellence programmes had the opportunity of exploring the KPMG Innovation Centre at our office in Mumbai. Students also had the opportunity of learning and interacting with our KPMG in India Chief Executive Officer, Yezdi Nagporewalla. He shared his journey and the challenges he overcame throughout his tenure with the firm. He further interacted with the students and addressed their questions.

We also conducted an engaging session on Generative AI and Low-code/No-code platforms and their relevance to the client's challenges in the industry. The team at the Innovation centre also conducted an interesting activity with the students where they came up with innovative ideas under one minute to address challenges such as reducing food wastage, how to reduce or recycle electronic waste and ways to preserve our environment. Students experienced the digital tabletop where they explored the history of our firm and different types of solutions that we offer to our clients across key sectors. Their excitement to experience the metaverse tree planting on the AR/VR was beyond what words can express.



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We have a strong legacy of volunteering and build upon our people’s thoughtful commitment towards improving communities.

Volunteering gives a purpose to our people by contributing to a greater cause and going over and beyond their day-to-day responsibilities at work.

To appreciate the time and expertise dedicated by our volunteers, we announce quarterly and annual awards.

This recognises their efforts and encourages participation by others.

Nitin Atroley

Head of People, Strategy and Corporate Affairs
KPMG in India

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At the heart of our Citizenship efforts lies a deep commitment to making a positive impact on society. We believe in leveraging the resources at our disposal to effect change that is sustainable, enriches lives and helps build a brighter tomorrow.

Together with our colleagues, we hope to leave a lasting legacy of compassion and progress.

Devang Bhandari

Global COO – ESG Advisory
Head of Deal Advisory and Strategy
Corporate Citizenship Executive Sponsor
KPMG Global Services (KGS)



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Support education and lifelong learning

Our 10by30 framework aims to economically empower 10Mn disadvantaged young people by 2030 through interventions in education, employment and entrepreneurship.

Education helps equip people with the skills required to overcome social and environmental challenges. Therefore, the firm is committed to supporting Sustainable Development Goal (SDG) - Quality Education and lifelong learning globally.

“

We believe that accessible and equitable education for all in our communities is the corner stone for development and success. Education provides everyone an opportunity to rise above their circumstances and break from the vicious cycle of poverty. For us, community development is more than just a commitment; it's a dedication to making a real difference.

Ira Gupta Tuteja
Advisor - Corporate Citizenship
KPMG in India



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SDGs impacted



Awards

Karma Summit India 2023

KPMG in India won the Ray of Hope award at the Karma Summit India 2023 organised by Goodera. The Ray of Hope category celebrates organisations for their contributions to educational initiatives through volunteering, recognising their tangible impact on empowering future generations.

We were selected as the winner amongst 93 entries. The recognition validates our commitment and passion for creating a culture that contributes to the holistic development of students from marginalised communities, helping them break free from poverty.



FY2023 community investment and beneficiary impact

294K+

Direct beneficiaries.

up 740% from the previous financial year.

515+

Entrepreneurs impacted.

2,161

Girls impacted through STEM.

124K+

Volunteering hours.

up 69% from the previous financial year.

8,530+

Volunteering sessions done.

8,330+

Skilled sessions done.

5,230+

Mentoring sessions conducted.



To fulfil our 10by30 objectives, we are working with a large number of not-for-profit organisations and supporting programmes that leverage technology to enable us to impact a greater number of beneficiaries. This provides avenues for our people to volunteer their time.

Note: The number of beneficiaries mentioned for the period October'22 to September'23 may not sum up to the total number impacted and reported. Our beneficiaries may be impacted through multiple programmes, hence while counting the numbers for the Community Investment report, we ensure there is no double counting of beneficiaries. This OIP report includes numbers for both direct and indirect beneficiaries.

Our key programmes

Education - Our impact at a glance



Improving communication skills with English language labs

English is not the first language for most students in India. The English language labs leverage technology and audio-visual aids to facilitate ease of learning, enhancing communication skills and confidence.

Over 1,110 students impacted across three schools in Gurugram, Noida and Bengaluru.



Promoting the joy of reading through libraries

We assist in establishing new libraries and transforming existing libraries into lively and delightful environments to welcome young learners and foster a love for reading.

We have set up libraries in 30 schools across India. This year, we donated 400 new books to enable academic learning and ignite curiosity amongst students.



Investing in experienced and qualified teachers

Most of the students we work with are first generation learners with low academic support at home. Our support enables availability of high-quality educators resulting in better learning experiences for students.

Over 190 teachers impacted across 11 schools that further impacted over 6,490 students.



Boosting confidence through KPMG's Family for Literacy programme

An important part of English communication is finding the right expression. Recurring interventions by our people help develop students' reading and conversational abilities.

Our people conducted more than 220 reading sessions impacting over 740 students across 17 schools.



Creating engaging environments through digital classrooms

Digital classrooms empower educators to supplement their lessons using additional resources available online, help students visualise learning and encourage collaboration.

Over 3,500 students have been impacted through the programme.



Encouraging learning of STEM concepts for students in remote locations

Janyaa Nature Lab programme enables experiential learning of STEM concepts by tending to a vegetable garden in the schoolyard and performing hands-on experiments such as checking the pH level of the soil and seed germination.

The programme was executed in 10 rural schools, impacting over 1,250 students and 40 teachers.



Using television to ensure "Learning never stops"

Students in rural and remote locations may not have access to quality education. Our support of eVidyaloka's Teach Through Television programme facilitates access to high-quality educational videos, relayed on television.

We were able to impact over 2,15,000 students from grades six to eight across nine states of India.



Bridging learning gaps for girl students

Amidst the pandemic, a considerable number of students, particularly girls, experienced disruptions in their education. TYCIA Foundation's 1000ANDYOU initiative encourages girls from the Korcu community to get back to school.

