



KPMG: Our impact plan

2022 Update
KPMG in Singapore

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A message from our Global Chairman and CEO



As the world faces one of the most significant periods of unrest for generations, KPMG is guided by its Purpose and Values that have, for more than 150 years, helped us build trust in capital markets, strengthen economies around the world and contribute to a sustainable society.

Meeting our responsibility comes in many forms — in our work and in our daily lives, through the Values we share and the quality of work we provide. Now more than ever, I firmly believe that the business community has an opportunity and responsibility to help shape a more sustainable future. Which is why KPMG was among the first in our profession to catalog our environmental, social and governance (ESG) commitments in one place and report our progress transparently against the World Economic Forum's (WEF) International Business Council (IBC) metrics in **KPMG: Our Impact Plan**.

Our Impact Plan sets out the commitments we are making on our journey to become a better business and reaffirms our commitments to the United Nations (UN) Global Compact Principles and the UN Sustainable Development Goals.

I'm proud that with the release of KPMG: Our Impact Plan 2022, we get to show you the progress we've made so far, and how we're working shoulder to shoulder with clients to support them on their own ESG journeys, across four important categories: Planet, People, Prosperity and Governance. Some highlights include:

- **Planet:** We're implementing sustainable and equitable practices within our global organization by evaluating our supply chain and creating science-based transition plans so we can move to net zero in a fair and just way. As part of our commitment to be net zero by 2030, we set an Internal Carbon Price (ICP) that will help us measure and account for our carbon impact. From impact on biodiversity to the impact on social inequity, we've considered many dimensions of change and are confident we will make a significant difference.



- ▶ **People:** We created and introduced KPMG's Inclusion, Diversity and Equity (IDE) Collective Action Plan throughout the global organization. We're taking important steps toward gender diversity with females representing 48.4 percent of our people. We're also developing guidance for our member firms around the world to help ensure their processes meet our human rights commitments.
- ▶ **Prosperity:** We announced last year a more than US \$1.5 billion dollar investment to embed ESG into everything we do — enhancing our already robust tools and services to help accelerate our clients' ESG journeys. Part of this investment will be used to build ESG hubs on multiple continents and create ESG accelerators to spur investment and innovation in emerging markets. We're also training our more than 236,000 people to become agents of positive change and assisting clients on three pillars of opportunity: ESG transformation, ESG reporting and ESG assurance. And we continue to work alongside organizations to make significant contributions toward the achievement of the UN Sustainable Development Goal 4 (SDG 4) — including our

work with UNESCO to help economically empower 10 million disadvantaged young people between now and 2030.

- ▶ **Governance:** Our work with the WEF, to set the IBC metrics for ESG reporting is one example of how we're using our experience and knowledge to help shape the future of sustainable business. We've accepted roles at the International Integrated Reporting Council (IIRC), the Financial Stability Board's (FSB) Taskforce on Climate-related Financial Disclosures (TCFD) and the Taskforce for Nature-related Disclosures (TNFD). We will work alongside the profession to support the work of the International Sustainability Standards Board, announced by the International Financial Reporting Standards (IFRS) Foundation at COP26, as it develops and publishes ESG reporting standards and help our clients adapt as the nature of reporting evolves. This work is part of the wider role we believe we must play to support the development of consistent and credible information on sustainability matters.

It was a busy year, and there's more progress to read throughout this 2022 update; and I am

pleased that we achieved this while still working to deliver uncompromising quality to clients. Last year, we reported double digit revenue growth for the first time in many years — proof to us that purpose and prosperity are inextricably linked.

There is so much more to do, and we are determined to focus on where we can make the biggest difference in the world. Our Impact Plan is our roadmap, but it's also an opportunity for you to learn more about us and how we hope to change for better and hold ourselves accountable to all of our stakeholders. Meaningful, lasting change doesn't happen overnight, but we know we'll be able to learn from our efforts and drive change throughout our global organization.

I thank you for taking the time to read Our Impact Plan and look forward to continuing our journey to be an even stronger, more sustainable business.

Bill Thomas
Global Chairman and CEO



A message from KPMG in Singapore's Managing Partner



As economies around the world spring back to life, businesses worldwide are not just gearing up to grow; they are also injecting a renewed sense of conviction into doing work that matters. This comes as the environmental, social and governance (ESG) agenda takes top priority for many nations. Singapore stands at the crossroads of this change and growth, in its role as a strategic gateway to Asia and a reputable financial and technology hub.

Hence, even as climate threats and social inequalities loom large, this is an opportune time to take steps to shift the needle. KPMG is looking forward to inspiring confidence to tackle sustainable challenges head-on, while empowering economies, enterprises and ecosystems in creating measurable change.

KPMG: Our Impact Plan details our roadmap towards building lasting companies on this fragile planet. Specifically, it sets out our key ESG commitments in becoming a better organisation while staying trusted and true across four pillars – Planet, People, Prosperity and Governance.



I am happy to share some of the progress that our Singapore firm has made till date. Alongside our global commitment to be net-zero by 2030, KPMG in Singapore is on track towards meeting our target of shifting to 100 per cent renewable energy by 2022. In line with our global firm, our Internal Carbon Price will cover business travel and business operations globally.

KPMG has a diverse group of stakeholders that includes our people, clients, communities, governments, regulators, the wider public and those invested in the capital markets. Hence, Our Impact Plan is also a blueprint of what measurable change could look for these stakeholders in the near future.

For instance, we are working with clients towards crafting their ESG strategy – retooling them so that their change efforts can be redirected from “implementing ESG” towards solving priority problems for impact. We are also working with leaders to deepen their knowledge in digitalisation and sustainability, and co-creating assets with enterprises to evolve their business models.

Our work with industries have led us to shape

discourse in ESG, while influencing policies for the greater good. One significant step we have taken is to partner leaders of Singapore’s Trade Associations and Chambers to create a collective decarbonisation blueprint for key sectors. We are also translating these ideas into proposals for the government to consider in policy decisions, as well as working with key industry players to frame, develop and deploy identified solutions for measurable change to happen. Through driving such industry collaborations and exchange of best practices, we are building ecosystems to position Singapore strongly as an ESG thought leader in the region and the world. This is also our way of supporting Singapore’s Green Plan and climate ambitions, in addition to key government initiatives from green finance to carbon markets.

High impact work supported by innovation, technology, research and development to drive ESG goals continue to be the hallmark of our touchpoints with communities. Championing greater social equity and promoting social mobility are also ways we aim to raise the quality of life of people.

Ultimately, KPMG recognises our role in

influencing country and company decisions on economic and ESG goals. Hence, this is why we see it as being of utmost important to empower our 227,000-wide global workforce or 3,200-strong Singapore workforce to be ESG thought leaders in their own right, initiating important conversations and driving the next wave of ESG developments. We are also investing in our people’s growth as part of our US\$1.5 billion ESG investment plan. This includes working with two leading global academic institutions to provide ESG training to our employees around the globe.

As we push ahead with Our Impact Plan commitments, we continue to be guided by a shared purpose towards a sustainable future, undergirded by the foundations of trust and transparency. Together with clients, industries, communities and employees, we look forward to creating the future of today’s world and society, leaving the next generation better than the one before.

Ong Pang Thye

Managing Partner
KPMG in Singapore



As the world faces one of the most significant periods of uncertainty for generations, KPMG in Singapore is guided by its global Purpose and Values that have, for more than 150 years, helped us build trust in capital markets, strengthen economies around the world and contribute to a sustainable society.

In this update to KPMG: Our Impact Plan, we outline our environmental, social and governance (ESG) commitments across four categories — Planet, People, Prosperity and Governance — and reports on our progress as a purposeful business.

Planet

Addressing climate change, water pollution, deforestation and biodiversity loss is key to enabling responsible growth. We're committed to driving a culture of sustainable practices within our global organisation, supply chain and beyond to help ensure a healthy planet for generations to come.

\$1 million

in supporting Singapore's **sustainability and biodiversity** ambitions

UP TO 70%

expected reduction in overall **annual IT infrastructure power consumption** in Singapore, as we move to our new office in late-2022

100%

renewable electricity usage in Singapore by 2022



Set an **Internal Carbon Price** globally



Committed to a 1.5°C Science Based Targets initiative (SBTi) target of **50% emissions reduction** by 2030

People

We aim to build future-proof skills, expertise and innovation and equip our people to grow their careers and make an impact as they do work that matters. As we define, shape and build a workplace fit for the future, we're involving our people every step of the way.



In Singapore, close to **60% headcount** composed of women



80% of Singapore employees feel that they are treated with dignity and respect at work



Prosperity

With more than 236,000 people across 145 countries and territories, we recognise our role and responsibility to build a better world and engage our global community of professionals to be agents of positive change.

US\$1.5 billion

US\$1.5 billion investment over the next 3 years to focus on **our global ESG change agenda**



US\$125 million

invested in **community initiatives** globally (US\$124 million in 2020)



includes **S\$1.9 million** in Singapore



236,000

Global headcount grew to more than 236,000 (6.1% growth year on year)

6.1% growth year on year

Governance

Over the years, we have inspired confidence by building trust, while empowering change to shape a better future. Our Purpose is rooted in rich history, built on our role to protect the public interest while shaping a better future for our people, clients and stakeholders.



All Global Board and Singapore leadership team members have completed training on **KPMG's Code of Conduct and tax policies and procedures**



Singapore firm has **zero-tolerance** approach to bribery and corruption

KPMG employs leading practices, research and trusted client solutions to help ourselves and clients navigate the biggest issues facing our planet.

With expertise and experience across critical issues — including climate change, decarbonisation, ethical supply chain, circular economy, DEI (diversity, equity and inclusion), governance, ESG reporting and measurement — KPMG professionals help you create the right blueprint for your ESG journey. A blueprint that simplifies your strategy, guides its full implementation, and enables you to manage and report on your ESG journey.

Make future steps transformational. Because how you grow matters.

Connect with [our Singapore ESG experts](#).



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Our Purpose and Values lie at the heart of the way we do things. To do the right thing, the right way, always.

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Our Impact Plan represents the collective environmental, social and governance commitments of independent KPMG firms, affiliated with KPMG International Limited. The data represented in Our Impact Plan is aggregated data from KPMG firms for the 12 months to 30 September 2021 unless stated otherwise. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. Where the terms “KPMG”, “firm”, “we” or similar references are used without definition, they are intended to refer to KPMG International Limited and the independent KPMG firms.



Material issues

Planet

People

Prosperity

Governance

Material issues



Understanding the material issues relevant to our business and our stakeholders.

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KPMG has a diverse group of stakeholders that includes our people, clients, local communities, governments, regulators, the wider public and those invested in the capital markets.

