



Our Impact Plan

2024 update

KPMG in Singapore
home.kpmg/sg/OIP





A message from our Global Chairman and CEO

How we make the difference



Welcome to Our Impact Plan. This is now the fourth year we have published our progress against the clear goals we've laid out in our plan, and I am very proud of what KPMG firms have achieved. Although we still have a lot of hard work ahead of us, holding ourselves to account by tracking our progress will help ensure that we meet our commitments and continue to reduce our environmental footprint.

'What gets measured gets done' has been the guiding principle behind Our Impact Plan, and, as with our clients, we are following the available frameworks and standards to ensure we provide clarity to all our stakeholders, including our colleagues. In this update we have taken into consideration the World Economic Forum International Business Council (WEF IBC) Stakeholder Capitalism metrics, the reporting expectations of the UN Global Compact, the recommendations of the Task Force on Climate-related Financial Disclosures and the Global Reporting Initiative (GRI).

Highlights from our progress against Our Impact Plan include:

- ▶ We have conducted a robust materiality assessment refresh and, for the first time, are reporting 'with reference' to GRI guidance.
- ▶ We've reduced our gross emissions by 22 percent against our FY19 baseline year, and increased renewable energy usage across our global organisation to 81 percent.
- ▶ We have helped economically empower 1 million disadvantaged young people through our 10by30 initiatives.

- ▶ We've seen an increase of women in leadership roles across KPMG firms to 29.4 percent — up by 3.3 percent from our baseline at 1 October 2020.
- ▶ We're investing more than US\$4 billion dollars in Technology, Talent and ESG to ensure that we are agile and resilient and that clients can rely on our firms in a dynamic environment.

As the world continues to become increasingly complex and sees even greater fragility, we will continue to bring our skills across all our disciplines to work with clients, NGOs, alliance partners and others to help bring about innovation and transformation to build a better future. That is why in this year's progress update we have also included greater focus on the work we do through our clients, as well as our position on artificial intelligence (AI).

We see the exponential rise of generative AI and machine learning as an opportunity to use our unique skills to help identify and address some of our planetary crises, but we approach this topic with open eyes. We are focused on building the right governance and guardrails to apply AI and technology to bring about positive change and to help ensure the rise of technology does not bring about new pressures on society.

Thank you for taking the time to read more about what KPMG is doing to become a more sustainable business. I hope you find the update useful and look forward to continuing working with all our stakeholders to bring about the transformation so needed in the world today.

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Bill Thomas

Global Chairman and CEO
KPMG International



A message from KPMG in Singapore Managing Partner

Demonstrating measurable
progress for greater transparency
and accountability in the age of AI





Climate change and biodiversity loss present significant challenges to businesses, demanding immediate and sustained action. The recent commitments made at COP28, where more than 100 nations pledged to triple renewable energy capacity and double energy efficiency by 2030, have intensified this urgency. Companies must now step forward to lead the sustainable transition that benefit both the business ecosystem and the communities they serve.

At KPMG in Singapore, we are dedicated to supporting industries and sectors in driving sustainable initiatives. Our collaboration with the Singapore Government on projects such as the Sustainable Finance Jobs Transformation Map (JTM) and the Gprnt platform underscores our commitment. The JTM highlights how sustainability trends and emerging skills will impact over 50,000 professionals in Singapore's financial services sector. Meanwhile, the Gprnt platform simplifies ESG data collection for the financial sector.

With rising regulatory expectations, the need to elevate ESG assurance to match the standards of financial reporting has become increasingly important. This shift is crucial in combating greenwashing and ensuring transparency and integrity in sustainability efforts. Companies also need to realise that ESG encompasses a broad spectrum of issues, including social equity.

At KPMG, our expertise extends beyond individual projects to a broad spectrum of engagements. We have played an active role in working with governments and trade associations to shape policies and initiatives. This includes providing inputs to the Singapore Government's AI Governance Framework, contributing to discussions on International Sustainability Standards Board (ISSB) standards, and engaging in corporate governance and ESG-related transformation efforts for listed and private companies.

We recognise the challenges businesses face with the availability and quality of ESG data, particularly with non-quantifiable information. However, such information is valuable in achieving a holistic understanding of the company's ESG performance, extending to areas such as inclusive policies or ethical conduct. Technology offers effective solutions by enabling data analyses while automating the ESG reporting process. Implementing traceable audit trails further enhances verification, ensuring that non-financial reporting meets stringent auditable standards.

To further support these advancements and align with our values and professional standards, we have launched a Trusted AI framework, promoting ethical and transparent AI practices to build confidence and reliability in AI-driven decisions. Additionally, we are investing in our people, fostering the talent needed to advise and facilitate businesses keen on evolving in

this ESG transition. Recently, we announced an investment of over S\$100 million over the next five years to advance workforce capabilities and drive technological innovation within the professional services sector.

Trust and integrity are at the heart of our relationships with businesses, governments, and communities. By upholding strong ESG principles and delivering innovative solutions, we support Singapore's vision of a Forward Singapore, creating lasting business impact and driving positive change for the future.

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Lee Sze Yeng

Managing Partner
KPMG in Singapore



ESG as the watermark: how we make an impact at KPMG

The world today is undergoing significant changes, presenting unique opportunities for growth and innovation.

At KPMG, we view this as a time to embrace our Purpose — to inspire confidence and empower change — as it has never been so relevant. Confidence is needed to navigate the uncertainty of this dynamic environment and accelerating change is needed to build a more sustainable future.

Answering that calling starts with great people with strong values and skills across many different disciplines. Our people are our bedrock and form the

foundation of our organisation. They are driven by a strong purpose, led by our Values, equipped with knowledge and skills, and motivated to find solutions for the world's biggest challenges.

KPMG is at our very best when all of those 270,000+ talented individuals across the globe and over 3,500 in Singapore, are working together, side-by-side with clients, alliance partners and wider stakeholders to solve problems, big or small. From businesses to NGOs, governments to communities, we help them by bringing our best experience and knowledge, paired with cutting-edge technology and innovation, to drive progress.