We impacted over 1,000 girls and 5 teachers through our support.



Augmenting learning using computers at Kerala Tribal School

With an aim to provide the children of Wayanad Girijana Seva Trust access to digital resources, our people set up a state-of-the-art computer laboratory with refurbished laptops, servers, LAN, and UPS that impacted over 100 students.



Enabling continued education through scholarship support

To ensure continued education, we provide scholarships for students from underserved communities, spanning from grade eight to twelve in schools, as well as for undergraduate courses in college.

Over 820 students were awarded scholarships.



Promoting STEM learning through science laboratories

We supported the setting up of a well-equipped Physics and Chemistry laboratory for higher secondary students in a remote district in Kerala, thereby enabling practical learning for students.

Over 250 students were impacted through the programme.



Empowerment through Education

To ensure the children of our support staff (including our housekeeping staff, security guards, and pantry personnel) receive quality education from good English medium schools and colleges, we continue to support the school and exam fee, cost of books, IT equipment and uniforms for the children along with educational trips and fun excursions.

Over 250 scholarships awarded under the programme.



Promoting holistic development through sports

We collaborated with Sportz Village Foundation to deliver sports coaching to 1,500 students from undeserved communities across Bengaluru. The programmes focus on the transformative power of sports in fostering physical wellbeing, teamwork, discipline, resilience, and leadership skills.



Setting up digital classrooms at schools in remote areas

The establishment of digital classrooms in remote locations allows students to access the expertise of proficient teachers who are situated far away and may not be accessible at their schools. We supported eVidyaLoka in setting up centres in villages in West Bengal and Karnataka impacting 130 students.

Investing in teachers

Teachers play a crucial role in a school's ecosystem and serve as stewards of education. Investing in experienced and qualified teachers is important for the students that we support since most of them are first generation learners and are unable to receive academic support at home. Since salaries account for a significant expenditure for a not-for-profit school, the support they receive from donors helps in managing this expense. We support:

- Salaries of teachers across academic subjects
- Salaries of coaches for sports and music
- Training for teachers to remain conversant with newer methods of teaching

“

Feedback from the school

KPMG in India and our relationship goes way back. In the last year, three of our teachers supported by KPMG in India, have outperformed themselves, brought laurels to the school, and contributed to the betterment of the community by conducting classes for out of school children. We are proud to share that they have also provided valuable insights towards publishing a grammar book on active and passive voice and tenses for children.

Anand C

Director, Shishu Mandir, Bengaluru

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Our impact

190

Teachers impacted across 11 schools that further impacted

6,490+
students.

Importance of English language skills for students in India

“

Feedback from the school where a literacy writing workshop was conducted

Students gained insights into the transformative power of creative writing, discovering that it enhances their imagination by allowing them to craft new words, situations, and characters. The process instils confidence in their abilities, improves problem-solving skills, expands vocabulary, and refines communication abilities. The discussion highlighted that imagery serves as a potent tool, rendering abstract concepts like emotions or theories more tangible to readers. Furthermore, it was emphasised that imagery plays a crucial role in memory building, future planning, navigation and decision-making.

Ila Sarin

Principal, Vidya School Gurugram

”



A workshop on creative writing

Our impact

40

Students were impacted through these sessions.

Digital classrooms

“

Suresh Upadhay, Senior teacher at the school

KPMG in India has supported the set-up of 4 digital classrooms at Taraben Master English School in Mumbai. The digital classrooms help the teachers cover the portion with prerecorded visual content. The visual graphics are helpful to illustrate the matter in a way that the students understand and retain the subject matter. The interface is quite user-friendly, and the additional questions and extra related material is quite instrumental while teaching. It covers all the important points of the topic and helps structure the class notes better. The visual content and voice-over give a good break from the monotony of a teacher's voice and keep the interest in the topic alive.

”

Feedback from teachers and students at Taraben Master English School in Mumbai:



“

Noor Hasan, student in Grade 9A

The digital classroom in my school has been helpful for me. It helped me learn at my own pace and gave me access to a lot of relevant educational content apart from what was available in my textbook. Through the visual aids, tutorials, videos, diagrams, charts, presentations, and question banks, I was able to understand and grasp complex concepts very easily. The interactive features of the digital board allowed for hands-on learning experiences, where I could actively participate in lessons and demonstrations. This sparked my interest in math.

”

“

Archana Rawat (Grade 11, Commerce from R.D. and S.H. National College and S.W.A. Science College)

I am an alumna of Taraben Master English School, Mumbai. I can confidently say that these interactive features at my school played a significant role in enhancing my academic development by providing dynamic learning experiences that fostered deeper understanding and engagement with the curriculum.

”

Our impact

3,500+

Students have been impacted through the programme.

Girls in STEM

Janyaa Nature Lab

Experiential learning of STEM concepts for girls in government schools in remote locations

Janyaa's unique experiential learning initiatives aim to ingrain science and math concepts in students through practical activities and events. The Janyaa Nature Lab (JNL) is an educational STEM initiative supported by KPMG in India, where children learn concepts of finance, ecosystem, environment and science by tending to a vegetable garden in their schoolyard.



The programme enhances the students' interest in science while also sensitising them about environmental sustainability, inspiring students to apply the learning in their daily life. In this hands-on programme, students carry out activities like checking the pH level of the soil, seed germination and budgeting taught in the classroom, under the guidance of teachers. Students regularly practice experiments every week in the JNL garden.

As an extended outcome, students themselves harvested over 525 kgs of yield which were used to prepare mid-day meals at schools. An impact assessment study conducted by Janyaa at the end of the project showed a 30 per cent improvement in math and science skills and a 43 per cent improvement in financial literacy skills when compared to the baseline data.