To understand what most concerns this group, we carried out extensive research, which included:

- ▶ Surveying a range of external stakeholders, including the C-suite and the public in nine of our largest markets
- ▶ KPMG employee engagement and employee trust data derived from our Global People Survey (GPS)
- ▶ Insights from our Next Generation Council — a global group of young KPMG leaders
- ▶ Understanding shifting stakeholder and business priorities arising from global and

societal issues

- ▶ Consideration of significant business risks included in our Enterprise Risk Management framework
- ▶ Material issues identified by KPMG member firms

In Singapore, these material factors were considered for the local context and in relation to the clients, industries, communities and employees whom we are engaging.

The result is a list of 12 issues that are considered most material to both our stakeholders and our organization in four priority areas: Planet, People, Prosperity and Governance. In Our Impact Plan, we set out commitments that respond to these material issues, reporting our progress transparently and revealing where we can make the greatest impact.

We're led by our Purpose — to inspire confidence and empower change.



Planet

1. Environmental sustainability

Human activity has changed the Earth's natural capabilities — pushing planetary boundaries and threatening humanity's very existence. Addressing climate change, water pollution, deforestation and biodiversity loss is key to enabling responsible growth. We're committed to driving a culture of sustainable practice within our global organization, supply chain and beyond to help ensure a healthy planet for generations to come.

People

2. Talent attraction, development and retention

By fostering an environment that values continuous learning and development, we empower our people with tools to help them succeed and make their mark. We're focused on growth and upskilling our talent with leading technologies and future-proof skills.

3. Purpose, culture and values

We're led by our Purpose — to inspire confidence and empower change — and driven by our Values in creating a caring and inclusive culture that provides our people with opportunities to make an impact, solve challenges and tap into their passion for doing work that matters.

4. Inclusion, diversity and equity (IDE)

Unique experiences and perspectives enhance KPMG and help create the drive for a fairer, more equitable society that includes everyone. We're committed to embedding and improving IDE across our global organization — encouraging people to come as they are.

5. Health, well-being, workload and job security

To create opportunities for themselves and others, our people need to be at their best, both physically and mentally. Our responsibility is to help ensure our people are healthy, secure and supported through the challenges in their personal and professional lives — enabling them to thrive.



Prosperity

6. Relevant, quality services in the public interest

We have a fundamental commitment to serve the public interest and build trust. We do this by leading in audit quality, driving responsible tax practices, and advising clients on ways in which they can transform their business to help create sustainable value — embedding ESG into client services.

7. Technology and innovation

Our continual investment in technology and innovation helps ensure we're keeping up with the accelerating pace of technological change, positioning us for future success so we can meet stakeholder expectations and growth objectives.

8. Impactful community initiatives

We're committed to having a positive impact on the communities we serve and we're increasing our investment in a wide range of social initiatives with an emphasis on education for youth and underrepresented populations.

Governance

9. Financial and brand resilience

Through strong and agile processes and practices, we're well positioned to remain resilient in increasingly complex and volatile environments — promoting wider economic growth and prosperity.

10. Information protection

We have policies, processes and controls on information security, personal information and data privacy. We provide annual training on confidentiality, information protection and data privacy requirements to all of our people. Our clients and stakeholders entrust us with sensitive information, and we're committed to observing all relevant regulations and investing in leading systems to help keep them safe and secure.

11. Transparency and accountability

All our member firms are committed to our shared Purpose and Values, standards and service quality expectations. Our clear governance and practice management standards help ensure we're driving consistency and accountability across our entire global organization.

12. Ethics, integrity and independence

We're committed to the highest standards of personal and professional behavior in everything we do. Ethics and integrity are core to who we are and why everyone at KPMG is responsible and accountable for their conduct.

Our approach to identifying risk

KPMG International has an Enterprise Risk Management program led by our Global Management Team (GMT) and overseen by the Global Board Quality, Risk Management and Reputation Committee. The program uses our proprietary [Dynamic Risk Assessment](#) methodology to identify, connect and visualize risks across four dimensions: likelihood, impact, velocity and connectivity. It helps us better understand the risks we should focus on.

Every KPMG firm is required to identify and manage its risks through a formal risk assessment process for which each KPMG firm's leadership takes responsibility.

Our global client and engagement acceptance and continuance processes and policies help us identify and evaluate potential risks, ethics or compliance issues prior to accepting or continuing a client relationship or performing a specific engagement. KPMG firms are required to evaluate whether to accept or continue a client relationship or perform a specific engagement. Where client or engagement acceptance or continuance decisions pose significant risks, additional approvals are required. You can read more in our [Global Transparency Report 2021](#).



Planet



Reducing our impact on the environment to build a more sustainable and resilient future.

home.kpmg/ourimpactplan/planet



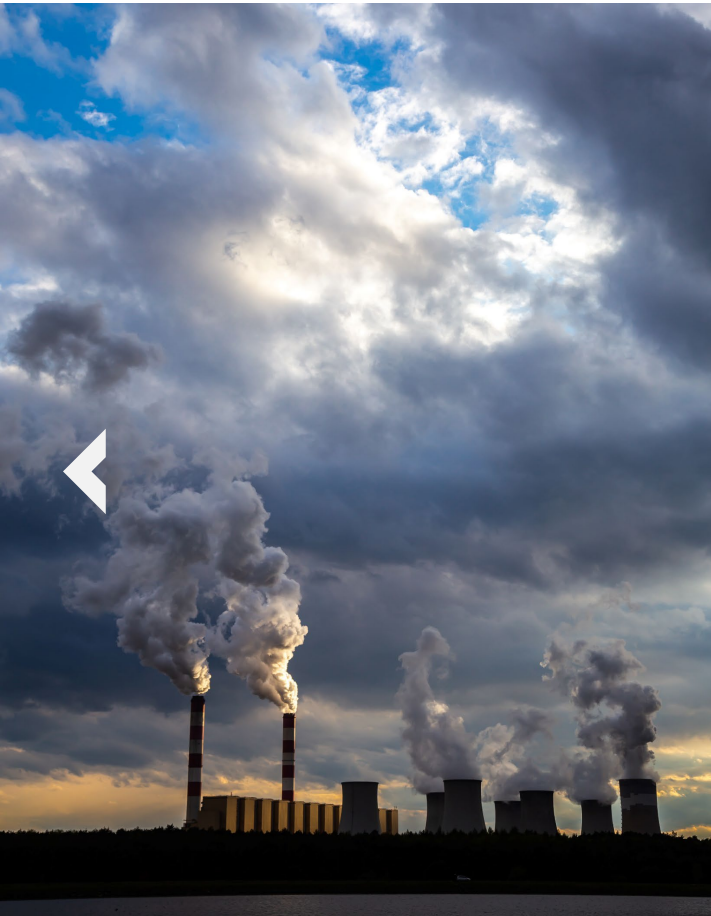
Earth's natural capabilities are being tested at an increasingly alarming rate — pushing planetary boundaries and threatening humanity's very existence. To help ensure a just transition, where no one is left behind, there's a need for sustainable and equitable practices across business, government and broader society.

KPMG in Singapore is committed to reach net-zero carbon emissions by 2030. This requires halving our carbon emissions by 2030 — while continuing to look at how we address climate change, climate risk and biodiversity loss. We are implementing sustainable practices within our global organisation and evaluating our supply chain to help ensure a healthy planet for generations to come.

Businesses worldwide are facing increased stakeholder pressure to build business back better. According to KPMG's 2021 CEO Outlook survey, a key challenge for CEOs locally and globally is in narrating their companies' ESG stories convincingly and addressing the varying reporting needs.

Along with countries across the world, Singapore has taken decisive actions in recent months to achieve its net-zero ambitions by or around mid-century. The government has rolled out initiatives as part of the Singapore Green Plan 2030, implemented higher carbon taxes and increased investments in green technologies.

KPMG has responded by working hard to help prepare clients for the impacts of climate change. We are providing resources and insights to clients to help shape their business models, products and services that address climate change; another step is to support clients that they look for ways to reduce carbon emissions, and for ways to convince stakeholders that they are not greenwashing.



To provide world-class expertise and solutions on key ESG issues, KPMG is establishing five dedicated Hubs across the globe.

Among these is a Global Decarbonisation Hub to help businesses meet their net-zero commitments and chart their decarbonisation journey. Key focuses for this hub include:

- ▶ Emerging technology expertise that includes hydrogen, carbon capture utilisation and storage, mobility and renewable fuels
- ▶ Decarbonisation services delivering a wide range of climate and decarbonisation support, including carbon offsets, circular economy, transition planning, energy efficiency, carbon removal and nature-based solutions
- ▶ A climate policy and an incentives dashboard to support clients in understanding the emerging legal regulatory landscape across their geographic and industry footprints

With offices in 145 countries and territories around the world, KPMG has a unique perspective, which enables us to contribute expertise to the following groups:

- ▶ The Financial Stability Board's (FSB) Taskforce on Climate-related Financial Disclosures (TCFD)
- ▶ The Value Reporting Foundation's Corporate Reporting Dialogue
- ▶ Taskforce on Nature-related Financial Disclosures (TNFD)
- ▶ Net Zero Financial Service Providers Alliance (NZFSPA) in support of the Glasgow Financial Alliance for Net Zero (GFANZ)



Our commitments

► Decarbonisation

Achieve net-zero carbon emissions by 2030

► Climate risk

Give financial markets, clients and our leaders clear, comprehensive, high-quality information on the impacts of climate change

► Nature and biodiversity

Understanding and improving our impact on nature and biodiversity

“ ”

It is critical that we recognise the responsibility that we play in meeting the challenges that impact the future of our planet and threaten our quality of life, now and for future generations. We are committed to supporting the responsible transformation of organizations — including our own.

Richard Threlfall

Global Head of ESG and KPMG IMPACT



Decarbonisation

As a global organisation, we have a clear role to play in a just transition to net zero, grounded in science. The Intergovernmental Panel on Climate Change (IPCC) previously warned that global warming must not exceed 1.5°C above pre-industrial temperatures to avoid the most catastrophic impacts of climate change. In 2020, we committed to setting a science-based global warming target (SBT) aligned with this 1.5°C trajectory. In the following year, our own carbon reduction target was validated by the Science Based Targets initiative (SBTi), which is the global body that enables businesses to set emissions reduction targets in line with climate science. This binds our commitment in reducing our emissions by 50 per cent by 2030.

At KPMG in Singapore, we have set the target of shifting to 100 per cent renewable energy by 2022. Our commitment is part of KPMG's global efforts to achieve 100 per cent renewable energy in Board countries by 2022, and by 2030 for the wider KPMG network.