► Aspiration



Make ESG the watermark underpinning everything we do while striving to achieve our ambition of driving growth across our business and of becoming the most trusted and trustworthy professional services organisation

► Our Impact



Clients and supply chain

- Create impact through the **services we provide**
- Offer insights and analysis to help inform the **decision making of clients**
- Practise **sustainability, ethics, and fairness**



People

- Create an **inclusive culture** where our people come as they are
- Commitment to offering **the skills needed for the future world of work**
- **Do work that matters**
- **Support the communities** we live in



Society

- Bring together **multi-disciplinary skills** and our **geographic breadth** to **help** build a **fairer** and more **equitable future**
- **Reflect the communities** we operate in
- **Reduce our impact on the planet** to build a more sustainable and resilient future



► Our Foundation



Our Purpose

**Inspire confidence.
Empower change.**



Our Values

**Integrity, Excellence,
Courage, Together, For Better**

► What we offer



Commitment to drive meaningful, sustainable change



Professional excellence and quality services



Scale of reach and expertise



Innovative solutions



Protection of capital markets



Shaping of public policy and regulations

We do this by helping clients meet their business goals, including: mitigating climate change and seeking potential alternative energy transition pathways, economic growth, technological advances, the fair and efficient operation of tax systems, and the delivery of better outcomes for public services. Our work has a multiplier effect, as through our clients, we catalyse change at scale. Furthermore, we drive discourse on topics shaping our profession, the business world and society-at-large, especially as it relates to strengthening the capital markets and protecting the public interest.

Throughout all of this, we're committed to meeting our own responsibility to ensure our business is resilient, sustainable and does not exacerbate the challenges we all face together. Our Impact Plan is our roadmap to build a stronger and more sustainable business. It is also our opportunity to reaffirm our commitments to the UN Global Compact Principles and the UN Sustainable Development Goals.

From reducing our impacts and developing the most sustainable footprint possible, we acknowledge we can and will accomplish more. Ultimately, the biggest

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

Being part of the solution is what has driven us for more than 150 years, and even as the world evolves, we are determined to keep learning and improving — and working with others to do the same.



As a global organisation, KPMG recognises the pivotal role we play in steering discussions and prompting action on pressing issues that challenge the world today.

We are pleased to share with you the 2024 update to Our Impact Plan, now in the fourth year, capturing our progress against clear goals.

Our Impact Plan provides a roadmap **in driving sustainable progress** on our vulnerable planet. It outlines our ESG commitments, guiding our efforts to become a better organisation while maintaining trust and integrity across four pillars – Governance, People, Planet, and Prosperity. This comprehensive approach has positioned us as pioneers in our field, being one of the first audit firms to consolidate our ESG commitments in a single framework.

It also details our progress in keeping with the metrics set forth by the World Economic Forum International Business Council (WEF IBC) Stakeholder Capitalism metrics, the reporting expectations of the UN Global Compact, the recommendations of the Task Force on Climate-related Financial Disclosures and the Global Reporting Initiative (GRI).

Governance

With over 150 years of global experience, we are inspiring confidence while driving positive change. Our purpose is grounded in our rich history, where we strive to safeguard public interest and shape a brighter future for our employees, clients and greater society.



Revised our **Supplier Code of Conduct**, articulating more clearly the expectations of our suppliers to support our ESG commitments



Connected with **270,000+ of our colleagues** across 140+ countries and territories for KPMG's first **Global Values Week**



Enhancing **responsible tax governance** and **delivering high-quality audit and assurance services** through emerging tech tools, training, and comprehensive compliance support for multinational enterprises

People

Work expectations have evolved, encompassing changes in redefining what work is, where it happens and how it provides people meaning and purpose. We are cultivating a nurturing work environment that emphasises continuous learning and growth, providing our people with tools that enable them to thrive and leave a lasting impact.



Close to **60%** of the KPMG's workforce in Singapore are **women**



35%

Increased the representation of women in leadership roles at Singapore firm to 35% up by 3% from our baseline at 1 October 2021

3%



S\$25mil

Investment commitment in training and upskilling programmes for Singapore firm employees, including futurist capabilities, AI, data literacy, analytics, and ESG



Planet

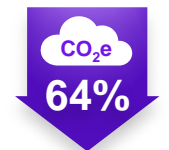
We are minimising our environmental impact, driven by our vision of creating a more sustainable and resilient future. As part of this pursuit, we judiciously balance short-term gains with long-term change, staying mindful of significant geopolitical and economic developments that might impact our progress.



Globally, reduced gross emissions against our FY19 baseline year by 22 percent on our journey to net-zero



In Singapore, e-waste collection saw an increase to 32 kg, up 5 kg from the previous collection in FY22



Compared to the FY19 baseline year, our Singapore firm saw a 64 per cent reduction in Scope 2 emissions due to the relocation of our office premises to the Green Mark Platinum building in Asia Square.

Prosperity

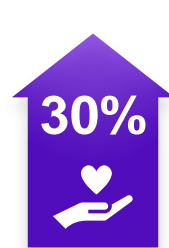
We are making a positive impact on society and the economy by creating a sustainable and prosperous environment for all. We accomplish this by providing meaningful employment opportunities, promoting economic growth, contributing to the local economy and investing in the communities we operate in.



Helped economically empower 1 million disadvantaged young people globally through our 10by30 initiatives



Increased support to local communities by providing US\$181 million of financial investment globally, and S\$965,000 in Singapore



Globally, provided 806,000 hours of pro bono and volunteer work focused on activities that delivered greater impact on communities, growing by 30 percent from FY22

At KPMG, we employ industry-leading practices, in-depth research insights and reliable client solutions to confront the critical challenges impacting our planet today.

With expertise and experience across emerging critical issues, KPMG professionals help create the right blueprint for our clients' ESG journey. These emerging issues include climate change, decarbonisation, ethical supply chain, circular economy, DEI (diversity, equity and inclusion), governance, and ESG reporting and measurement.

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

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Governance

Our Purpose and Values guide everything we do





In today's corporate landscape, ESG-related topics are reshaping business operations, performance measurement, and risk management. With new regulatory requirements and increased reporting demands on ESG fronts, businesses face mounting pressure to fortify their governance structures by obtaining assurance over the ESG information that a company discloses. This assurance enables businesses to uphold ethical values and deliver long-term sustainability commitments.

In Singapore, for example, listed and large non-listed companies (NLCOs) may soon be required to report their climate-related disclosures in line with the new standards set by the International Sustainability Standards Board (ISSB) in 2023. Following this announcement, Singapore's top regulatory agencies launched a consultation on an industry code of conduct for providers of ESG ratings and data in the country.

Amid this new mandate, only 25 percent of companies feel they have the ESG policies, skills, and systems in place to prepare for independent ESG assurance, according to KPMG's ESG Assurance Maturity Index 2023. Over half of the companies that feel least ready for ESG assurance say it is challenging to balance their ESG assurance goals with the profit expectations of their shareholders.





Companies that are most ready for ESG assurance tend to have boards more engaged on ESG issues, conduct regular ESG training and have controls in place for ESG data. Furthermore KPMG's 2024 ESG Governance report reveals that sustainability has reached the top of corporate structures, becoming a board-level responsibility led by chief executive officers in almost half of the companies studied.