“

STEM education helps break gender stereotypes and gives girls and women the tools to make a positive impact in society. Further, it helps diminish the gender pay gap, enhances women's economic security, ensures a diverse and talented workforce. Through the firm's Citizenship initiatives, we encourage more girls to opt for STEM education so that it can help build a path for successful careers in technology.

Gauri Malviya

Partner, Financial Services Advisory
KPMG in India



”

Our impact

The programme was executed in
10
rural schools,

impacting over
1,250
students,

and
40
teachers.

STEM: Task of Science

Igniting the passion for learning through science

We support not-for-profits that provide quality education to children from underserved communities. Towards this end, we organise and implement different initiatives that foster interest in spheres of learning, including Science, Mathematics and English.

The Art of Science programme by KPMG in India is one such initiative. It focuses on imbibing the love for all things science in children from government and partner not-for-profit-run schools. The month-long campaign, culminated on 28 February (National Science Day) which sparked curiosity in young minds who did not have access to science.

Students participate in teams and create working models that showcase scientific solutions for issues related to sustainability, climate change and carbon emissions, guided by our colleagues.



Students from Sshrishti Gurugram – runners-up



Students from Literacy India Gurugram – winners



Students supported by Sportz Village Foundation



Our impact

16 teams from various partner schools and 70+ students in the age group of 10-13 and 14-16 years, participated in Bengaluru, Gurugram and Kochi.

50+

Colleagues volunteered.

600+

Hours volunteered for the programme.

Bridging the learning gap for middle school students at remote locations

eVidyaloka – Teach Through Television

A significant portion of the population in India reside in villages. As compared to urban areas, schools in rural and remote locations lack the infrastructure and facilities required to enable quality education.

We believe in providing education to students from rural and marginalised communities. We work with eVidyaloka, a not-for-profit, to provide access to education in remote and tribal locations.



An initiative started during COVID-19 pandemic and continuing to hold relevance is eVidyaloka's Teach Through Television (TTT) programme, supported by KPMG in India. eVidyaloka's TTT programme aims to make quality education accessible to under privileged children residing in the remotest of locations through the medium of television. During the COVID-19 lockdown, the reality of digital divide on ground was exposed as the students in the semi-urban and rural areas were found to be lagging in their lessons as compared to their peers attending online classes. eVidyaloka studied the situation, considered grassroot perspectives and designed an 'Outreach Programme – TV Broadcast' to make study material available to students in their local language at their homes. KPMG in India joined hands in bringing eVidyaloka's massive repository of high-quality educational videos to the students. These videos are curated as per the National Council of Educational Research and Training (NCERT) curriculum and tailor-made in the regional languages of the students. The video modules help them to learn and revise concepts even away from school. This is especially advantageous for girls who have not gone to school or may have dropped out.



Our impact

In collaboration with eVidyaloka we were able to impact over

215K+

students from grades six to eight across

9 states

of India, including Karnataka, Tamil Nadu, Andhra Pradesh, Telangana, Maharashtra, Bihar, Uttar Pradesh, Jharkhand and Uttarakhand.

TYCIA Foundation

TYCIA Foundation is a not-for-profit organisation which offers inclusive and equitable education and lifelong learning opportunities for the marginalised sections of society, who have difficult or poor access to quality education.

1000ANDYOU is a back-to-school programme for the girls belonging to the Korku community. Korku is a scheduled tribe community found in Khandwa, Madhya Pradesh, where they are predominantly engaged in agricultural labour. During the pandemic, education was affected for a significant number of students, especially girls. Therefore, an intervention was designed specifically to provide access to education.

The programme focuses to improve the competencies of the students and provide them with a conducive learning environment. The programme has been particularly effective in empowering the Korku girls who often face added challenges due to their gender and socio-economic backgrounds.

By providing a supportive environment, identifying good local teachers, and providing requisite resources to enhance the learning experiences, the programme has been successful in reaching over 1,000 girls in Khandwa, Madhya Pradesh. The girls at the centres have shown promising abilities and now after regaining access to education, they are on the track to achieve their dreams.

Binita's struggle lies in balancing her academic pursuits with household chores in a humble dwelling. Despite challenges, her determination to become a police officer remains unwavering, driving her towards her aspirations.



Binita Patil, a spirited 9-year-old from Ramadhana village, dreams of becoming a police officer, despite her family's farming background. She is the first in her family to pursue education, thriving in fourth grade while cherishing the school kits and storytelling sessions with her grandparents. Living in a modest mud-made home, Binita embraces household chores alongside her studies, showcasing her resilience. Her aspiration to join the police force stems from a desire to contribute to society's welfare.

Balancing academic excellence with practical life skills, Binita exemplifies determination and adaptability. Through interactive activities or discussions conducted by her centre teachers, she gains insights into the importance of maintaining law and order, inspiring her to pursue a career in law enforcement. Her journey reflects a blend of ambition, cultural richness, and familial support, shaping her into a well-rounded individual poised for a future of positive impact.

Our impact

1,000+

Korku girls have been impacted.

5

Teachers have been impacted.

Sports, music, teaching and learning kits for 500 students across 10 learning centres.

Kerala Tribal School

We collaborate with not-for-profit organisations to enable students from vulnerable communities and remote areas to have equal opportunities to pursue quality education.

Wayanad Girijana Seva Trust (WGST)

The organisation has been working with children from vulnerable tribal communities for the past 17 years. They focus on the education and skill development of children from tribal communities and provide residential support to about 250 students.