We intend to achieve our decarbonisation targets through a multi-pronged approach, which comprises:

1. Leveraging smart technologies to go green
2. Promoting resource-efficient and sustainable habits
3. Sourcing 100 per cent renewable energy
4. Setting an internal carbon price to influence decisions

“ ”

Every one of us is a force for positive change. As we take concrete steps towards creating a more liveable planet through our decarbonisation efforts and investments into our environment, we will be able to collectively overcome one of the biggest challenges of our generation. Now, more than ever, inspiring confidence and empowering change through the work we do will not be the hallmark of just a few – it will be expected of us all in the years ahead.

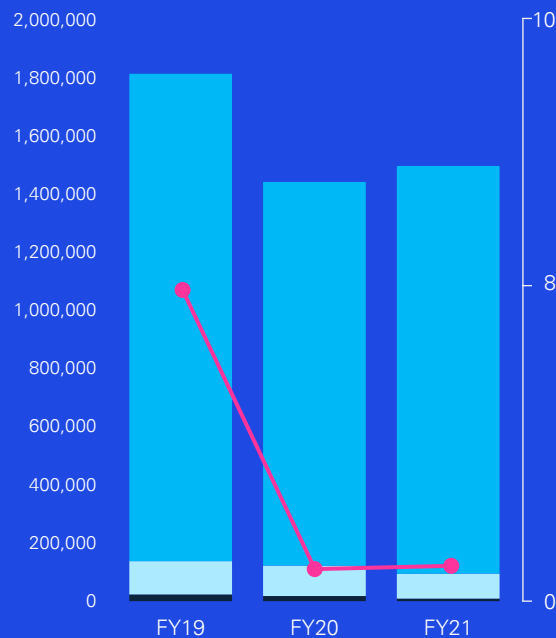
Ling Su Min

Head of Clients, Markets & Innovation,
KPMG in Singapore



Having a clear picture of our total carbon emissions helps benchmark our climate performance across the global organisation and identify areas for improvement. Below is a breakdown of our total carbon emissions and emissions intensity ratio per individual:

Total carbon emissions (Global)



■ Scope 1 emissions (gross) in tCO2e
■ Scope 2 emissions (location-based) (gross) in tCO2e
■ Scope 3 emissions (gross) in tCO2e
● tCO2e per individual

Financial year: 1 October – 30 September

	Global FY19	FY20	FY21
Total carbon emissions (gross) in tCO2e	1,814,771	1,442,892	1,497,445
Scope 1 emissions (gross) in tCO2e	22,880	17,608	8,636
Scope 2 emissions (location-based) (gross) in tCO2e	114,609	104,220	85,742
Scope 3 emissions (gross) in tCO2e	1,677,282	1,321,064	1,403,067
Net tCO2e per individual	8.15	6.19	6.20

To help organisations understand the challenges we face in the transition to net zero at a global level, KPMG IMPACT published the Net Zero Readiness Index, which analysed the progress of 32 countries in reducing GHG emissions and their ability to achieve net zero by 2050.



IT Infrastructure Power Consumption	Current (kWh)	Future (Estimated kWh)	Energy Saving (kWh)	Energy Saving (%)
Annual (Singapore)	800,220	138,240	661,980	70.54

Leveraging smart technologies to go green

Across our global firm, our emissions have fallen by 18 per cent since 2019. This is a 24 per cent reduction per individual or about 975 carbon dioxide fire extinguishers. While this is in large part attributed to the COVID-19 pandemic, it is also a result of efficiencies within our operations, such as investment in cloud servers and retrofitting of our lighting and central air systems.

In Singapore, KPMG's carbon footprint for Scope 1 emissions is relatively small as we deploy only a handful of company-owned vehicles. Scope 1 emissions are direct greenhouse gas (GHG) emissions that occur from sources that are controlled or owned by an organisation. With the growth of electric vehicle (EV) adoption, we have an opportunity to limit our Scope 1 carbon footprint by potentially switching our company-owned diesel vehicles to EV in the near future. With this switch, we will be able to lower our carbon emissions by up to 43 per cent.

Nonetheless, we remain vigilant of KPMG's broader net-zero ambitions by 2030. By exploring newer and more energy-efficient alternatives, we

can lower our operating costs while reducing our firm-wide GHG emissions. For instance, our data centre has been upgraded with aircon systems that are more energy saving to reduce the energy consumption of our IT infrastructure.

As we move to our new office at Asia Square Tower 2 in late-2022, we will be moving 100 per cent to the cloud in a bid to lower our carbon footprint on-premises. Migrating from on-premise data centres to cloud infrastructure will enable us to cut our energy footprint, while promoting greater flexibility and scalability, as well as simultaneously cutting costs. Up to 70 per cent expected reduction in overall annual IT infrastructure power consumption in Singapore, as we move to our new office in late-2022.

Our new office will also occupy a larger floor plate, with four levels totalling 125,000 sq ft. As a whole, we expect to be more efficient as we will take up a smaller office footprint as compared with our current space at Hong Leong Building. We will be able to reduce our usage of materials for renovation and achieve bigger energy savings in the long term.

Since 2019, we have achieved a year-on-year reduction in Scope 2 emissions, which are indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling. We were able to lower our overall electricity consumption in the past two years due to a shift towards remote working during the pandemic.

As we adopt a more permanent hybrid model in our future of work, we remain committed to keeping our Scope 2 emissions low through our purchased electricity, efficiency upgrades and switching to low-carbon alternatives, where possible.

For instance, a hybrid work model means that employees will travel less, keeping our typical commute based GHG emissions low. It will also help lower Scope 2 emissions since there will be a lower electricity consumption. These outcomes will come on top of greater work-life harmony offered to employees through this flexible work arrangement, in addition to greater employee productivity and engagement.



Our Singapore office currently utilises smart lighting to reduce energy consumption of our lighting systems. During office hours, we leverage the building's central aircon system and dedicated aircon units are only available after office hours on request. Building on the progress we have made in recent years, we continue to raise employee awareness on energy conservation and climate actions.

Last year, as part of our SBT, we rebased our FY19 performance to include additional Scope 3 emissions, particularly emissions from our supply chain. As a result, our emissions increased to 1.8 million tCO₂e, which is the baseline for our 50 per cent decarbonisation commitment.

Nevertheless, we have seen a fall in our global Scope 3 emissions with the pandemic putting a halt to business travel. Even as travel resumes, we will continue to encourage a wider adoption of conference technology to minimise non-essential business trips. In Singapore, GHG emissions from business travel have reduced significantly from 4,567 tonnes CO₂e in FY20 to 38 tonnes CO₂e in FY21.

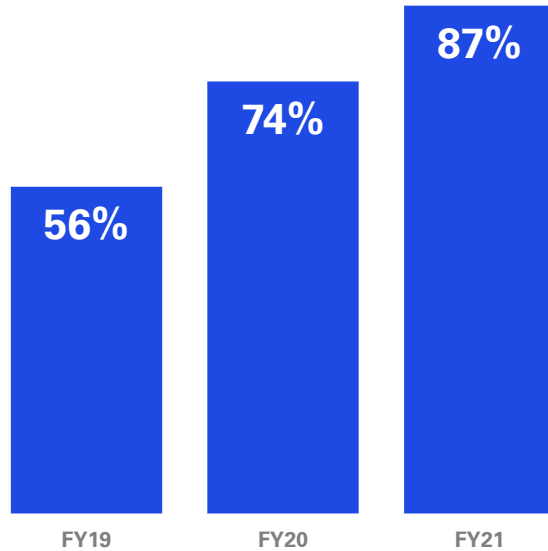
Promoting resource-efficient and sustainable habits

In Singapore, our firm has been actively promoting resource-efficient and sustainable habits at the employee level through our Greendot initiatives. This is in line with Singapore's Zero Waste Masterplan, which outlines strategies to cut the amount of waste sent to the Semakau Landfill each day by 30 per cent by 2030. Some of our initiatives include switching to greener Konica Minolta MFDs to cut paper consumption. Through our Sustainable Pantries' initiative, we have adopted the use of refillable, package-free and natural ingredients for hand soaps and dishwashing liquids at our pantries.

In 2021, we also launched digital business cards as a replacement for physical ones. KPMG employees can download the Business Card app onto their corporate mobile phone to share contact information instantly.



Renewable electricity (Global)



Financial year: 1 October to 30 September

Sourcing 100 per cent renewable energy

As part of our commitment to source 100 per cent renewable electricity across the global organisation by 2030, KPMG joined the global RE100 initiative. By October 2022, we are committed to relying on 100 per cent renewable electricity in our Global Board firms. Currently, 87 per cent of the electricity consumed by our Global Board countries is from renewable sources. This is an increase from 74 per cent in 2021 and 56 per cent in 2020.

KPMG in Singapore will make the shift to 100 per cent renewable energy as we move to our new office premises at Asia Square Tower 2 in the later part of 2022. Beyond purchasing renewable energy for our new office, being situated at Asia Square Tower 2 allows us to tap the building's energy efficient features that are aligned with our sustainability targets. This includes the use of solar panels and a smart roof design that maximises natural sunlight.

Setting an Internal Carbon Price to influence decisions

In FY22, KPMG agreed to set an Internal Carbon Price (ICP) to cover business travel and business operations globally. This signals our commitment to drive measurable impact and comes as countries worldwide, including Singapore, reaffirm their net-zero ambitions.

Our ICP will help fund improvements across our value chain by setting a price on the emissions we generate. It will also influence investment decisions, incentivising and, in some cases, providing the funds for KPMG firms to invest in new technologies and solutions. It will also help manage the change that is needed across our business as we work towards our net-zero targets.



People of KPMG



Driving decarbonisation in emerging markets, KPMG in Singapore

“During a live stream event during COP26 where the Asian Development Bank (ADB) announced the launch of its ambitious, first-of-its-kind partnership to establish the Energy Transition Mechanism (ETM) for Southeast Asia, I was finally able to explain to my family why I get out of bed every morning to do the work I do. Southeast Asia’s coal plants are one of the largest carbon emitting sources in the region. The ETM program is aimed at helping countries phase out coal plants and facilitate transition by adopting clean energy — with potential to become the largest carbon reduction program in the world. KPMG has been at the forefront of energy transition and ESG transformation. The ETM engagement with ADB is a significant opportunity for us to collectively drive the decarbonization agenda in the emerging markets. It has been a very rewarding experience personally to work on this project led by our Climate Change and Decarbonization Leader and colleagues in Singapore, Vietnam, Indonesia, Philippines and India. It made my family proud knowing I’m involved in something important that has the potential to trigger significant change in the region, for a better world.”

Wen Bin Lim

KPMG in Singapore





Climate risk

Companies across all industries are facing climate-related risks and opportunities, which will require strategic decisions in response. Their decisions today could have operational and financial implications for their future.

KPMG plays an active role in the Taskforce for Climate-related Financial Disclosure (TCFD) to provide clear recommendations on how organisations should disclose consistent information on climate-related financial risk and the potential impacts.