These findings indicate that companies must take a more strategic and holistic approach to ESG. Business leaders must work closely with other departments within their organisations to strengthen their sustainability governance and improve ESG reporting.

For shareholders, robust sustainability governance is not just a linchpin, but a key driver in ensuring the fidelity of sustainability pledges. Through our work with various businesses across industries in Singapore and the ASEAN region, we witnessed a dual imperative emerging: the need for robust governance mechanisms to safeguard sustainability commitments, coupled with the agility to seize business opportunities related to sustainability.

Amidst these challenges lies an opportunity for businesses to fortify their governance structures. Businesses can chart their own course towards sustainability-driven value creation by inspecting their existing structures, fostering cross-functional collaboration, and leveraging technology-driven insights. With tools like KPMG's Corporate Governance Maturity Assessment Tool, businesses

can evaluate and enhance the maturity of their corporate governance processes, ensuring they are well-equipped and confident in their ability to meet the changing demands of an evolving regulatory landscape.

At KPMG in Singapore, governance is the framework that drives our purposeful activity, ensuring we consider our economic, environmental, and social impacts in all that we do — both internally and in our work with clients. We work with businesses to navigate this evolving regulatory landscape, anchoring their sustainability journey in sound and robust governance principles.

This alignment of financial, societal, and environmental performance is central to our mission. We are committed to making ESG the watermark that runs through our business. Our growing awareness of emerging sustainability issues has strengthened our governance framework, supporting robust risk management, including ESG risks, when working with clients.

Across our audit, tax, and advisory services at global, regional, and local levels, we apply an ESG lens and strive to equip our people with the latest knowledge of ESG regulations. We continually enhance our cross-functional collaboration, reinforce our governance structures, and provide essential training to ensure a transparent, responsible, and resilient approach to sustainability.



“If ESG is truly to be the watermark of our business, it needs to be embedded in everything we do — from the work we perform for clients, to our own operations, our relationships with partners and suppliers, to how we support and empower our people. Our Impact Plan sets the framework and the standards that guide us toward our own ESG goals. It allows us to monitor our progress, report transparently, be held accountable, and push ourselves to go further, faster, where necessary. ”

Jane Lawrie

Global Head of Corporate Affairs
KPMG International

"At KPMG in Singapore, our commitment to excellence underpins our rigorous approach to trustworthy governance. By implementing best-in-class practices such as stringent audit procedures and ethical tax strategies, we ensure transparency and accountability in all our work. This dedication allows us to lead in industry standards and support our clients in achieving robust governance from an ESG standpoint. In a world where trust is increasingly vital, our governance practices have been essential to fostering sustainable and ethical business for the future."

Lee Sze Yeng

Managing Partner
KPMG in Singapore

Our commitments



Purposeful business

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

Acting transparently with accountability and integrity

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

Respecting human rights

- ▶ Respect human rights



Purposeful business

Our commitment:

Always act with a clear purpose

At KPMG, we recognise that trust is foundational to our business — and we can only earn that trust by acting with purpose and delivering the highest quality work that contributes to society today and in the future. Our strong governance and structure support consistency of service quality and adherence to our Values, used across the organisation to guide our day-to-day behaviours. As stewards of the business, we continually consider emerging risks and seek to maintain the trust of our clients through responsible business practices and policies.

We commit to always acting with a clear purpose. KPMG firms are focused on delivering the highest quality work that contributes to society today and in the future; building inclusivity and profitability that provides rewarding careers today and for generations to come. Our ambition is to drive growth across our business and to become the most trusted and trustworthy professional services organisation that delivers sustainable growth to all our stakeholders. It's an ongoing process that we are fully committed to.

Our Purpose

Inspire confidence. Empower change.



By inspiring confidence in our people, clients and society, we help empower the change needed to solve the toughest challenges and lead the way forward.

PEOPLE

We are a people business.

Our people want opportunities to do meaningful and impactful work while developing a thriving career in an inclusive, diverse, rewarding and caring culture.

CLIENTS

We build trust and confidence in business and the capital markets.

Our clients seek our expertise to overcome the challenges ahead and to grow sustainably. We help safeguard the integrity of financial reporting and the capital markets.

SOCIETY

We have a responsibility to build a sustainable future.

Society demands a fairer, more equitable, future that doesn't come at such a significant cost to its people and our planet.



Our Values and what we stand for

Our Values guide our day-to-day behaviours, informing how we act, the decisions we make, and how we work with each other, across the 140+ countries and territories that we operate in. They're embedded across the entire employee journey, in our business processes and in our stakeholder interactions.

By living our Values and considering the impact of our work from a broad range of perspectives, we aim to be a purposeful business, fostering prosperity and helping to address some of the key issues facing our people, clients, stakeholders and wider society.

Our first Global Values Week — building a values-led organisation of the future: In FY23, for the first time ever, a global event for 270,000+ people across KPMG's global organisation — regardless of location

or function — were brought together and celebrated our shared culture and Values through a week-long series of events.

The global event aimed to provide space for our people to consider how they are living our Values every day, introduce them to new joiners, and as an opportunity to celebrate our diverse culture.

Concentrating on one of our five Values each day, this was a globally consistent programme delivered by KPMG firms with locally relevant, personalised experiences. The momentum from the event energised our people and we are continuing to engage with the Values from onboarding to performance management, creating touchpoints across all stages and levels of our people's experience working at KPMG.



In Singapore, employees connected with colleagues worldwide to celebrate the firm's shared values - Integrity, Excellence, Courage, Together, For Better. Employees listened to inspiring speaker sessions with renowned personalities from politics, television, and sports as well as a session hosted by KPMG in Singapore's Managing Partner. Sessions discussed how our shared values serve as guiding principles for our actions and decisions, both at work and in our personal lives.

In recognition of our efforts in internal communications and employee engagement, the Global Values Week was also awarded the prestigious Gold Quill Awards.

Our Values



Integrity
Doing the right thing!

Excellence
Doing your best!

Courage
Accepting challenges!

Together
Doing it as a team!

For Better
Doing good for others!





Our structure and governance

KPMG has strong governance 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 organisation. It does not provide professional services, directly or indirectly, to clients. Its governance bodies comprise the Global Council, the Global Board (including its committees), the Global Management Team (GMT) and Global Steering Groups.

Global Board: The Global Board is the principal governance and oversight body, currently consisting of 22 members from diverse countries that reflect KPMG's global presence and geographic footprint.

The Global Board reviews KPMG's global climate strategy annually, as well as broader sustainability reporting as part of the annual Our Impact Plan progress updates.