To ensure continuous and quality education for children from remote tribal communities, we set up a computer laboratory that aims to provide the children access to digital resources and expand their learning horizons. We also aim to help ensure continuous learning through mentoring and training programmes that assess their current skills and identify gaps to make them job ready. We support both online and offline training programmes.



Our impact

100+

Students have been impacted.

Over 35 volunteers helped set up the computer lab. This included refurbishing the classroom and conducting sessions for the students.

Importance of supporting sports programmes in underserved communities

Sportz Village Foundation: Making an impact through sports

KPMG in India collaborated with Sportz Village Foundation (SVF), to provide high quality sports coaching to 1,500 children across six government schools in Bengaluru through the baseline sports and sports excellence programmes. This partnership recognises the transformative power of sports in fostering physical wellbeing, teamwork, discipline, resilience, and leadership skills, which are crucial for academic success and personal development of children.

SVF's programme aligns with our belief that incorporating sports into our holistic development programmes for underprivileged students is pivotal for their well-rounded development. It highlights the profound influence of sports on education, addressing critical issues like declining attendance in government schools, high dropout rates and inadequate learning abilities.

We support after school 'sports excellence' programme for the students who are exceptionally talented in sports. Out of 1,500 students, 80 are part of an after school coaching programme where they are trained in specific sports.

As part of the intervention, and in collaboration with the government schools, we provided opportunities to children trained in the sports programme to participate in tournaments and events at the cluster/district/state/national levels. We are delighted to see the positive changes this programme has brought to the students' lives. Apart from regular training, we provided logistical support to facilitate participation in such events.

A highlight of the programme is the opportunity for our people to engage with and motivate children through a specially curated annual sports day for students from the six beneficiary schools.



Our impact

1,500

Children impacted across six government schools.

165+

Students secured medals at cluster-level tournaments in Kho Kho, Kabaddi, volleyball, athletics, etc.

14

Students secured medals at district-level tournaments in Kho Kho and athletics.

“

Feedback from a student

Hi, my name is Nandini and I am studying in seventh standard at GHPS A, Krishnappa Nagar. I am very eager to play sports since I was a child and I am happy to represent my school's Kho Kho and Kabaddi team as a captain. The sports excellence programme helped us a lot. In the recent times we had an inter school tournament and in both the Kho Kho and Kabaddi matches we got a runner up place. We are very happy with the programme since we did not get such opportunities before this.



”

“

Feedback from a teacher

Hi, I am Ningarajappa. I am working as a teacher at the GHPS A, Krishnappa Nagar. KPMG in India/SVF's physical education activities are progressing really well. Thanks a lot for providing sports equipment to the kids and they really enjoy playing with those. Mr. Nagesh is really dedicated towards conducting sports classes and that helped us secure the first place in the volleyball cluster tournament. Additionally, we got some more rewards in athletics and other group games. Once again, I thank KPMG In India/SVF for keeping the children fit, physically and mentally.



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Pictures from the programme



Pictures from external event participation



Annual sports day – KPMG in India volunteers also participated in the event.



Employment - Our impact at a glance



Scholarships for girls in STEM

Through collaborations with organisations such as Foundation For Excellence (FFE), we endeavour to realise equitable access to education, specifically to encourage more women in STEM. The FFE-Akhil Bansal KPMG in India scholars programme supports higher education for girl students pursuing professional courses in engineering from prestigious colleges across the country.

We support the education of 100 bright female engineering students.



Mentoring students for job readiness

Our people mentor and guide college students from underserved communities through one-on-one sessions, during which they focus on enhancing essential life skills necessary for the students to excel in their careers.

Through our partnership with Team Everest, 525 volunteers conducted over 4,640 mentoring sessions that impacted over 1,120 students.



Aspire

Our long-standing flagship programme, Aspire, equips selected meritorious girl students in our partner not-for-profit schools with the essential skills and resources for their holistic development, thus making them employable.

Through the programme, we have been able to impact over 645 students till date.



Skill based mentoring programme

Under the scope of the Global Skills Academy, the firm as a member of UNESCO's Global Education Coalition, launched a new mentorship initiative with the National Skill Development Corporation International (NSDCI) to support young graduates entering the labour market in India.

Under this programme, we paired 100 volunteers with 100 graduates who provided guidance that helped mentees gain valuable inter-personal and workplace skills over a period of six months through one-on-one online mentoring sessions.



IT skilling for better employability

We support the Sshrishti Trust's Community Resource Network (CRN) project to bring digital literacy to the local youth of the remote mountain villages of Uttarakhand. The CRN programme fills a crucial gap in the education and holistic development of children and youth living in remote villages of Uttarakhand.

Over 1,800 students and youth impacted via four digital literacy and skill training centres and eight government schools in two districts of Uttarakhand.



Cyber security awareness sessions

Alarmed by the rising threat of cyber bullying, digital frauds and other cyber crimes targeting our youth, especially school children, we launched a cyber security education program in 2017.

During October 2023, over 100 of our people volunteered to conduct cyber security awareness sessions, impacting 40,780 beneficiaries across the country. These sessions were conducted both virtually and in-person across several schools and organisations in India.



Enhancing tech education

NavGurukul provides affordable tech education to girls from underserved communities of India. This vision aligns perfectly with KPMG in India's belief that quality education, skilling opportunities, and livelihood are central to a productive life and the realisation of sustainable development.

Through this programme we supported 150 students.

Enhancing our reach through mentoring youth for job readiness

Foundation for Excellence

Very often meritorious students from economically weaker communities may lose out on opportunities to study professional courses from good colleges. This is particularly true for girl students from underserved communities whose higher education may still be de-prioritised over boys.

Foundation For Excellence in India Trust (FFEIT) is a not-for-profit committed to helping economically underprivileged and academically bright students in India to accomplish their goals of pursuing higher education. FFEIT awards scholarships to students who have overcome the adversity of their family's circumstances to be amongst the top rankers in national/state level entrance tests, based on which they secure admissions into prestigious engineering and medical colleges.