Our global firm has created [a climate change resource centre](#) with tools and insights to help clients understand the financial reporting impacts of a just transition to sustainability.

In Singapore, KPMG IMPACT, our dedicated cross-functional team of experts, brings together a wide range of disciplines to help clients address ESG and decarbonisation issues to create long-term value. Our sustainability services include analysing plausible climate change scenarios, stress testing of climate exposure and integrating these considerations into risk management processes and operational procedures.

We also help clients improve the clarity of their external reporting to make sure that these disclosures are reliable and in line with international guidelines, including the Monetary Authority of Singapore Guidelines on Environmental Risk Management and TCFD.

In developing KPMG's Climate IQ tool, we have partnered with organisations with strong data capabilities, niche ESG insights, and the critical know-how that is complementary to our competitive strengths in business consulting to develop client solutions.

As part of Our Impact Plan, we review our climate approach and performance as a global organisation, and now present our progress annually to our Global Board. Risk oversight is an important part of the Global Board's remit and it helps ensure we continue to improve our methods and services — while holding ourselves accountable.



Understanding climate risk

To understand the potential negative impact of climate change on our organisation, we worked with our ESG professionals to commission a high-level physical risk assessment under a range of scenarios on the majority of KPMG member firm offices and real estate assets around the world.

A Representative Concentration Pathway (RCP) is GHG trajectory adopted by the IPCC. The pathways describe different climate futures, all of which are considered possible depending on the volume of GHG emitted in the years to come. KPMG used the following RCPs for its physical climate risk assessment:

Representative Concentration Pathway (RCP)	Socio-economic pathway	2100 approximate temperature increase vs 1990 baseline
RCP8.5	Business-as-usual, high-carbon pathway	>4.3°C
RCP2.6	Stringent decarbonisation pathway	<2°C
RCP4.5	Intermediate pathway (fossil fuel constraints)	2°C-3°C

Once completed, we will review the findings and develop an action plan.



Nature and biodiversity

Being explicit in how we manage our impact on the natural world is a vital component of how we build a culture of sustainability across our business.

Shaping a nature-positive future

To help develop a risk management disclosure framework, we joined the Taskforce on Nature-related Financial Disclosures (TNFD). Over the next few years, we will help the TNFD to develop and deliver a risk management and disclosure framework for financial institutions, asset managers, insurance providers and organisations to report and act on evolving nature-related risks. This will help enhance the services we deliver for clients.

Two appointees from KPMG Australia were selected as TNFD members and will play an active role, as members of the Taskforce, in shifting global financial flows away from nature-negative outcomes and toward nature-positive ones.

Becoming nature-positive and creating circularity

To address nature loss, we assessed the locations of KPMG firms around the world to better understand the impact we are having on key biodiversity and protected areas. KPMG is now working with our ESG professionals to develop a roadmap to become a nature-positive organisation.

We are also developing a plan to promote circularity and help KPMG become a circular organisation. A circular economy — a system that does not consider used products as waste, but as raw material for reuse — is aimed at decoupling economic growth from resource consumption, helping to create long-term value. Circularity is also a critical enabler to achieve our net-zero objectives.

Growing Singapore's Nature Park Network

As part of Singapore's broader ambitions to transform the nation into a City in a Nature, KPMG has partnered with the National Parks Board (NParks) to develop a first-of-its-kind multigenerational Wellness Garden at East Coast

Park by end-2023. This is among the 30 therapeutic gardens that NParks will establish across Singapore by 2030 to enhance health and well-being of park users through greenery. The 1.1-hectare garden features four zones for park visitors of all ages and physical abilities to enjoy in one location: a therapeutic garden, a nature playgarden, a pond trail and a nature fitness area.

The East Coast Park is Singapore's largest and most popular park with 7.5 million visits annually, with the planned Wellness Garden slated to contribute to NPark's ambition to grow Singapore's Nature Park Network. NParks efforts include adding 200 hectares of nature parks by 2030, implementing recovery plans for 100 species of plants and 60 species of animals, and restoring 30 hectares of forest, marine and coastal habitats.



Case studies

Boosting biodiversity, KPMG in the UK

Since 2014, the roof of KPMG in the UK's London office has been home to two honeybee colonies, hosting a total of 80,000 bees. Before the pandemic, our colleagues had the opportunity to swap their work-suits for beekeeper-suits to visit our friends on the roof.

Led by KPMG's 'urban bee head beekeeper', our colleagues were able to learn about the positive impact pollinators have on boosting biodiversity, both across the UK office and in their own homes. To support the UK Department for Environment, Food & Rural Affairs' (DEFRA) National Pollinator Strategy, we help solitary bees by placing bee hotels and planting pollinator flowers across our office.

In support of the 2021 World Environment Day theme of Ecosystem Restoration, we held an employee learning session on the important role of bees and pollinators, and the ways colleagues can continue to support these insects at home. By encouraging bees to thrive, we're strengthening the growth of plants, food and healthy ecosystems.

Fairphone circularity, KPMG in the Netherlands

KPMG's Product Circularity Improvement Program (PCIP), in collaboration with Circular IQ, was put into action by KPMG in the Netherlands' recent work with their client, a Dutch telecom operator, and one of their key suppliers of more sustainable and circular smartphones, Fairphone.

As one of the first telecom operators to actively work on circularity with its suppliers, the client sought a way to measure and visualize the circularity of products. Based on Fairphone's product data and insights on trade-offs in responsible material sourcing, KPMG and Circular IQ refined the product circularity report. The newly found insights sparked an in-depth discussion between the client and Fairphone, allowing both parties to understand better where their sustainability and circularity agenda's meet.

An example of this is the trade-off between focusing on recycled content or fair mined materials (e.g., Fairtrade gold). The data-backed insights helped steer the conversation to understand Fairphone's efforts better and the reasoning behind them, since only assessed and well-addressed impacts can lead to more sustainable and circular products like the recently launched Fairphone 4.



People



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

home.kpmg/ourimpactplan/people



With the COVID-19 pandemic transitioning to an endemic state in countries around the world, businesses are increasingly returning back to the office. But for many, it is anything but business as usual. Instead, many organisations have seized the opportunity to reimagine the way they work, reshaping themselves by embracing agility as a differentiator and growth driver, and becoming more resilient as an organisation.

The future of work will involve more than just digitalisation, globalisation or sustainability. To some extent, it is a combination of all of these things, while requiring thought leaders across industry to consider the new skills and knowledge, and new work environments in which to create greater value. What will definitely be prized will be employee agility – guided by a strong moral compass characterised by a purpose-driven organisation – resulting in employees that do work that matters, and who can thrive with the organisation regardless of their starting point and backgrounds.

For organisations looking to successfully navigate tomorrow's changing directions, it will be critical to foster learning tribes, where team members are constantly looking to drive innovation, inspire new thinking and reinvent how things are done. This needs to be combined with a compelling hybrid work culture and a healthy and sustainable workplace.

With talent a key differentiator driving business growth, businesses will increasingly need to consider how they attract the best people. According to the 2021 KPMG CEO Outlook for Singapore, 38 per cent of business leaders are increasingly prioritising how they reward and incentivise talent, up from 14 per cent the year before.

But remuneration is only one piece of the puzzle. Businesses will also need to provide their employees with a sense of purpose, which comes from having a well-defined employee value proposition (EVP). Organisations which are better

able to articulate what they stand for, and what they require from - and offer (in return) to their employees - will be in a better position to attract and retain the best talent.

This is increasingly true in Singapore and in some parts of the world. In the 2021 KPMG CEO Outlook report, 24 per cent of Singapore CEOs surveyed said they viewed an employee value proposition as their top operational priority over the next three years, as compared to just 13 per cent for APAC peers and 19 per cent for global peers.

Here at KPMG in Singapore, we're embedding these future of work principles into our People strategy. Together, we're building an inclusive and diverse organisation, with a culture that respects and empowers its people, and which enables continuous learning and growth.



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Preparing for the future means investing in our people's health and well-being, providing and supporting hybrid ways of working, in an inclusive environment, and upskilling our talent in areas such as technology and ESG — focusing on meaningful learning that will last a lifetime.

Nhlamu Dlomu

Global Head of People

“ ”

My hope is that every single one of our KPMG people around the world can act as allies to one another and feel comfortable bringing their whole selves to work. Because that's when our people can truly shine and in turn, bring excitement, innovation and passion to our colleagues, clients and Communities.

Kristine RemediosGlobal Head of Inclusion,
Diversity and Equity

“ ”

The future of work has already begun. More than just creating a great working environment, it is about fostering the future employee to become change makers who do work that impact – and who are deeply open minded towards diversity while being passionate about driving social equity. Building purpose-driven employees and attracting talented experts with a heart for society do not come by chance. It will take conscientious effort towards crafting the employee value proposition and investing significantly in lifelong learning for every member of the workforce.

Janice FooHead of People
KPMG in Singapore



Our commitments

Climate change, the COVID-19 pandemic, racial injustice and growing inequality continue to disrupt all aspects of life. Workforce attrition is at an all-time high, particularly among minority groups.

We're committed to building future-proof skills, expertise and innovation and equipping our people to grow their careers and make an impact with work that matters. As we define, shape and build a workplace fit for the future, we're involving our people every step of the way.

Engaging our people is vital to driving our agenda and we're encouraged by our 73 percent response rate to our latest Global People Survey (GPS). We also gain valuable insights from groups including our Global People Steering Group, composed of People Leaders from our largest KPMG firms and regions, as well as our Next Generation Council, a diverse group of young KPMG leaders.

► Inclusion, diversity and equity (IDE)

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

► Health and well-being

Protect the health of our people — both physically and mentally — and enable them to be effective and productive

► Continuous learning

Develop a continuous learning culture

► Human rights

Respect human rights



Inclusion, Diversity and Equity (IDE)

What makes us different is also what makes us stronger. Building a welcoming culture where everyone feels safe and empowered can allow our people to reach their full potential, and ultimately help drive success.

Integrating IDE throughout the organisation

At KPMG, Inclusion, Diversity & Equity (IDE) is core to our very existence — helping us build great teams with diverse views that represent the world we live in. It leads to better decision making, drives greater creativity and innovation, and encourages us to stand up, live our values, and do what is right. There is an expectation from our people, our clients and broader society that we have a robust inclusion, diversity, and equity agenda — linked to the S in ESG, our KPMG Impact Plan and our Trust and Growth ambition. We are committed to building an inclusive culture, eliminating discrimination in employment and occupation, and empowering women in the workplace. Through KPMG's 2021 Global People Survey, the majority of our people (80 percent) in Singapore feel that they are treated with dignity and respect at work.