Find out more about our global governance in our KPMG International Transparency Report 2023. For detailed descriptions of individuals and committees with management responsibility over climate-related risks and opportunities, read our Climate Risk Report.

Global Management Team (GMT): The Global Board has delegated certain responsibilities to the Global Management Team. These include working together with the Executive Committee to develop and jointly recommend the global strategy to the Global Board for its approval. They also have oversight of the activities of the Global Steering Groups, support KPMG firms with the execution of the global strategy at a local level and hold them accountable against their commitments.

KPMG in Singapore adheres to guidance and policies set by KPMG International's key governance and management bodies, including the Global Board and the GMT. KPMG in Singapore is an accounting limited liability partnership registered in Singapore under the Limited Liability Partnership Act (Chapter 163A). For a list of the entities that form KPMG in Singapore, together with details of their legal structure, the nature of their business, and areas of operation, please refer to KPMG in Singapore's Transparency Report 2023.

Managing Partner: Our Managing Partner is an executive position supported by the Operations Committee, comprised of senior representatives from KPMG's various functional areas and market segments, including the Head of Audit and Risk Management Partner.



Operations Committee: The Operations Committee sets the strategic direction and oversees the progress of their respective functional areas. Its members are appointed by the Managing Partner. In FY23, the committee had seven members, including the Managing Partner, who met monthly.

In addition to the Operations Committee, there are four main committees that deal with key aspects of governance within KPMG in Singapore:

Oversight Committee: The Oversight Committee has two sub-committees which met quarterly in FY23:

- **The Quality and Risk Oversight Sub-Committee**, comprised of three experienced partners in 2023, provides oversight and safeguards quality and risk management related to professional service delivery and client service.
- **The Investment Oversight Sub-Committee**, comprised of three experienced partners in FY23, provides oversight and deliberates on matters related to the firm's investment strategy, initiatives and management.

Audit Quality Committee: The Audit Quality Committee, comprised of eight experienced partners who met monthly in FY23, oversees activities to

improve and maintain consistent audit quality across KPMG in Singapore. This includes oversight over the implementation and maintenance of the firm's System of Quality Management (SOQM).

Accounting Advisory Committee: The Accounting Advisory Committee, comprised of six members who met weekly in FY23, oversees the development and dissemination of guidance on national and international accounting and financial reporting, with support from the Department of Professional Practice.

Audit Practice Committee: The Audit Practice Committee, comprised of six members who met monthly in FY23, oversees the development and deployment of guidance and tools for KPMG in Singapore's professionals to apply KPMG's audit methodology and comply with auditing and attestation standards.

Our Impact Plan publication:

In Singapore, Our Impact Plan reporting is jointly led by our Managing Partner, Lee Sze Yeng, and Partner-In-Charge, Our Impact Plan, Cherine Fok.

Find out more about KPMG in Singapore's governance and leadership team in our [Transparency Report 2023: Quality is how we make a difference.](#)



Client confidentiality, information security and data privacy

The importance of maintaining client confidentiality is emphasised through a variety of mechanisms, including our [Global Code of Conduct](#). The KPMG global organisation has policies on information security, confidentiality, personal information and data privacy. Annual training on confidentiality, information protection and data privacy requirements is also provided to all KPMG people.

The KPMG global organisation has a legal framework that provides for adequate safeguards in relation to the processing of personal data in a manner that is consistent with laws and regulations and for the protection of privacy and the fundamental rights and freedoms of individuals. This includes safeguards for the international transfer of personal data by data exporters to data importers (including the applicable standards set out in the General Data Protection Regulation (GDPR)) and the protection of client information when transferred between KPMG firms.

Where parts of the KPMG global organisation work with third parties, appropriate controls are included in the terms and conditions of the contracts, including

those to protect the confidentiality of information and help ensure the processing of personal data occurs in a manner that is consistent with applicable laws and regulations.

Cybersecurity, creating a trusted digital world

Maintaining the trust of KPMG firms' clients requires us to continually look over the cyber risk horizon and adapt our approach where needed. We're evolving our global security standards and proactively maintaining compliance to meet the ongoing needs of our business, while actively educating our people in cyber security safety protocols and their understanding of collectively managing cyber risks. We also continue to identify and implement enhanced cyber security controls to provide an additional level of protection to our data, our KPMG firms' clients' data and other key assets.

KPMG has strong governance for overseeing our activities, setting policies and aligning our strategy with our Purpose.



KPMG International's cybersecurity professionals have a variety of backgrounds and experience, including digital transformation, IT, regulatory and forensics. Together, they continue to drive increased efficiency across the global organisation, including the delivery of key investments in managed detection and response; cloud security; security operations; risk quantification; digital identity and zero trust; third-party security; AI, machine learning and advanced analytics; Internet of Things and operational technology security.

As cyber threats grow in volume and sophistication, KPMG teams are bringing technological expertise, deep business knowledge and innovation, to work with clients in creating a more resilient and trusted digital world.

Public Policy engagement, protecting trust

KPMG International's Global Public Affairs team proactively participates in shaping the policy discussion and advocating for meaningful change that allows business, government and society to prosper together, with a positive impact on people and the planet. We look to engage beyond our colleagues and our clients by building strong relationships with key policy makers and stakeholders (such as investors, directors, analysts, business associations, NGOs, academics and other thought leaders), ultimately creating trust among key audiences and strengthening the foundation for sustainable growth.

Taken as a whole, our work helps our KPMG firms deliver value to companies, governments, NGOs, the capital markets, the economy and wider society.

KPMG International is an active member of the Global Public Policy Committee (GPPC), which brings together leaders from the six large international accounting networks to advance the public interest and enhance public confidence in the profession. The GPPC is focused on professional matters of global scope deemed to be priorities by their respective network's CEOs, such as the enhancement of quality in auditing and corporate reporting.

Our approach to identifying risk

At KPMG, we recognise how important it is to identify, manage and plan for risks. Every KPMG firm is required to identify and manage its risks through a formal Enterprise Risk Management (ERM) process for which each firm's leadership is responsible.

Within KPMG International, our GMT is responsible for the ERM Program, including ensuring the effectiveness of mitigating controls, under the oversight of the Global Board's Quality and Risk Management Committee, Executive Committee and any other committee of the Global Board designated by the Executive Committee in respect of a specific risk area. The ERM Program uses KPMG's internal risk assessment criteria and leverages the [Dynamic](#)

[Risk Assessment](#) methodology to identify, connect and visualize risks across four dimensions relevant to KPMG International: impact, likelihood, time horizon and connectivity.