KPMG in India, in collaboration with FFEIT, sponsors the education of 100 bright female engineering students with a zeal for academics, many of whom hail from rural farming backgrounds. With the first batch of ten students successfully placed in leading multinational companies with competitive salaries, the second batch is set to graduate next year from some of the premiere institutes in the country. Besides scholarships, our employees offer mentorship to an added 100 students, focused on the soft skills necessary for the scholars' all-round development, making them job ready. Our people also serve as guest speakers to FFEIT scholars in the third year of college on topics that increase their job-readiness.

The following example highlights how our support can help transform the lives of students from underserved communities.

One of our students, Rachana, comes from a humble background where her annual family income is less than INR100,000 with her father as the sole earning member. A sizeable amount goes towards sustaining their everyday basic needs, and little remains for other things such as education. Despite the financial constraints, her parents encouraged her to pursue her education. Rachana also diligently focused on her studies to secure 92.6 per cent in her grade 12 exams and rank of 4,180 in her national-level engineering college entrance exam. She got through the Bachelor of Technology in Computer Science Engineering course at University of Visvesvaraya College of Engineering, Bengaluru, one of the finest engineering institutions in Karnataka. Upon completion of her graduation, through her hard work and merit, she bagged a job offer as a software development engineer in a leading multinational organisation.

These stories of success and achievements fill us with immense pleasure and hope that our support is progressing in the right direction. These stories strengthen our belief that supporting education for students like Rachana, has potential to break the poverty cycle and create change.

Our impact

100

Girl students impacted.

400% 

Increase from the previous financial year.

Aspire

Education enables opportunities for girls to join the workforce and earn livelihoods, building better future. It can help develop critical thinking skills, improve their economic prospects, and empower them to make informed life decisions.

Our flagship programme, Aspire, equips meritorious girl students from not-for-profit schools with the essential skills and resources for their holistic development making them employable.

From their formative teenage years to the first step of their career, over a span of seven years, each student receives academic, personality and all-round development support. Mentoring sessions from women leaders of the firm instil confidence in the girls to hold their own in the avenues they claim.

Our support includes:

- Sponsoring the education of girl students starting from grade nine till graduation
- Investing in the personality and skill development of students
- Providing them career and personal guidance through mentoring and counselling
- Assisting the students in choosing a career path and subsequently acquiring a job.

“

Like everyone, I had dreams and hopes as a child. I always aspired to join the Finance sector but did not have all the knowledge and guidance on how to achieve this goal. The Aspire programme played a vital role in helping me reach where I am today. The guidance and support I received through mentoring, career counselling and training, helped me refine my skills and expand my knowledge. The programme provided me with the resources I needed to overcome challenges and keep growing.



The best part of being associated with Aspire was that my peers and mentors provided a conducive environment that motivated me to constantly learn and grow. The emphasis on self-development and becoming independent, fueled my dream to becoming better each day.

Today I can proudly say that I am a self-made woman who worked hard to turn my aspirations into reality and achieve success in various aspects of my life.

Divya Yadav

Analyst, Account Manager – Inside sales, Markem-Imaje
Alumna of VIDYA School, Gurugram

”

Our impact

645+

Students impacted through the programme till date.

50+

Completed their bachelors degree/diplomas.

12

Alumni have either completed or are pursuing higher education/masters.

29%



Increase from the previous financial year.

UNESCO and NSDCI

Under the scope of the Global Skills Academy, the firm as a member of UNESCO's Global Education Coalition, launched a new mentorship initiative with the National Skill Development Corporation International (NSDCI) to support young graduates entering the labour market in India.

This initiative was rolled out in January 2023 where our people with three or more years of work experience were paired up with around 100 young people from the NSDCI to help make them job ready.



Under this programme, we paired 100 volunteers with 100 graduates who provided guidance that helped mentees gain valuable inter-personal and workplace skills over a period of six months through one-on-one online mentoring sessions. With a strong focus on equal gender representation, and on enrolling those who would not otherwise have the means to participate, the mentors were diligent and committed to make a difference.

During the mentorship programme, one of the mentees, Navya Rawal secured a job at the National Skill Development Corporation. In her feedback, she stated that participating in the mentorship programme was a transformative experience for her as it helped her enhance her skills in resume making, email writing, communication, problem-solving, etc. She said that her mentor Ms Aabha Chandane played a crucial role in helping her achieve her career goals.

Nayeesh Katkar (Advisory) conducting a session.

“

The volunteering platform was well structured in terms of stating its timelines, expectations from the mentors, regular reminders notifying us about the upcoming sessions, etc.

They gave us the flexibility to conduct sessions outside of the platform, which was helpful. My mentee Navya seemed quite confident during my introductory session. However, with each successive session I realised that despite everything, there is always an opportunity to engage in knowledge-sharing with someone looking for professional and career guidance.



Navya has been quite receptive and vocal and has also secured an apprenticeship at NSDCI. I am proud of her and look forward to contributing more to this initiative.

Aabha Chandane
Markets

”

Aabha has been with KPMG in India for over nine years in the Markets teams. She works on digital marketing and social media for the firm.

NavGurukul

NavGurukul provides affordable tech education to underprivileged girls in India. This vision aligns perfectly with KPMG in India's belief that quality education, skilling opportunities, and livelihood are central to a productive life and the realisation of sustainable development.

What stands out about this programme is its flexibility, self-paced structure, and comprehensiveness in residential software programming, in addition to providing aspirational placement and employment/career opportunities for the girls.