How we define inclusion, diversity and equity at KPMG

→ Inclusion is about belonging

We commit to creating a safe environment built on trust; where we can bring our true authentic selves to work and feel valued for our unique contributions and perspectives.

→ Diversity is about difference

We commit to embracing and respecting the variety of unique experiences, cultures, identities and perspectives we collectively bring to KPMG.

→ Equity is about access to opportunities

We commit to standing against systemic barriers and biases. We help level the playing field and ensure everyone can succeed and thrive at KPMG.



Our IDE collective action plan

Five critical goals to meet our ambition



Leadership accountability

Ensure accountability through IDE aspirational goals, expectations and clear commitments



Policies and guidelines

Implement a global IDE policy so we are each aware of the behaviors required of us, and the mechanisms available so we can speak up and invest our time in IDE initiatives



Transparent metrics and reporting

Set a clear inclusion, diversity and equity ambition, establish appropriate objectives and measurements



Global suite of resources

Design, develop and curate a global suite of resources accessible to all, and help ensure bias in key talent processes does not exist



Societal and client initiatives

Drive a series of external initiatives to support and educate our clients and communities

Allyship

Speak up culture

Equity

Elevated voices

An **inclusive** culture, built on **trust**

An **educated, empathetic** workforce

An advocate for **equal opportunity**

3 pillars



Fostering an inclusive culture

At KPMG in Singapore, through our IDE agenda, we believe in championing an inclusive culture as it nurtures the best qualities in our people and continues to motivate them, especially in the current uncertain landscape. This is where our people are given equal opportunities to feel heard, seen and accepted. We have in place numerous channels for employees to provide suggestions for improvement, give constructive feedback or recognise exemplary behaviour to colleagues at all levels. Among them are the 'Tell Me How I'm Doing' platform and the 360 Feedback. We also carry out our Global People Survey, a firm-wide survey, that allows our employees to provide feedback about their experiences at KPMG, as well as how the firm has performed since the previous survey and how they can help make it a better workplace for everyone. Informal focus groups are also conducted post survey results to help better understand the feedback provided, evaluate effectiveness of proposed or implemented initiatives and derive action plan to improve or address focus areas.

A diverse workplace sparks new outcomes and insights

We believe that cultural diversity in the workplace happens when we are open to hiring employees

for their skills and expertise, regardless of different backgrounds including race, religion, and cultural differences. KPMG in Singapore has employees from diverse backgrounds and 37 various nationalities. We believe that having a diversified workforce brings different talents, knowledge, and capabilities to our organisation. Our employees get to learn from one another's' experiences, taking on a different perspective to their task at hand, thus lending themselves to higher achievements and increased innovative thinking with better results.

Closing the gender gap

We have carried out research on gender pay equality methodologies and legislation in our Global Board countries. Our approach is not only about numbers; it is also about understanding the processes and programs that drive our metrics and to appreciate what ultimately builds a more inclusive and equitable culture. By having a clear picture of our current state, we can set realistic goals and measure our progress.

While we're making progress for a more equitable future that includes everyone, there's still more to do. To level the playing field, we're investing in new programmes and initiatives that support women across the world.



In 2021, KPMG took steps toward gender diversity

Close to

60%

of women in KPMG in Singapore make up the firm's total headcount (3,104) - an increase of 0.9 percent since 2020

Goal is to achieve

33%

female representation by 2025 globally at the leadership level, which includes Partners and Directors.

This represents a third of our leadership across the globe and will help drive our commitment to advancing gender equality, across all KPMG member firms.

Singapore firm has

32%

female partners in leadership roles - increase of 0.2 percent

and

51%

gender diversity among senior management (managers & directors)

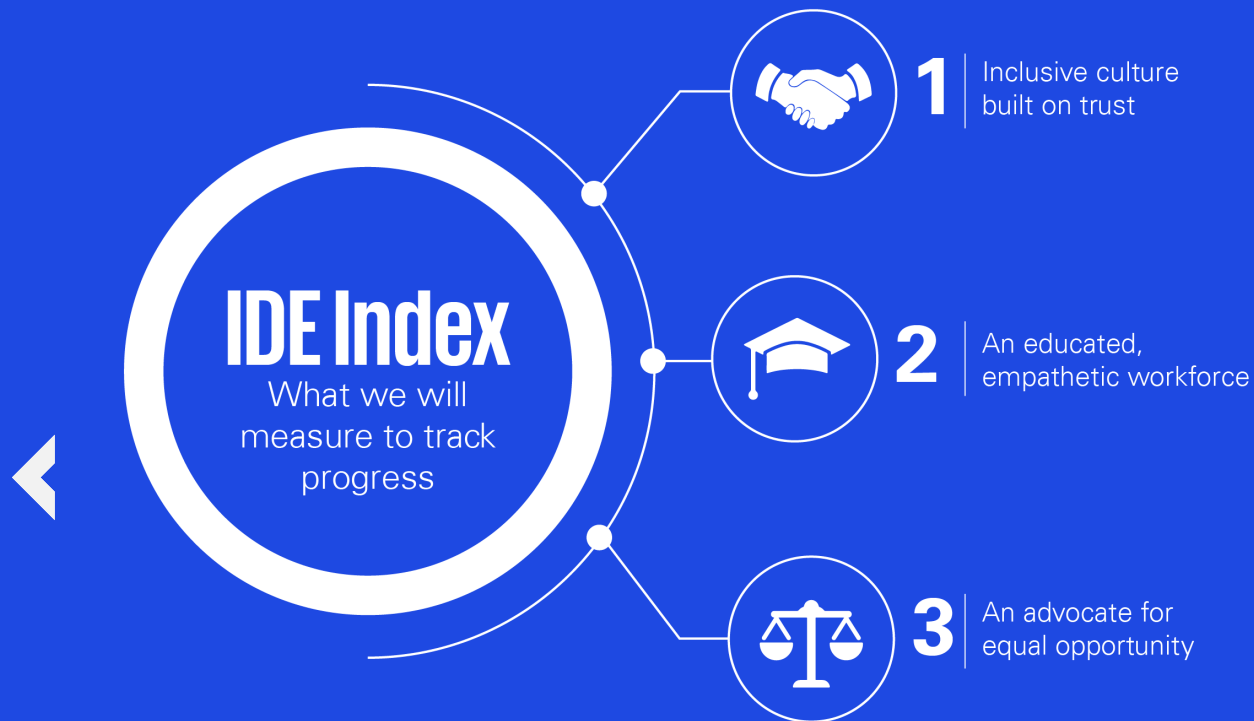


Our Employee Resource Group, KNOW (KPMG Network of Women), leads our efforts in championing gender equality and aligns with the firm's impact and inclusion strategies. It provides a platform for employees to come together to challenge the status quo, drive innovation and inspire continuous improvement in themselves.

This is done through internal talks and engagement events such as unconscious bias

workshops and International Women's Day. KNOW also collaborates with workgroups from other companies, to start a series of networking events.

Moving forward, KPMG is committed to inclusivity and better monitoring gender beyond the binary.



Some initiatives KPMG in Singapore has undertaken in IDE include:

- Adopting a fair and inclusive approach in recruitment practices - offering equal opportunities and consideration for all qualified applicants regardless of age, race, gender identity or expression, colour, marital status, religion, sexual orientation, disability, or other non-merit factors
- Working with SG Enable and hired mentees attached with the firm
- Working with individuals from the deaf community and special needs groups to develop their talents and skills with the long-term aim of equipping them to independently create high-quality corporate gifts. We have also leveraged our internal newsletters to share our staff's experiences with inclusion initiatives and efforts to spread awareness within the firm.
- Put in place measures to promote wage equality in the workplace through structured pay scale at every grade
- Established a platform to promote a gender inclusive environment - for employees to come together to challenge status quo, drive innovation and inspire continuous improvement in themselves.



Health and well-being

Everyone deserves strong and accessible support, and KPMG places our people's physical and mental health top of mind.

During the pandemic, the firm developed global principles for hybrid working and provided training and guidance to help our people work successfully adapt to this new environment. We have also build up a digital workplace with enabling technology and tools that encourage productivity, connectivity and collaboration. In our latest Global People Survey (GPS), we were pleased to see that 81 percent of those who responded reporting that they have the tools and resources to help them do their work.

Under our Future of Work programme, our office spaces are being redeveloped to create welcoming physical spaces, which enhance team working. We continue to build a future-focused People strategy, supported by our new Collective Employee Value Proposition — aimed at ensuring that we continue to enable our people to thrive as the world of work evolves.

In Singapore, to support the physical safety of our people, KPMG adhered strongly to policies on safe management measures at the workplace. This included aligning with advisories on mask wearing, capacity requirements, social gatherings, as well as food and beverage served during work-related events. Risk assessment measures were frequently carried out, in addition to requiring all employees to complete training on health and safety risks and good working practices – there was a 90 per cent completion rate.

Furthermore, employees at KPMG in Singapore enjoy the following mental health and well-being support:

- A wide range of medical and health services, including flu vaccination, wellness fund for purchases of items related to managing health, access to curated wellness resources, as well as wellness talks to raise awareness and understanding of trending wellbeing topics
- Employee Assistance Programme – provides confidential emotional and psychological support to employees with counselling sessions on mental wellness, work performance, family well-being and more

- KPMG Recharge – annual firm-wide break for all employees to wind down during the year end
- Virtual weekly classes on Yoga, Pilates, KPop fitness classes, Kickboxing and HIIT
- Flexible working hours under 'Take Charge' initiative
- Facilities for breastfeeding mothers

We believe our employees' well-being affects how they think and feel about their job. As such, we continue to focus on supporting the well-being of our people as they juggle their personal and professional lives.



Case study

Be you, be well, KPMG Australia

KPMG Australia's well-being program 'Be you, be well' is centered on an integrated and holistic approach focusing on mind, body, connections and finance — intent to empower our people to achieve their optimal level of happiness, well-being and performance in and outside of the workplace. Scaling up well-being efforts has taken on new momentum and demand since the start of the pandemic, allowing KPMG Australia to take initiatives to the next level.

The program is equipping leadership to really lean into mental health conversations with workshops and toolkits that aim to reduce the stigma associated with mental illness, allowing leaders to support with greater confidence. It is equally as important to equip peers with the confidence to support one another. Instituting the peer support and well-being circles by accreditation is building capabilities (beyond just HR) for true peer-to-peer connection. ClubWell — a program that connects our people — was also expanded and now has over 4,000 members. It now includes clubs of various interests and hobbies such as a book club, money matters, green champions and more, all building connection and a sense of belonging among like-minded people and leaders.



Continuous Learning

KPMG provides formal mandatory and technical training that enables our people to deliver quality work to clients across the professional services offered by the Audit, Tax & Legal and Advisory functions.