KPMG firms globally report the results of their ERM processes annually to KPMG International's ERM team, which aggregates and analyses the information and shares insights and risk exposures across the KPMG global organisation.

The global organisation's client and engagement acceptance and continuance policies and processes are designed to help KPMG firms identify and evaluate potential risks, including relevant ESG risks, prior to accepting or continuing a client relationship or performing a specific engagement.

KPMG firms globally evaluate whether to accept or continue a client relationship or perform a specific engagement. Where client/engagement acceptance (or continuance) decisions pose significant risks, additional approvals are required.

Read more in our [KPMG International Transparency Report 2023](#) and in our [Climate Risk Report](#)



Delivering quality audit and assurance

Our commitment:

Lead the profession in audit quality

KPMG is committed to fulfilling our public interest role in providing robust audit and assurance quality that benefits investors and other stakeholders. We believe the same level of professionalism, quality, consistency and trust should apply to ESG disclosures as it does to financial statement data.



Delivering robust audit and assurance services is critical to stakeholder trust. Audit and assurance is at a generational transformation point that we have not seen in decades with the recognition of the importance of high quality ESG disclosures by the companies we audit, as well as the risks and opportunities from the 'rise of AI'. Climate risk is becoming a more significant issue that is being embedded into our scope of work. We're committed to continuously evolving our approach to quality and, as a technology-driven organisation, are harnessing innovative solutions to deliver high-quality audit and assurance services.

KPMG Clara is the global operating system for KPMG Audit and has been fully deployed in the culmination of a multi-year, multi-billion dollar investment. It is a globally consistent methodology and workflow, and a web-enabled, cloud based technology that is used by more than 90,000 audit professionals in more than 140 countries in each of our audits. KPMG Clara is a transformative innovation in the audit sector, empowering our auditors to offer deeper insights and improved audit quality to hundreds of thousands of entities we audit. Our ongoing initiative, KPMG Clara 2.0, demonstrates our commitment to continual innovation, enhancement and digitisation of the platform powered by artificial intelligence, deeper data analysis and automation.

KPMG Clara is a transformative innovation in the audit sector, empowering our auditors to offer deeper insights and improved audit quality to hundreds of thousands of entities we audit.



Through sustained innovation, we aim to consistently deliver superior quality to audited entities. Across the global organisation:

- KPMG firms have implemented a consistent risk-based approach to their system of quality management to drive audit and assurance quality, enabling them to meet the requirements of the International Standard on Quality Management (ISQM) 1.
- We're utilising powerful technologies on client engagements around the world, including artificial intelligence, and leveraging our alliances with technology leaders such as MindBridge to further enhance quality and provide even more value through deeper analysis of businesses, no matter their size.
- We believe the same level of rigour, quality, consistency and trust that is applied to financial statement information by companies should also apply to ESG reporting. Therefore, we have deployed, across the global organisation, an assurance methodology, KPMG Clara workflow and learning curriculum to upskill and build teams for purposes of providing assurance on ESG reporting that helps our clients build a more sustainable future.

Providing high-quality services is what allows people at KPMG to continuously earn and re-earn the trust that has underpinned our global organisation for more than 150 years. Learn more about how KPMG delivers professional excellence and quality in the [KPMG International Transparency Report 2023](#).



KPMG in Singapore is one of the first in our global network to use KPMG Clara AI Chat ("AI Chat"), an in-house proprietary version of OpenAI's GPT4.0. AI Chat is hosted on KPMG's Microsoft Azure Cloud and embedded into KPMG Clara, our global smart audit platform. Launched in June 2024, the AI Chat will enhance speed and quality of our delivery and bring about enhanced experience for both our audit professionals and clients.



Cultivating a responsible tax practice

Our commitment:

Drive a responsible tax practice

We continue to invest significantly in Global Tax Services to provide a full suite of tax and legal technologies and services that supports tax transparency and helps KPMG firms support clients in meeting their current and future compliance obligations.

We aim to provide a targeted approach to our Global Tax Services that helps KPMG tax leaders deliver positive impacts for clients and wider society. We do this by helping clients ensure they are taking a responsible approach to tax rules and obligations. We also help clients to better understand new tax rules emerging in ESG-related areas such as carbon taxation and pricing — an increasingly important feature of the new, low-carbon world that governments, tax authorities and stakeholders are aspiring to create.

In FY23, our tax initiatives included the following:

Embedding new Global Tax Principles: Our [Global Tax Principles](#) are designed to ensure that we operate a responsible tax practice. We continue to emphasise the principles in the advice that we provide to clients and in our relationships with governments and the broader community. These principles are consistent with our Values.

Responsible Tax Roundtables: KPMG firms use their convening power to share industry best practice, holding regular roundtables with business and civil society to help them better understand what a responsible tax position looks like in the changing and evolving world. In FY23, we held discussions on the circular economy, carbon pricing, wealth taxation, tax policy and the changing nature of work, as well as the institutional framework surrounding international tax rules, including the roles of the Organisation for Economic Co-operation and Development (OECD), G20, Inclusive Framework and the United Nations.

Investing in technology: We continue to invest significantly in [KPMG Digital Gateway](#). Powered by Microsoft Azure and built on the cloud, the platform helps clients turn ESG data into value at an increased level of quality, speed and scale so they can respond faster to emerging tax issues related to ESG.

Global minimum tax: We recognise the societal benefits of a responsible tax approach and continue to support clients in meeting the evolving responsibilities. The way in which multinational organisations navigate and comply with their tax obligations around the world is about to change with new Base Erosion and Profit Shifting (BEPS) 2.0 measures, necessitating companies to rethink their processes, technology systems and data. To help companies evaluate, monitor, compile, track, calculate, analyse, report and comply with Pillar 2 obligations, we are rolling out [KPMG BEPS 2.0 Automation Technology \(KBAT\)](#) through integration with the [KPMG Digital Gateway platform](#). Through this

technology, we will provide ongoing support to a large number of companies across the globe in relation to the tax rules, including data collection, accounting disclosures and helping ensure they meet future compliance obligations.

Tax transparency: In FY23, we saw an increased focus on tax transparency, with voluntary reporting through the GRI standards and mandatory public country-by-country reporting being introduced in the European Union (EU) and Australia. Looking to FY24, large companies with a presence in either the EU or Australia need to apply these new mandatory reporting rules. KPMG teams support clients to create the data and governance processes required for the adoption, collation and presentation of both voluntary and mandatory reporting — underpinning good governance, transparency and stakeholder trust.

KPMG firms use their convening power to share industry best practice, holding regular roundtables with business and civil society to help them better understand what a responsible tax position looks like in the changing and evolving world.