Shaikh Ruksana comes from a low-income family. Despite facing financial struggles, she became the first girl from her family to graduate. After graduation, a newspaper article about the non-profit NavGurukul ignited in her a passion to pursue software programming. She moved to Bengaluru and joined NavGurukul's advanced software programming initiative. There, the student-powered approach empowered her to take charge and focused studies and boot camps sharpened her technical problem-solving skills. The structured self-governed community life at the campus and the support and guidance she received on this transformative journey empowered Ruksana and built her confidence.

She is currently interning as a software engineer at a leading U.K. based bank's Bengaluru office with an annual salary package of INR450,000. We have been supporting the NavGurukul initiative since 2021.



Our impact

150

Students supported through the programme.

Entrepreneurship

Teaching self-sustenance skills through the ultra-poor programme – empowering the ultra-poor via the graduation approach

The/Nudge – empowering the ultra-poor via the graduation approach

We support The/Nudge Foundation, a not-for-profit organisation, 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 impart 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.

Our impact

515 Women entrepreneurs impacted through the programme.

Jyoti Birhor, Jehengutwa village, Gumla, Jharkhand

28-year-old Jyoti Birhor belongs to the particularly vulnerable tribal group (Birhor) community, with a family of eight. They live in a small two-room kuchha (make-shift) house. Before joining the programme, both Jyoti and her husband used to migrate to work in a brick-kiln. Their primary source of income was seasonal agriculture, which was not sufficient. Their annual income was hardly INR21,000.

They were not able to have a balanced diet, barely managing two meals in a day. Jyoti was part of a self-help group (SHG), but she had never participated in the meetings. Jyoti had cultivable land, but she was unaware of the potential of vegetable farming. She was also hesitant to talk with outsiders.

After joining the programme, Jyoti received a consumption and livelihood grant of INR21,500. In 2021, she started vegetable cultivation for the first time and has since expanded it. In the third year, she cultivated tomatoes and earned INR19,200. She also bought four goats, and her assets have grown to 15 goats. In total, she has earned INR32,900 from agriculture and livestock.

Jyoti has also made significant changes to her life. She started a kitchen garden and now has a steady supply of fresh green vegetables throughout the year, something which she rarely ate previously. She participates in SHG meetings and has started saving with the group. Jyoti is now more vocal, sells her own produce, plays an active part in her family's decision-making, and takes a leading role in helping other women in her community. She cultivates vegetables twice a year. Her goal is to earn around INR7,000 per month from livestock and agriculture.

She wants to send her children to a private school, hoping for a better education. She also wants to build a permanent house and have her own bullocks. She never wants to migrate again.



Enabling youth to create self-sustaining businesses

As part of our focus on supporting the youth of our country, since 2018 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.

Virender's journey:

Virender Kumar, hailing from the Basti district of Uttar Pradesh, worked as a daily wage labourer in his village before a Second Chance School alumnus informed him about the unique residential course. He was earning a modest INR5,000 per month with which he had to support his family of six.

In 2016, Virender's determination to pursue further education and uplift his life conditions led him to enrol at Ritinjali, where he not only pursued higher education but also immersed himself in various vocational courses.

The turning point in Virender's journey came with a six-month internship at a five-star hotel, where he later continued as permanent service staff, earning INR8,000 per month. While the two-year stint in the hospitality sector laid the foundation for his career, Virender's passion lay in the fashion sector. He studied Apparel Manufacturing Technology at Ritinjali and subsequently secured a job as a merchandiser at Orient Craft in Gurugram where he was offered INR22,000 monthly. Despite the setback of losing his job due to the Covid-19 pandemic, Virender's resilience shone through as he navigated through jobs in clothes and accessories manufacturing, leather technology, and home furnishing.

Fuelled by a desire to start his own business, Virender participated in Pahal 2023, an entrepreneurship initiative lead by Ritinjali in collaboration with KPMG in India. Alongside eight other aspiring entrepreneurs, Virender presented his idea of crafting and selling handcrafted bespoke accessories for women.

With the invaluable guidance of his mentor provided by KPMG in India, Virender meticulously refined his business pitch, delving deep into essential facets such as sustainability, budgeting, and revenue streams, etc. Virender's conviction and expertise earned him the prestigious title of programme winner, along with seed funding of INR250,000 to kickstart his venture.

Today, Virender is not only sourcing and selling handcrafted hair accessories for women but has also established his own operational space in Shahpur Jat, Delhi courtesy of the seed funding. His venture has grown into a beacon of opportunity, providing employment to three full-time staff. After covering operational costs, he takes home a steady income of INR25,000-30,000 per month.



Driving responsible corporate citizenship

Our people's contribution

Our collaboration with multiple not-for-profits across the country enables us to provide our people with opportunities to make a difference in our communities, share their skills and passion, and achieve their higher purpose. Volunteering can offer essential help to students and youth in need. Sometimes, those belonging to the underserved communities are at a loss, and cannot move forward, due to lack of resources and knowledge. Volunteering to assist students with the smallest decisions can make a significant difference in their personal growth.

Post the pandemic, we have continued to follow a hybrid volunteering model. Our people have the option of participating in virtual and in-person sessions. Virtual sessions allow us to reach a larger beneficiary base irrespective of their location. Our citizenship volunteering policy enables the volunteers to utilise up to 12 working hours in a year towards citizenship initiatives.