The Singapore firm offers all staff unlimited access to 16,000 LinkedIn Learning Courses in the 3 broad categories of business, creative and technology. This is aligned with the firm's philosophy of "Take Charge Of Your Learning". As part of the global firm's ESG plan, we are also providing more than 236,000 people globally with ESG training, in partnership with leading academic institutions, to empower them to be agents of positive change.

To recognise the quality of our employees, all KPMG audit and tax professionals who meet the criteria and attain the professional qualifications of either Singapore Chartered Accountant or Accredited Tax Professional will receive up to 10 per cent increase in their salaries.





Human rights



Building on the work KPMG did in 2020 to identify areas of potential child, forced or compulsory labour risk across KPMG globally, we conducted a targeted diagnostic assessment which considered KPMG International's own processes, systems and controls to manage modern slavery-related risks. The assessment and associated activity we have undertaken provide a foundation for KPMG member firms around the world to mature their processes and practices.

To transparently demonstrate our progress against our commitments, we will report annually on our performance against the three pillars of human rights due diligence as outlined in the UN Guiding Principles on Business and Human Rights.

In 2021, we worked with KPMG Banarra, a dedicated business and human rights consultancy based in KPMG Australia, to assess the alignment of KPMG International's own policy with good practice human rights due diligence, focusing on modern slavery risk management.

The assessment provided guidance on how to enhance our policy commitment and use it to support KPMG member firms to implement their own modern slavery risk management policy and processes. We are in the process of developing policy guidance for KPMG member firms, a suite of tools and templates to assist with consistently putting the human rights commitment into action.





Prosperity

Driving purposeful business practices and good corporate citizenship.

home.kpmg/ourimpactplan/prosperity





2021 was a year filled with extraordinary challenges — and many of these were systemic and long-standing issues. With more than 236,000 people across 145 countries and territories, we recognise our role and responsibility to build a better world and engage our global community of professionals to be agents of positive change.

For FY21, KPMG reported annual aggregated global revenues of US\$32.13 billion — a 10 per cent growth in US dollar revenue from FY20. Our growth across functions: Advisory grew at 17 percent, Audit at 4 percent and Tax & Legal Services at 8 percent. And as we grow, our ability to strengthen our community support does too.

Read more about our 2021 Corporate Highlights [here](#).

Our new global ESG plan includes a more than US\$1.5 billion investment over the next three years to focus on our ESG change agenda — designed to support KPMG firms in making a positive difference for clients. At our Singapore

firm, we have set aside a portion of our revenue towards investments that embed ESG at the heart of what we do.

To stay ahead of the digital curve, we continue to make significant investments in our own digital transformation. We're now entering year three of our multi-year US\$5 billion investment focused on technology, people and innovation.

We're committed to building a better KPMG than the one we inherited. To track and measure this impact, we are committed to enhancing our reporting, which will provide transparency in line with the International Sustainability Standards Board (ISSB) established at COP26.

The ISSB provides a comprehensive global baseline of sustainability disclosures for the capital markets.

In 2021, we continued to disclose and explain how we've applied the World Economic Forum International Business Council Stakeholder Capitalism Metrics, as well as other reporting frameworks, including the Global Reporting Initiative (GRI) Standards and the UN Global Compact Principles.



Our commitments

► Purposeful business

- Always act with a clear purpose
- Lead the profession in audit quality
- Drive a responsible tax practice

► Education and communities

- Support education and lifelong learning

“ ”

In advancing Our Impact Plan, we continue working with KPMG firms across the globe and our internal ESG specialists to help ensure we apply leading-practice thinking to develop the most relevant commitments and actions to enrich the lives of our people, clients and communities.

Jane Lawrie

Global Head of Corporate Affairs



Purposeful business

Our Purpose brings us together and takes us forward. KPMG is built on deep foundations of trust, quality, integrity and collaboration. We incorporate these principles into everything we do because we believe that together, we can make a difference. Our work makes an impact on our clients, and through that work we also have an impact in the marketplace and society at large.

Every day, enterprises see increasing complexity, conflicting choices, and infinite information. We exist to Inspire Confidence and Empower Change. We embrace our responsibility to clients, our communities and each other. We have a clear sense of purpose every day: We believe that our work helps to build confidence in the capital markets and strengthen the economy, ultimately driving progress and prosperity in the societies in which we live and work.

From embedding ESG throughout our global organisation to our commitment to lead the profession in audit quality and drive responsible tax practices, our actions and decisions are underpinned by objectivity, independence, ethics and integrity. We continue to amplify our efforts on education and lifelong learning for our people. Ultimately, we are focused on the issues that matter in contributing to a fairer, stronger world.

Embedding ESG in our organisation

To make ESG the watermark that runs through our organisation, KPMG has invested more than US\$1.5 billion over three years to focus on the ESG change agenda and drive measurable change in our society. The collective investment will focus on training and expanding KPMG's global workforce, harnessing data, accelerating the development of new technologies, and driving action through partnerships, alliances and advocacy.

Our ESG plan is designed to support KPMG's clients in making a positive difference. To do this, globally, we're establishing five dedicated hubs to provide specialised expertise and advice on key ESG issues. Embedding ESG in our tools and services and into our work with clients have always been a priority for us and we will continue this journey in FY22 across three pillars of opportunity: transformation, reporting and assurance.

In step with our purpose-driven agenda, we are also conscientiously choosing to work with clients who are intending to embark on, or are in the midst of, developing or furthering an ESG impact agenda. We're also clear that values-driven business should also chart a clear pathway towards economic progress for our clients, as they

pivot their business models to make a greater environmental or social impact for their communities and ecosystems. Ultimately, what we want to do in KPMG is to help enterprises stay relevant for a sustainable future. For instance, KPMG teams in Singapore and the region is partnering the World Bank Group and Asian Development Bank in engagements on energy revolution and energy transition – this will drive the decarbonisation agenda, particularly for emerging markets.

ESG training will be provided to our employees across the global firm to ensure that everyone is empowered to be an agent of positive change. As part of this training, KPMG is working with two leading global academic institutions, University of Cambridge Judge Business School and NYU Stern Executive Education.

Our global ESG strategy focuses on five priority areas:

1. Solutions
2. Talent
3. Supporting developing nations
4. Collaborations and alliances
5. Listening and taking action



Investing in audit quality

Quality and integrity are the foundations that strengthen trust in the clients we serve. Audit quality is fundamental and is the key measure on which our professional reputation stands.

We are committed to ensuring our approach to audit quality evolves as the audit itself continues to be reshaped with new technologies and methods that create a better experience for clients.

As we prepare for revised global quality standards, we have adopted a new Global Quality Framework to better outline how we deliver quality at KPMG and how all KPMG professionals are accountable for its delivery. We're expanding access and training for leading technology and tools for our engagement teams, such as KPMG Clara, our smart audit platform, to help drive consistency, collaboration and efficiency.

Driving a responsible tax practice

The work we do to support organizations and their tax responsibilities is critical in supporting the communities in which they operate by helping to reduce debt, drive sustainable economic growth and help tackle the social justice issues that matter.

We believe it is imperative that we offer our voice consistently in the market to provide multinational organizations with a global view on the implications for their businesses — and the impact those choices have on society. KPMG delivers targeted approaches to help tax leaders embrace their role in ESG through resources like our tax impact reporting methodology to help clients assess their existing tax governance, access relevant tax data and prepare transparency reports.

Through our responsible tax program, we provide a global forum that includes a diverse range of stakeholders to engage productively in the ongoing, multifaceted conversation about tax and its role in an increasingly globalized, digitalized and often fragile environment.

Over the past year, we've held a series of roundtable and global webinars on issues, including tax transparency, driving the green recovery and the implication of carbon border adjustment mechanisms.

Our leadership in responsible tax also encompasses how we deliver our services to clients, the arrangements of each KPMG firm and their respective Partners' tax affairs. We're

committed to acting lawfully and with integrity, providing high-quality advice and building mutually trusting relations with tax authorities. This is consistent with our Values and Global Code of Conduct. Read the full [KPMG Principles for a Responsible Tax Practice](#).

Driving business transformation

KPMG's Advisory capabilities are powered by a suite of digital and business transformation solutions which provide clients with the resources they need to help optimize risk, automate compliance and support the identification of opportunities driven by a rapidly evolving landscape and regulatory change. We continue to be recognized by the global analyst community, and were named a "Leader" by IDC, Forrester and HFS Research for our digital strategy, data analytics and AI services.

To read about how KPMG delivers on our fundamental promise of audit quality to serve the public interest, download [KPMG's Transparency Report 2021](#).

**Attracting, developing and grooming talent**

Talent plays an important role in ensuring our firm's success. We continue to attract, develop and groom talents from anywhere in the world. We believe in equal opportunities for all, while being non-discriminatory in our hiring practices. Our new hires are employed based on merits and experiences, and we seek to keep our turnover low by promoting employee loyalty through a range of benefits and programmes.

As of September 2021, KPMG in Singapore's workforce consists of 3,104 employees. Since 2019, over 50 per cent of our new hires have been female. In FY2021, one in three new Partner positions as well as more than half of senior management roles were filled by females.

In FY2021, we rolled out several key recruitment programs and initiatives. While a number of the events took place virtually due to the pandemic, we created more digital touchpoints and impressions to reach out to a larger audience.

Key initiatives	Impact
Women in Tech career fair	We participated in this virtual career fair in March 2021, which was organised by eFinancialcareers and supported by SG Women in Tech. At the event, we interacted with female talents across different backgrounds, while considering them for possible matches in our vacancies.
KPMG Open House	The full day recruitment event in August 2021 featured virtual booths across our business and corporate services functions. The event attracted over 1,000 registrants and was attended by more than 600 participants (logins).
KPMG All-Star webinar	In September 2021, we ran a fire-side chat sharing session where jobseekers heard from our Heads of businesses and Head of People.

Our goal is to make KPMG a great place to work at. We continue to implement best practices in talent management and development, and are proud of our achievements:

- Gold award for 'Excellence in Employer Branding' at the HR Excellence Awards 2021
- Gold award for 'Best Global Talent Exchange Programme' and Silver award for 'Best Woman Leadership Programme' at the Employee Experience Awards 2021
- Nominated by LinkedIn (Top Companies 2021) as one of the top 15 best workplaces in Singapore to grow career

- Top 20 Singapore's Most Attractive Employers of 2021 among Business/Commerce Students in Universum's Student Survey



Case studies

Building resiliency in the education system, KPMG in India

In February 2021, the Government of India, Government of Nagaland and the World Bank signed a US\$68 million project to enhance the governance of schools across the state. Under this project, KPMG in India is helping support the Government of Nagaland improve its public-school education system, reaching 2,000 schools and 150,000 students from kindergarten to year 12, with future generations in mind, too. KPMG is playing a lead role in helping to improve and develop a more resilient education system by bringing in significant teaching-related interventions to enhance the quality of education, drive state-wide and system-wide reform, while focusing on improving overall governance of Nagaland's schools, teaching practices and learning outcomes.