At KPMG, responsible tax practices are a cornerstone of our operations. As part of our commitment to compliance and efficiency, KPMG in Singapore has been implementing the Income Inclusion Rule (IIR) and the Qualified Domestic Minimum Top-up Tax (QDMTT) in 2025. To ensure smooth adoption, we are collaborating with both local and international Multinational Enterprise (MNE) Groups, providing technical training and educating stakeholders on data collection requirements. This comprehensive approach includes identifying potential risks, performing impact assessments, ensuring compliance readiness, and exploring planning opportunities.

To streamline the data collection process, KPMG in Singapore leverages the KBAT solution, which automates and optimises the gathering of essential data points for compliance. Many clients in Singapore have embraced this tool, enhancing their efficiency and accuracy in meeting compliance standards.

KPMG is also focused on elevating tax governance standards, addressing the growing importance of ESG in corporate boardrooms. In Singapore, we are assisting clients across various sectors in establishing robust tax governance policies and control environments. By leveraging advanced technology and transformative processes, companies can adopt a holistic approach to responsible tax governance. This not only improves governance but also enhances efficiency and effectiveness. Our efforts align with the Inland Revenue Authority of Singapore's voluntary tax governance initiatives, including the Tax Governance Framework (TGF) and the Tax Risk Management and Control Framework for Corporate Income Tax (CTRM), which promote exemplary corporate governance practices in Singapore.

By continuously evolving our practices and adopting innovative solutions, KPMG in Singapore remains at the forefront of responsible tax governance, helping clients navigate the complexities of compliance and achieve their sustainability goals.



Carbon pricing and incentives: The energy transition is multi-faceted and KPMG firms continue to be at the forefront of providing advice to clients, contributing to policy discussions and issuing thought leadership on carbon initiatives, particularly as incentives deployed across countries and territories can be complex, with many nuanced global impacts.

Driving purposeful transformations

Technology continues to evolve, shape and transform how businesses function and people interact. It can also be leveraged to help businesses better meet a range of ESG objectives and obligations. In FY23, through our Advisory practices across the globe, we helped organisations utilize technology solutions to create and protect the sustainable value of their business, including:

Sustainability reporting: A rapidly evolving and complex field with a variety of reporting frameworks, requiring a step-change in the level of assurance. We help clients use a range of technology tools to capture, manage and report their ESG data and impacts, driving increased stakeholder confidence.

Circularity: The transition to a circular economy is a central tenet for sustainable business. Through tools and trackers such as the [KPMG Circularity Tracker](#), developed on Microsoft Cloud for Sustainability and Power Platform, we help clients automate data collection and better track circularity across products, locations, materials and more, fostering a holistic approach to sustainability.

KPMG ESG Academy: Technology can drive better learning, too. KPMG's dedicated [ESG Academy](#), launched in collaboration with Microsoft and leading universities, aims to help companies empower and educate their workforce, supporting their ESG initiatives with foundational and advanced learning for their people across a wide range of topics and disciplines.

We strive to embed sustainable practices across our portfolio of tools, solutions and services for use both within our global organisation and in our work with clients. We will continue this journey with a particular focus on areas of the greatest client demand: transformation, reporting and assurance.

Collaboration spotlight

Collaborating with Microsoft to make a difference

KPMG and Microsoft are helping to lead the way in transforming the sustainable business landscape. Recognising ESG as a pivotal area for innovation, the collaboration goes beyond just reporting responsibilities — it also works to prioritise impactful change and increased value creation within organisations. Through initiatives like the multi-year generative AI investment and the [KPMG ESG Academy](#), KPMG and Microsoft work together to help demonstrate the role of technology in driving sustainable business success and aim to develop leading solutions that make a tangible impact on corporate responsibility and environmental stewardship.

“In collaboration with KPMG professionals, we’re helping to pioneer transformative solutions within Microsoft Cloud for Sustainability, empowering organisations to more seamlessly integrate data intelligence. Together, we’re illuminating the path for businesses to make informed decisions that drive real impact on their environmental and social responsibilities.”

Shelly Blackburn

Vice President Cross Solutions, Microsoft



Acting transparently with accountability and integrity

Our commitment:

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

We regularly review our [Global Code of Conduct](#) to make sure it clearly reflects our Values and the commitments and responsibilities that KPMG people have to each other, our clients and the public. In line with the Global Code of Conduct, we strongly support a speaking-up culture and set out a clear process for advice on, or the reporting of, illegal or unethical behaviour. The new KPMG CARE framework (Consider, Assess, Respond, Evolve) helps our people practice and build confidence in making ethical decisions.

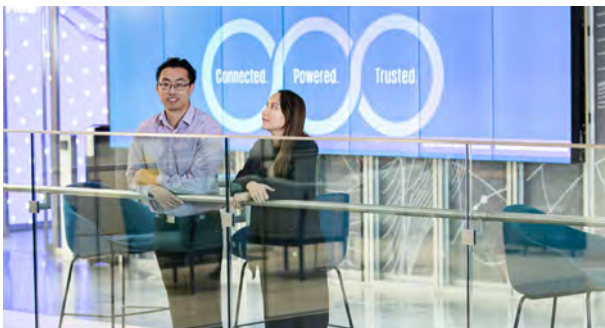
We're committed to the highest standards of personal and professional behaviour in everything we do.

Within our [Global Code of Conduct](#) (our Code), we outline the commitments and responsibilities all KPMG people have to each other, our clients and the public.

It shows how our Values and Purpose inspire our greatest aspirations and guide all of our behaviours and actions. It defines what it means to work at, and be part of, the KPMG global organisation, as well as our individual and collective responsibilities. We regularly review our Code to make sure it's a clear reflection of these principles and expectations. In addition, everyone at KPMG can expect to be held accountable for their behaviour, consistent with our Code, and are required to confirm their compliance with it.

KPMG firms and professional accountants are also bound by the International Code of Ethics for Professional Accountants, including International Independence Standards issued by the International Ethics Standards Board for Accountants (IESBA). KPMG's ethical principles and expectations are in alignment with these standards.

KPMG firms provide regular training to partners and employees on a range of topics, including our Code and our anti-corruption policies and procedures. The learning emphasises the importance of making ethical decisions even when under pressure, and speaking up to ask questions, respectfully challenge, and raise concerns when we are uncertain or when something does not seem right.





Driving ethical decision-making

KPMG International

At KPMG, we know that trust is earned by doing the right thing. As the world rapidly changes and becomes more complex, this simple principle has never been more important. KPMG's ethical decision-making framework CARE (Consider, Assess, Respond, Evolve), which was created in 2023 and is used by KPMG firms, steers us to ethical decision making and supports our Purpose, Values and Code of Conduct, centered on building and reinforcing trust.