With our people volunteering their time and knowledge transfer, some of the aspects that the students and youth benefit from are:

Development of knowledge and skills	Enhancement of communication and inter-personal skills	Receiving educational support through extra-classes/tuitions	Mentorship and counselling
Personal development and growth	Fostering leadership, teamwork and collaboration	Having a confidant and emotional support	Receiving career guidance
Preparation in job readiness	Participating in mock interviews	Attending workshops on hobby sharing	Encouraging interest in extracurricular activities such as sports and music

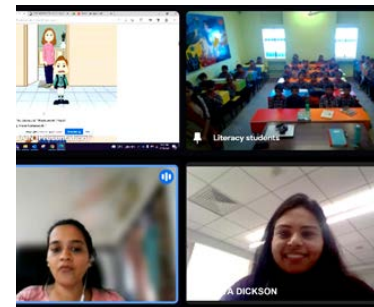
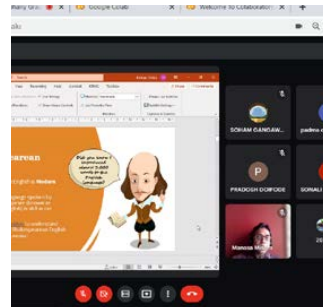
Our impact

8,530

Volunteering sessions conducted.

8,330

Skilled sessions conducted.



Citizenship awards

Acknowledgement and appreciation add fuel to our People's drive to volunteer more. While volunteering for social impact is a fulfilling experience, we have also instituted the citizenship awards within the firm to celebrate the spirit of social giving.

We have a strong legacy of volunteering and build upon our people's thoughtful commitment towards improving communities. Volunteering gives a purpose to our people by contributing to a greater cause and going over and beyond their day-to-day responsibilities at work.

Citizen of the year

The 'Citizen of the Year' award is an annual award, given to one person across the firm, who invests the highest number of hours towards volunteering, shows exceptional commitment to our community initiatives and encourages colleagues and peers to volunteer.

Rashi Arora

Managed Services

Passion for making a meaningful difference in our communities truly embodies KPMG's core Values of working Together, For Better. She has led the Citizenship efforts for Managed Services since 2020 and has spearheaded numerous impactful volunteering events and campaigns. Driven by empathy, Rashi is dedicated to giving back to society and reaching out to those who are most vulnerable. The increased volunteering by Managed Services colleagues and the beneficiaries impacted over the years are a testament to Rashi's commitment to doing work that truly matters.



Outstanding volunteer award

The 'Outstanding Volunteer' award is given to persons contributing maximum number of volunteering hours in a quarter in their respective regions.

Volunteer story

“

I have been a part of the Citizenship volunteering activities for the past one year and working on these initiatives has been a great experience and is something I really look forward to. Volunteering gives me an opportunity to interact with the students and get to know them better and understand their point of view. Post our sessions with the students, they always ask us when we will come meet them again to teach them something new. This simply shows how eager they are to learn, and this encourages me to participate in more such volunteering activities. Volunteering has been a journey of growth and meaningful impact. I am grateful to KPMG for giving me such opportunities to make a positive impact.

Gurpreet Nagi

Managed Services
(Winner for April to June 2023)

”



“

Volunteering has been a new and fulfilling experience for me. Through volunteering, I have made so many friends within the firm which otherwise would not have been possible. When I first volunteered, I had no idea what to expect, but over time, I have learnt about humility, and how to be child-like and dream again. Every kid I have interacted with is unique and I have so much fun with them. They have taught me to forget everything and simply laugh. I find happiness in volunteering as I learn so much and find myself to be more energetic and active when I am with them.

Avneet Kaur

Managed Services
(Winner for October to December 2022)

”

Response to disasters

Disaster relief

Goonj: Relief and Rehabilitation efforts towards those affected by the floods of 2023

Climate change and global warming have triggered destructive floods in various Indian states, displacing millions and profoundly impacting lives. The devastating floods in Himachal Pradesh in May 2023, caused by torrential rains, led to landslides, cloudbursts, and flash flooding, washing away homes, crops, and livestock. The affected communities urgently needed supplies and a coordinated response from organisations and administration on the ground.

In line with our values of Together and For Better, we partnered with Goonj to mobilise essentials and address the immediate needs in flood-affected areas. This joint effort played a pivotal role in supporting individuals as they returned to their homes amidst the remnants of the disaster. Our approach transitioned to a micro-level engagement at the grassroots, tailoring assistance to the unique needs of each family. This support expanded to various locations through collaborations with grassroots organisations, local authorities, and dedicated volunteers. The Goonj team in the field acted promptly, delivering carefully designed 'Family Relief Kits' to the flood-hit regions.



Our impact

With the funds received from KPMG in India, Goonj reached out to

1,050

households in the flood-affected areas of Kullu district in Himachal Pradesh from May to July 2023.

SDG impacted

13

 CLIMATE ACTION

FY2024 and beyond: Some unique initiatives and outreach programmes planned.



Mentoring young adults for job readiness – We plan to conduct sessions that will help the students enhance their critical thinking abilities, sharpen their presentation skills, build strong resumes, and make them confident for interviews.



Supporting a Mobile Journalism skill training centre that would empower and equip the youth with essential skills and knowledge to achieve self-sufficiency.



'Project Sambhav', a skill-based volunteering initiative, which will enable KPMG in India colleagues to take time off from their business roles and work dedicatedly with partner non-profit organisations in various capacities.



We will support a **three-month residential skilling programme** for youth with disabilities from underserved communities to provide livelihood skilling, personality development, language skills, career guidance, placement support and follow up at the workplace.

Related publications



Strengthening healthcare workforce in India: the 2027 agenda



15 top priorities for transforming Indian healthcare: the 2024 agenda



Improving India's female labour force participation rate



Digital integration: Catalysing public school transformation

Closing reflections



The 2024 edition of *Our Impact Plan* is a testament to our unwavering dedication to not just shaping the future but actively forging it with responsibility, integrity, and innovation. This document goes beyond mere reporting - it is a bold declaration of our commitment to enact real change, embodying our core values and our pledge to drive substantial, meaningful progress across Governance, Planet, People, and Prosperity.