Food waste tax incentive, KPMG Australia

Food waste is a significant economic and environmental issue in Australia. When the largest food relief organization in Australia came to us for help, we consulted KPMG professionals in the US, Canada, France, the UK, and the Netherlands about incentives to help reduce food waste. We found that these countries have comprehensive tax and legal structures or frameworks to address these issues. Leveraging our collective insights led us to develop the National Food Waste Tax Incentive proposal. It introduces a new tax incentive which applies to donations of food as well as food relief services, like transport and logistics. The Fight Food Waste Cooperative Research Center and the National Food Waste Strategy implementation roadmap also identified tax reform as the key approach. The goal is to help Australia achieve its food waste reduction target of 50 percent by 2030, help eliminate food insecurity, encourage companies to actively reduce food waste, and provide food relief through the donation of food and services to Australian charities.



Education and communities

KPMG is focused on making significant contributions toward 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 10 million disadvantaged young people by 2030 through education, employment and entrepreneurship opportunities.

KPMG will deliver on this vision through a framework that will: equip students with the skills to succeed in the labour market; support job transition by providing students with knowledge, mentorship and opportunities to access work; and help transform the education ecosystem by upskilling educators and helping to create more effective education institutions.

Working with KPMG firms around the world, we'll build on our existing focus on young people — prioritizing youth in secondary and tertiary education — in supporting students to transition into the world of work.

This year we're strengthening our global collaborations with UNESCO, Junior Achievement

and Enactus, rallying behind an initiative to empower girls and women with technology skills. To scale our reach, we will leverage technology, make donations, expand volunteering and pro bono work.

In collaboration with UNESCO and other non-profits, we're defining our approach to measure our impact and creating a clear plan for execution in 2023.

Supporting learning opportunities

As part of KPMG's ongoing commitment to enable young people to possess the skills they need to become future-ready, we support a wide range of education initiatives that provide experiential learning opportunities that can last a lifetime.

Global Cyber Day: For the fifth consecutive year, KPMG held its annual Global Cyber Day — providing cyber literacy training for nearly 100,000 young people in 60 countries and territories — the largest in the program's history. The initiative aims to educate youth on the importance of cyber security and internet risk and included guidance on safe use of personal data, social media, cyberbullying, online gaming and smartphones.

In Singapore, our flagship Cyber Security School and Non-Profits Outreach Programme has reached over 8,200 students since 2017. The staff-led programme educates beneficiaries on the ways to safeguard themselves against digital threats and identify thefts.

Together with National Volunteer and Philanthropy Centre, KPMG in Singapore's cyber security team organised a special outreach session with 126 individuals from over 55 community organisations. This session in July 2021 addressed the indiscriminate cyber threats that all big and small non-profits face.

We're led by our Purpose — to inspire confidence and empower change.



Cloud Curious Challenge: KPMG's Cloud Curious Challenge was developed to teach our people and more than 10,000 children what the cloud is and why it's important. This initiative broke a Guinness World Record for most views of a cloud technology lesson video on YouTube in 24 hours and allowed us to raise funds for Marie Curie, a charitable organization in the UK which provides care and support to people with terminal illnesses and their families. Watch the Cloud Curious Challenge video [here](#).

Youth Empowerment AI Hackathon: Together with Microsoft, UNESCO's Global Education Coalition and Enactus, KPMG held the global Youth Empowerment AI Hackathon for young people aged 18 to 25. Participants were provided with technical and social understanding of AI and were supported to develop ideas that will economically empower underserved young people. KPMG will now work with the three winning teams from universities in Ireland, Italy and Tanzania to turn their concepts into practical action and all students will be supported with a volunteer KPMG career mentor.

Microsoft Imagine Cup Junior: To further empower future generations, KPMG, Microsoft, UNESCO's Global Education Coalition and YouthMobile are working together to organize the Imagine Cup Junior Virtual AI Hackathons series for students across Europe, the Middle East and Africa aged 13 to 18, including an event dedicated to girls.

Providing pro bono support to UNESCO

Furthering our commitment to education, we provided UNESCO with critical staff resources to support their Global Education Coalition's operations and to further its mission. Our people provided pro bono work that helped the development of reporting, communications strategies and project management.

We also supported UNESCO in monitoring education financing, assessing to what extent education has been prioritized in governments' fiscal responses since the COVID-19 outbreak — using KPMG's government stimulus tracker, which tracks government aid packages being offered globally to mitigate the economic impact of the pandemic.

KPMG has recently joined the Global Skills Academy (GSA) under the umbrella of the Global Education Coalition. UNESCO and KPMG have forged an innovative collaboration to scale up the GSA's initial target of reaching 1 million learners, to economically empowering 10 million youth by 2030. This strategy is informed by UNESCO research — supported by KPMG — to analyse labour market opportunities, the skills required, successful approaches to addressing the skills gap and supporting students to transition into work.

As part of GSA, KPMG is committed to providing financial and pro bono support, along with volunteer mentors for students and educators.



Community investment value (FY21)

Global

- ▶ KPMG Partner and employee cash donations **US\$26 million**
- ▶ KPMG member firm and foundation donations **US\$51 million**
- ▶ Volunteering activities **US\$18 million**
- ▶ Pro bono engagements **US\$12 million**
- ▶ Other (including management costs) **US\$18 million**
- ▶ Total community investment value **US\$125 million**

Singapore

- ▶ Cash contributions from firm, Partners and employees **S\$1.5 million**
- ▶ Volunteering activities **S\$224,000**
- ▶ Other (including management costs) **S\$235,000**
- ▶ Total community investment value **S\$1.9 million**

Number of hours

Global

- ▶ Pro bono engagements **81,000 hours**
- ▶ Volunteering activities **403,000 hours**
- ▶ Total community investment hours **484,000 hours**

Singapore

- ▶ Volunteering activities **2,419 hours**
- ▶ Total community investment hours **2,419 hours**



At a personal level, our commitment to our communities is unwavering. We view citizenship as a responsibility that is essential to who we are and the work we do. In building the public trust that is vital to our business, we strive to strengthen education and awareness in our society and foster social mobility and inclusion.

Across our firm, our professionals share a common set of values. These guide our actions and form the foundation of our culture.

We encourage people to channel their diverse backgrounds, experiences, and interests into supporting causes that fuel their passion for the greater good.

While we had to halt large scale in-person charity activities due to safe distancing measures and capacity limitations, we have adapted the way we organise our initiatives to continue to reach out to segments of our society.

In December 2020, KPMG, together with the Big 4 firms, came together to host the inaugural Big 4 Christmas Charity Bazaar to create a positive social impact during the season of giving. The event was held virtually on online marketplace Fairmarch, which had products from charities and social enterprises. The bazaar garnered over 20,000 visits, resulting in direct exposure for the social service agencies and social enterprises featured. A total of \$26,000 was raised.



Uplifting our communities

Giving Month

Give Hope

Under Give Hope, a total of 260 care packs were packed and donated by our staff volunteers for the migrant worker community to keep them safe during the pandemic. The care packs were channelled to the Rochester Common dormitory in collaboration with It's Raining Raincoats.

Give Support

Four beneficiaries from The Silent Artisans organised their first Give Support craft e-workshop to guide our employees in making Christmas gifts for 120 SPD Sheltered Workshop members.

Give Time

In the second half of Giving Month, we helped to fill volunteer gaps for various charities and ground-up initiatives. Under Give Time, a total of 54 staff volunteers dedicated 240 hours in support of TOUCH Community Services. This included the Meals on Wheels programme, a smartphone training session at TOUCH Senior Activity Centre as well as packing and befriending activities alongside members of SPD Sheltered Workshop.

KPMG in Singapore's Giving Month, which started in 2018, is a month-long initiative for staff and their loved ones to come together to give back to the community in various ways.

For the FY21 edition, we focused on three key pillars: Give Hope, Give Support and Give Time.

In recognition of our workplace inclusivity strategies, we were awarded the Enabling Mark (Silver) award 2021 by SG Enable. We will be embarking on the enabling mark consultancy programme and foresee the introduction of policy changes, training and awareness initiatives in areas such as recruitment and onboarding.

We were also recognised by the National Volunteer and Philanthropy Centre as a "Champion of Good" in 2020 for our longstanding efforts to the community.



Material issues

Planet

People

Prosperity

Governance

Governance



Our Purpose and Values lie at the heart of the way we do things. To do the right thing, the right way, always.

home.kpmg/ourimpactplan/governance





We do what matters, and for over 150 years, we've inspired confidence by building trust, while empowering change to shape a better future. Our Purpose is rooted in rich history, built on our role to protect the public interest while shaping a better future for our people, clients and stakeholders. The immense pressures on business and society are rapidly evolving. And with the new challenges facing the world, our Purpose has never been so relevant

To inspire confidence and empower change, we need to consider the economic, environmental and social impact of our activities, align our financial and societal performance as part of a shift toward stakeholder capitalism, and have strong governance in place to oversee all our activities. Working with the World Economic Forum, setting the IBC metrics for ESG reporting is one example of how we're using our experience and knowledge to help shape the future of sustainable business. This work is part of the wider role we believe we must play to support the development of harmonized, consistent and credible information on sustainability matters. We've accepted roles at the International Integrated Reporting Council (IIRC), FSB Taskforce on Climate-related Financial Disclosures and the Taskforce for Nature-related Disclosures (TNFD), among others.





Our commitments

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

“ ”

Our Values represent what we believe in, and what's important to us as an organization. If we can't measure it, we can't hold ourselves accountable for change and it's critical that we continue to put our words into action. By being transparent and building on our progress we're accelerating toward a more sustainable future.

Bill Thomas

Global Chairman and CEO

“ ”

KPMG's relentless focus on the quality of work and management of the firm underpins our commitment to serve our clients and industries ethically. We want to inspire confidence among our stakeholders which can only be done by building trust and this stems from creating impactful and measurable outcomes. These are principles that we hold true to our governance at this firm and which drives us to proactively champion how work should be done right by society and stakeholders, while creating change through higher ESG standards harmonised at international platforms.

Ong Pang Thye

Managing Partner, KPMG in Singapore



Act lawfully, ethically and in the public's interest

Our structure and governance

KPMG has a strong governance structure for overseeing our activities, setting policies and aligning our strategy with our Purpose. KPMG International Limited acts as the coordinating entity for the overall benefit of the KPMG global organization. Its governance bodies are comprised of the Global Council, the Global Board, the Global Management Team (GMT) and Global Steering Groups.