The CARE framework helps our people to make ethical decisions, especially when faced with a challenging situation or ethical dilemma. It also reminds them that they do not have to make these decisions alone.

The CARE framework is backed by a portfolio of supporting materials and guides, including facilitated discussions to enable our people to practice and build confidence in making ethical decisions.

CARE

Ethical decision-making framework

Consider

what is the issue



Assess

options to address the situation



Respond

with decision



Evolve

and reflect



Case Study

Consistent with being signatories to the UN Global Compact and the World Economic Forum's Partnering Against Corruption Initiative (PACI), we work against corruption in all of its forms, including extortion and bribery. Our Code clearly states that we don't tolerate illegal or unethical behaviour within KPMG or from clients, suppliers or public officials with whom we work. Bribery and corruption are unethical, even in situations where it might not be considered illegal in a particular jurisdiction.

All KPMG firms have processes to assess prospective clients, third parties and suppliers in relation to bribery and corruption. KPMG firms must also assess their bribery and corruption environment annually and establish and maintain processes to monitor, manage and control how their personnel and their agents interact with government entities and government officials to ensure compliance with applicable laws and regulations and to maintain public trust. Find out more about [our position on bribery and corruption](#).



Our commitment to a continuous strengthening of our ethical culture

Across the KPMG organisation, we take very seriously any incidents that are inconsistent with our Values or contrary to our Code. When KPMG firms fail to meet the high standards, we set for ourselves, or those set by the organisations that regulate us, we address those challenges by taking steps to strengthen our ethical culture. This includes looking at our policies and controls and leveraging technology. As a global organisation, we remain committed to KPMG firms taking all appropriate actions to address incidents that are inconsistent with our Values.

We understand that trust is built on professional excellence, integrity and societal impact. The trust of clients and the public is crucial for future growth and success.

Speaking up safely

KPMG has a detailed approach for monitoring and reporting any illegal or unethical acts. Our Code, policies and procedures set out a clear process for

anyone seeking advice or wanting to report illegal or unethical behaviour, and we openly encourage a culture of speaking up without any fear of reprisal. We prohibit retaliatory behaviour when our people report ethical issues, breaches or suspected breaches in good faith.

To safeguard the principle of holding each other accountable, each KPMG firm commits to having clearly defined channels that allow KPMG people and third parties to make inquiries, raise concerns in relation to providing feedback, and notify reportable matters without fear of reprisal, in accordance with applicable laws and regulations.

Supporting our global and local speak-up culture, KPMG International has an independent hotline which is a mechanism for all of our people around the world, KPMG firms' clients and other third parties, to confidentially report any concerns they have relating to any activity by KPMG International, KPMG firms or KPMG people. This is in addition to other mechanisms that exist within KPMG firms.

Integrity training completion

By region

Americas	Asia Pacific	EMA	Total
100%	100%	100%	100%
99%	100%	99%	99%
■ FY23 completion rate		■ FY22 completion rate	

Notes:

1. Data represents partners and employees who completed the *We Do What is Right: Integrity at KPMG* training across Reporting KPMG Firms.
2. Data is based on the training issued and due for completion in the reporting year.
3. The data excludes those who are exempt. Only those on extended leave from their roles are given exemptions from taking the training.
4. KPMG people are required to complete anti-corruption training upon being hired and subsequently on an annual basis.
5. The *We Do What is Right: Integrity at KPMG* training includes but is not limited to training on our Global Code of Conduct, ethical principles, policies and scenarios.
6. Refer to the "Indexes and explanations" section for further details.





Respecting human rights

Our commitment:

Respect human rights

We are committed to the protection of human rights and helping to eliminate all forms of forced, compulsory and child labour in line with the United Nation's Guiding Principles on Business and Human Rights. We recognise we have an important role to play in managing potential harm to people and, as part of our Global Quality & Risk Management processes, have established a risk-based approach to human rights. A key priority is a focus on suppliers and we continue to refine our approach to addressing modern slavery risks throughout KPMG International's supply chain.

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

Additionally, our [Global Code of Conduct](#) sets out our commitments to:

- Work with clients, suppliers and subcontractors that live up to KPMG's core ethical standards.
- Act lawfully, ethically and in the public interest.
- Not tolerate behaviour within KPMG, by clients or suppliers, or public officials with whom we deal, that is illegal, unethical or breaches human rights.
- Champion an inclusive and collaborative culture that is free from bullying, discrimination and harassment, where everyone is treated with respect and dignity.

The policies and procedures that KPMG firms across the globe have agreed to implement are consistent with the UN Declaration of Human Rights, the UN Guiding Principles, the International Labor Organization Core Conventions, and the OECD's Guidelines for International Enterprises. KPMG International and KPMG firms:

- Undertake to avoid causing or contributing to adverse human rights impacts through their own activities, and address such impacts when they occur; and

- Seek to prevent or mitigate adverse human rights impacts that are directly related to their operations, products or services through their business relationships.

We recognise that we have an important role to play in managing potential harm to people, through a risk-based approach to human rights due diligence. We monitor human rights impacts across our global organisation as part of our Global Quality & Risk Management processes.

The KPMG International Hotline can be used to raise any concern relating to a human rights issue. We take reports received by the International Hotline seriously and we respond and agree on appropriate actions to be taken by KPMG firms.

We are committed to respecting human rights as outlined in our Business and Human Rights Statement, which is in line with the United Nation's Guiding Principles on Business and Human Rights and builds on our longstanding support for the UN Global Compact.



Modern slavery in the supply chain

While the professional services industry is not typically considered a high-risk sector for labour-related issues such as slavery and human trafficking, we recognise our supply chain poses a higher risk in certain industries and locations. A key priority is to focus on our suppliers, particularly on reviewing, assessing, and monitoring high- and medium-risk suppliers.

We have continued to refine and improve our approach to addressing modern slavery risks throughout KPMG's supply chain⁴ by leveraging existing best practices across our KPMG firms. Our annual self-assessment supplier outreach now incorporates specific high-risk factors such as a high-risk service type and/or location, and certain high-risk business models (such as a reliance on vulnerable or temporary work staff). Risk analysis is complemented with public scrutiny research, using trusted external sources.

Where a potential risk factor is identified, we complete an additional supplier assessment to evaluate whether relevant policies, standards and controls are in place to prevent and address modern slavery risks in the supplier's organisation as well as across their own supply chain.