Our operations are built on strong governance, emphasising transparency, accountability, and ethical practices. This past year, we've enhanced our frameworks and risk management strategies, ensuring resilience in a dynamic business landscape.

The health of our **Planet** needs urgent attention. We have prioritised decarbonisation, implementing Internal Carbon Pricing (ICP) and investing in renewable energy, ultimately aiming for Net Zero. By integrating ESG into all aspects, we work

Jiten Chopra

Chief Operating Officer
KPMG in India

towards a sustainable future for our planet.

Central to our mission are our **People**. We've fostered a diverse, inclusive environment through initiatives like 'Global Values Week', promoting well-being, professional development, and equal opportunities. Our commitment extends beyond our walls, supporting community programmes and educational initiatives, driving social progress and economic development.

Prosperity for us means more than financial success, it's about contributing positively to society. Through community investments, we aim for lasting impacts. Sustainability is our path forward, securing not just our future, but also the planet's and future generations'.

We are dedicated to leading with purpose, integrity, and compassion, working together for a sustainable, prosperous world. Thank you for your continued support and trust in our journey.

The 2024 *Our Impact Plan* underscores our commitment to shaping a sustainable future through ethical leadership and innovation. We've strengthened governance, embraced decarbonisation, championed diversity, and enhanced community well-being. Our focus extends beyond financial gains to fostering societal and environmental prosperity. We're dedicated to a path of sustainability, ensuring a better future for all. I thank you for your continued support and trust in our journey.

Sumit Kapoor

Head of Our Impact Plan
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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 the NGOs that we partner with.



Glossary

ADB	Asian Development Bank	COO	Chief Operating Officer	ESG	Environmental, Social and Governance
AI	Artificial Intelligence	CRM	Customer Relationship Management	EU	European Union
ALP	Accelerating Leadership Potential	CRN	Community Resource Network	EV	Electric Vehicle
ASSOCHAM	Associated Chambers of Commerce and Industry of India	CST	Client Service Teams	EVP	Employee Value Proposition
BCMS	Business Continuity Management System	CTF	Capture The Flag	FDI	Foreign Direct Investment
BDP	Business Development Plans	CVA	Culture and Values Assessment	FFEIT	Foundation For Excellence in India Trust
BLC	Board Leadership Centre	DCB	Deal Consultation Board	FMCG	Fast Moving Consumer Goods
BoD	Board of Directors	DLP	Data Leakage Protection	FPOs	Farmer Producer Organizations
CARE	Consider, Assess, Respond, Evolve	DoT	Department of Telecommunication	FTE	Full Time Equivalent
CDP	Carbon Disclosure Project	DPDP	Digital Personal Data Protection	G20	Group of 20
CEO	Chief Executive Officer	EAL	Everyone A Leader	GDP	Gross Domestic Product
CLO	Chief Learning Officer	EAP	Employee Assistance Programme	GDPR	General Data Protection Regulation
CMMI	Capability Maturity Model Integration	EDR	Endpoint Detection and Response	GHG	Greenhouse Gas
CNG	Compressed Natural Gas	EMS	Environmental Management System	GoI	Government of India
COAI	Cellular Operators Association of India	ERG	Employee Resource Groups	GPAP	Global Plastic Action Partnership
CoE	Centre of Excellence	ERM	Enterprise Risk Management	GPS	Global People Survey

Glossary

GRI	Global Reporting Initiative	IWEI	India Workplace Equality Index
GTIC	Global Tech Innovator Competition	JFPR	Japan Fund for Prosperous and Resilient Asia and the Pacific
IAASB	International Auditing and Assurance Standards Board	KNOW	KPMG Network of Women
IBC	International Business Council	KPMGI	KPMG International
ICoE	Integrated Centre of Excellence	LAN	Local Area Network
ICP	Internal Carbon Pricing	LEED	Leadership in Energy and Environmental Design
IDAM	Identity and Access Management	LT	Leadership Team
IDE	Inclusion, Diversity and Equity	MAGNET	Maharashtra Agribusiness Network Project
IDPwD	International Day for Persons with Disabilities	MAP	Market Access Plans
IFR	In-Flight Reviews	ML	Machine Learning
IMC	India Mobile Congress	MPAP	Maharashtra Plastic Action Partnership
I-RECs	International RECs	NAM	National Analysis and Modeling
ISMS	Information Security Management System	NCERT	National Council of Educational Research and Training
ISO	International Organisation for Standardisation	NGC	Next Gen Council
ISQM	International Standard on Quality Management	NGOs	Non-Governmental Organisations
ITSM	Information Technology Service Management	NSDCI	National Skill Development Corporation International

Glossary

OIP	Our Impact Plan
PAM	Privileged Access Management
PGS	Purchased Goods and Services
PHM	Post-Harvest Management
PIMS	Privacy Information Management System
RECs	Renewable Energy Certificates
SaaS	Software as a Service
SBTi	Science-Based Targets initiative
SDG	Sustainable Development Goal
SHG	Self Help Group
SHRM	Society of Human Resource Management
SIEM	Security Information and Event Management
SME	Subject Matter Expert
SOC 2	System and Organisation Controls 2
STARS	Strengthening Teaching-Learning and Results for States

STEM	Science, Technology, Engineering and Mathematics
SVF	Sportz Village Foundation
TCFD	Task Force on Climate-related Financial Disclosures
TMT	Technology, Media, and Telecom
ToT	Training of Trainers
TTT	Teach Through Television
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
UPS	Uninterruptible Power Supply
VCO	Value Chain Operators
VoC	Voice of Customer
WEF	World Economic Forum
WGST	Wayanad Girijana Seva Trust

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