The Global Board is the principal governance and oversight body of KPMG International, currently consisting of 24 members from diverse geographies that reflect KPMG's global presence. The key responsibilities of the Global Board include approving strategy, protecting and enhancing the KPMG brand and reputation, overseeing the GMT and approving significant policies with which KPMG firms must comply. It also approves the admittance or termination of KPMG firms as members of our global organization.

The tenure of our Global Chairman and CEO is limited to two terms of 4 years, while our Regional Chairmen's terms on the Global Board are limited to their term of office in their regional role.

Tenure for our other Global Board members is 2 years, with members eligible to be appointed for one or more additional terms. All members of the Global Board are executive members; it has no independent members.

In Singapore, our Operations Committee, comprising leadership from across functions, provides oversight for localised corporate governance. The Singapore firm also has other governance committees such as the Investment Oversight Committee as well as the Quality and Risk Management Oversight Committee that ensure activities are in line with company policies.





Consistent with KPMG's global policies, all personnel, including Global Board members, are required to comply with detailed policies on conflicts of interest and auditor independence, as well as KPMG's Global Code of Conduct, which includes specific additional responsibilities for leaders.

Global Board members, like all our people, are prohibited from acting as the director or officer (including company secretary) of any non-KPMG entity except for: a non-profit that is not an audit or assurance client; an entity established for personal family reasons that is not a client; or an appointment made in the normal course of conducting restructuring engagements.

Global Board members have a broad range of economic and social competencies. Board

members have either economic/finance-related degrees and/or accounting qualifications and all have experience in running national KPMG practices which entails consideration of economic, social and environmental issues. Many Global Board members are involved in senior roles with non-profit organizations in areas such as education, and inclusion and diversity, as well as in national and international professional bodies and business associations. Some Global Board members have environmental competencies.

The Global Board receives regular updates and education on economic, environmental and social issues as part of its role in considering and approving KPMG International's various significant projects in these areas, many of which have been outlined here in Our Impact Plan.



KPMG International structure and governance



KPMG's Our Impact Plan is run at a global level by a strong internal network that is operationalising our collective commitments. Within KPMG in Singapore, the way we structure and govern our own efforts for ESG is parallel to our organisational structure, with leadership being the vanguard of positive change.

KPMG International Limited acts as the coordinating entity for the entire KPMG Global organisation. KPMG in Singapore draws guidance and policies set by KPMG International's key governance and management bodies including the Global Council, Global Board, Global Executive Team and Supporting Committee.

Our Managing Partner is an executive position supported by the Operations Committee which comprises senior representatives from KPMG in Singapore's various functional areas and market segments. In Singapore, Our Impact Plan reporting is jointly led by our Managing Partner, Ong Pang Thy, as well as the Head of Clients, Markets & Innovation, Ling Su Min.



Memberships and associations

Meeting our responsibility comes in many forms.

KPMG has been involved in ESG governance-related efforts at the international and national levels. This includes roles at the International Integrated Reporting Council (IIRC), the Financial Stability Board's (FSB) Taskforce on Climate-related Financial Disclosures (TCFD) and Taskforce for Nature-related Disclosures (TNFD).

At a global level, KPMG is working alongside the profession to support the work of the International Sustainability Standards Board, announced by the International Financing Reporting Standards (IFRS) Foundation at COP26, as it develops and publishes ESG reporting standards and help our clients adapt as the nature of reporting evolves.

Our participation in governance goes beyond memberships

Firstly, we help further developments in ESG governance by harmonising standards and influencing discourse on doing right by our stakeholders. We also evaluate and assure ESG reports to ensure they convey trust and transparency, and can hold up to stakeholder scrutiny.

For instance, KPMG has worked with the World Economic Forum International Business Council (WEF IBC) to establish standardised metrics for ESG reporting for enterprises worldwide.

Our people also contribute knowledge and skills to a range of industry bodies and non-profit organisations, professional associations, education boards, and on the local council to advise and influence ESG governance. The list of external initiatives and association memberships that KPMG in Singapore (through KPMG International) endorses are as follows.

► United Nations Global Compact (UNGC)

KPMG International is a signatory to the UNGC, a principles-based initiative that aims to influence the creation of a more sustainable and inclusive global economy.

By participating in the UNGC, we demonstrate our commitment to advancing the business agenda as an active corporate citizen.

► World Business Council for Sustainable Development (WBCSD)

KPMG International actively participates in the WBCSD and is involved in a variety of WBCSD projects. We focus on the Social Impact

cluster, where we participate on the board. We are also involved in the Redefining Value work stream, the Greenhouse Gas Management team and the Future Leaders team.

► International Integrated Reporting Council (IIRC)

KPMG International is an active participant within the IIRC in its work to promote integrated reporting to address the gap between reporting content and business value, with official representation by KPMG International as well as involvement by KPMG partners and employees worldwide.

► World Economic Forum (WEF)

KPMG International works as a Strategic Partner to the WEF, helping to shape initiatives, projects and task forces as well as to give intellectual guidance. KPMG International has a strong presence in Davos every year. Regional leadership also participates in the Regional Summits that take place throughout the year.



► Enactus

Enactus is a global non-profit organisation mobilising university students to make a difference in their communities while developing skills to become socially responsible business leaders. Enactus teams develop business projects that have a positive social impact over the course of a school year and compete nationally. Winning teams are invited to compete at the annual Enactus World Cup.

KPMG International has sponsored Enactus for over 18 years and is currently the Global Presenting Sponsor of the Enactus World Cup.

► One Young World

One Young World summit is a global entrepreneurial forum for young future leaders. Hailed as a “junior Davos”, the annual One Young World summit provides a global platform to develop, empower, engage and network with the best and brightest people – helping them to grow into socially responsible business leaders.

► Human Rights

KPMG International’s Human Rights Statement is in accordance with the UN’s Guiding Principles on Business and Human Rights. The statement lays out our commitment to respect human rights within our sphere of influence and builds on our long-standing support for the UNGC.

► UN Women’s Empowerment Principles

KPMG International is a signatory to the UN’s Women’s Empowerment Principles, a set of principles for business that offers guidance on how to empower women in the workplace, marketplace and community.

► Women Corporate Directors (WCD)

WCD is the world’s largest membership organisation and community of women corporate board directors, and has been instrumental in training women for board service, providing board opportunities, and facilitating introductions to nominating committee chairs. KPMG sponsors WCD globally. In Singapore, we actively lead and manage the program for the local chapter.



Work against corruption in all its forms, including extortion and bribery

Setting the highest standards of ethical conduct

At KPMG, we know that trust is earned by doing the right thing. Consistent with being signatories to the UN Global Compact, we work against corruption in all forms, including extortion and bribery. We are committed to the highest standards of personal and professional behaviour in everything we do. Ethics and integrity are the core to who we are and everyone at KPMG is help to this promise of excellence.

Our [Global Code of Conduct](#) outlines the responsibilities of employees have to each other, clients and community. It shows how our Purpose and Values inspire our greatest aspirations and guide all our behaviour and actions.

Outlined in KPMG's Global Code of Conduct are the responsibilities all KPMG people have to each other, our clients, and the public. It shows how our Values inspire our greatest aspirations and guide all our behaviours and actions. It defines what it means to work at and be part of KPMG, as well as our individual and collective responsibilities.

In our Global Code of Conduct, which we regularly review and update, it is clearly stated that KPMG does not tolerate illegal or unethical behaviour within KPMG or from clients or suppliers or public officials with whom we work with.

At KPMG in Singapore, we have a zero-tolerance approach to bribery and corruption as it is unethical.

A key aspect for all employees at KPMG in Singapore is being compliant with laws, regulations and standards. We forbid involvement in any type of bribery – even if such conduct is legal or permitted under applicable law or local practice. We also do not tolerate bribery by third parties, including member firm clients, suppliers or public officials. To mitigate the risk of employee and partners involvement in bribery, we have put in place internal controls such as training and internal policies.

Among these are mandatory training on anti-corruption which 100 per cent of all employees have completed (as of 30 September 2021).

Training on anti-bribery and corruption is included within KPMG International's "We Do What is Right: Integrity at KPMG" course, which also includes modules on areas such as compliance with laws, regulations and professional standards and the Global Code of Conduct.

The training is required to be completed by client-facing personnel annually, with new hires completing such training within three months of joining a KPMG firm. In addition, certain non-client facing personnel who work in finance, procurement, or the sales and marketing departments are also required to participate in anti-bribery training tailored to these groups.

We also have policies, initiatives or activities in place to highlight the significance of anti-corruption in KPMG in Singapore 2021 Our Impact Plan.



Stakeholder engagement methods in Singapore

Stakeholders	Engagement methods	Key concerns
People	▶ Global People Survey	▪ Clear leadership and sense of purpose
	▶ KPMG 'Yammer' social network platform	▪ Communication and recognition
	▶ Business strategy updates and townhall sessions	▪ Talent building and continuous learning
		▪ Sustainable energy at work
	▶ Firm-wide newsletters	▪ Clear leadership and sense of purpose
		▪ Communication and recognition
	▶ Annual performance reviews	▪ Communication and recognition
		▪ Talent building and continuous learning
	▶ Training and development programmes	▪ Talent building and continuous learning
	▶ Support and interest groups	▪ Sustainable energy at work
	▶ Recreational events, initiatives and activities	▪ Sustainable energy at work



Stakeholder engagement methods in Singapore

Stakeholders	Engagement methods	Key concerns
Clients	▶ Dedicated teams to service each unique and individual client	▪ Relevant solutions and technical expertise
		▪ Pursuit of excellence
	▶ Events	▪ Industry and thought leadership
	▶ Post-engagement survey	
	▶ Seminars and conferences	
Community	▶ Participation and representation in industry organisations/bodies	▪ Transparency, strong governance and ethical business practices
		▪ Contribution to national goals and needs
	▶ Community investments and outreach programmes	
	▶ Employee volunteerism	
	▶ Public feedback channels	

Contacts

For more information on our ESG journey and the details within Our Impact Plan, please contact:

Jane Lawrie
Global Head of Corporate Affairs
KPMG International
E: jane.lawrie@kpmg.co.uk

Eliza Albronda
Managing Director
Global Head of Our Impact Plan
KPMG International
E: ealbronda@kpmg.com

Ong Pang Thye
Managing Partner
KPMG in Singapore
E: pong@kpmg.com.sg

Cherine Fok
Director
KPMG in Singapore
E: cherinefok@kpmg.com.sg

To speak with KPMG IMPACT on how KPMG firms can support you on your ESG journey, please contact:

Richard Threlfall
Global Head of KPMG IMPACT
Global Head of Infrastructure
KPMG International
E: richard.threlfall@kpmg.co.uk



kpmg.com.sg



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