Our Supplier Code of Conduct

We have refreshed our KPMG International Supplier Code of Conduct to articulate more clearly the expectations we have of our suppliers, with respect to:

- **Ethical conduct and integrity:** Expecting our suppliers to uphold the highest levels of ethics and integrity in line with KPMG's professional standards.
- **Modern slavery and respecting human rights:** Expecting our suppliers to respect human rights, promote fair labour practices and meet the same standards and practices as ours in relation to eradicating modern slavery and human trafficking.
- **Inclusion and diversity:** Articulating our requirement for suppliers to foster an inclusive environment that is free of discrimination and promotes equal opportunity. Suppliers are encouraged to establish appropriate inclusion, diversity and equity (IDE) goals for their organisation.
- **Environment:** Articulating our expectation that suppliers will collaborate with us to support our climate goals and can evidence programmes or initiatives within their own organisation that help to reduce their impact on the environment.

The refreshed Supplier Code of Conduct is an important step in formalising our requirement for suppliers and incorporates language in our contracts that underpins our ESG commitments. KPMG firms can leverage the refreshed code in adopting and applying a supplier code of conduct for their local firm.

The Supplier Code of Conduct specifically references the fact that the KPMG International Hotline is open to our suppliers' workforces to report any potential unethical behaviour experienced, without any form of retaliation, while engaged in the fulfilment of a KPMG contract.

Incorporated into our standard supplier policies for contracting with KPMG International, we review our Supplier Code of Conduct regularly to ensure continued alignment to our ESG commitments.



Building supplier diversity

KPMG US

Case Study

KPMG US has developed its Supplier Diversity programme that seeks to include people from all backgrounds in the sourcing and procurement process, with the goal to organically grow spend with our network of suppliers from diverse backgrounds.

The strategy is designed to identify diversely owned businesses that are qualified and certified as: minority-owned, women-owned, disability-owned, veteran-owned, service-disabled-veteran-owned, and LGBTQ+ -owned enterprises.

Understanding that procurement decisions have economic and social impacts, in 2024 KPMG US is expanding their program internally and externally, and increasing their work with suppliers, clients and partners. This program is continuing to highlight the commitment to inclusion and recognising the benefits of including all businesses in the strategic sourcing process.



In Singapore, we are aligned to Global's Supplier Code of Conduct, aiming to make a real difference in the communities where we work and actively support positive action within our industry. This Code of Conduct also applies to our suppliers, with whom we have commercial dealings with. We expect our suppliers to demonstrate:

- Respect for our ethical standards of business behaviour
- A principle for fair and honest dealings with whom they do business, including employees, sub-contractors and other third parties.

People

Creating a caring, inclusive,
Purpose-led and Values-driven
culture



The convergence of emerging technologies and the heightened focus on ESG (Environmental, Social, and Governance) criteria are redefining workforce structures. New strategic roles are surfacing to address these shifts, including ESG analysts, sustainability managers, data scientists, AI specialists, digital transformation consultants, green finance experts, and circular economy specialists. These professionals are pivotal in steering organisations through the intricacies of sustainability and technological progression.

A recent Jobs Transformation Map (JTM) study by KPMG in Singapore highlighted that over 50,000 professionals in the financial services sector will take on new sustainable finance-related responsibilities. This trend extends beyond financial services, permeating diverse industries, illustrating a broader paradigm shift towards sustainability.

For businesses, recruiting and nurturing talent proficient in ESG, sustainability, and advanced technologies is no longer optional but imperative. Providing continuous learning and development opportunities is crucial to keep the workforce agile

and updated with cutting-edge skills. Furthermore, leveraging sophisticated technologies such as data analytics and AI not only optimises ESG reporting but also drives substantial sustainability initiatives.

Addressing the social dimension of ESG requires a nuanced approach. Transformative changes in human resources policies can yield significant impacts. Implementing comprehensive diversity, equity, and inclusion strategies necessitates more than just achieving demographic diversity. It involves fostering an environment of genuine inclusion and equity where employees actively challenge systemic biases and support one another. Ensuring psychological safety, where individuals feel secure to voice their thoughts without fear of repercussions, is paramount.

Our commitment extends beyond client-facing initiatives to setting industry standards internally. We empower our people by offering meaningful work and robust career development within an inclusive, diverse, and supportive culture. In an era of rapid change, we prioritise equipping our people with versatile skills across disciplines, fostering a culture of lifelong learning.

We encourage our people to bring their unique perspectives and experiences to drive innovation and deliver impactful insights. Recognising their contributions and leadership is a cornerstone of our approach. We actively listen to our people through our annual global engagement survey, targeted pulse surveys, and member firm-specific engagement activities. This feedback is instrumental in shaping our long-term people strategy and addressing immediate priorities, including new ways of working, health and well-being, learning and development, career opportunities, and Inclusion, Diversity, and Equity (IDE). KPMG firms utilise these insights to develop detailed local action plans, enabling us to monitor progress annually and identify areas requiring focused attention.

By continually evolving our workforce strategies and embracing innovative practices, we ensure that KPMG remains at the forefront of industry transformation, both for our clients and our people.



In Singapore, Our Promise reflects what our employees value, and we actively invest in it to create immense value. From innovation and collaboration, to client interactions and internal processes, we are guided by our five promises:-

- ▶ **Do work that matters:** Every day, in ways big and small, you make a meaningful and positive difference for clients, people, and the communities we serve. Help create opportunity in a world of increasing complexity.
- ▶ **Come as you are:** Your unique experiences and perspectives belong here. Both individually and as a team, you will understand and value the differences that lead to stronger insights and innovation.
- ▶ **Thrive with us:** Build relationships with colleagues who take care of each other. You will have the KPMG community at your side, providing the support you need to be at your best and create opportunities for yourself and others.
- ▶ **Learn for a lifetime:** Grow your own way in an environment where learning is continuous. Feed your curiosity, work with the best on emerging practices and technologies, and gain an advantage for life.
- ▶ **Make your mark:** Your aspirations and initiative make KPMG better. Wherever you work, be recognised for the impact you make, the leadership you show, and the success you create with others.





“If ESG is truly to be the watermark of our business, it needs to be embedded in everything we do — from the work we perform for clients, to our own operations, our relationships with partners and suppliers, to how we support and empower our people. Our Impact Plan sets the framework and the standards that guide us toward our own ESG goals. It allows us to monitor our progress, report transparently, be held accountable, and push ourselves to go further, faster, where necessary. ”

Nhlamu Dlomu

Global Head of People
KPMG International

"At KPMG, we believe that our employees are pivotal to our success. By fostering an environment of respect, support, and inclusion, we enable our people to excel and address the world's most complex challenges with confidence.

Leveraging our deep-rooted local traditions alongside a global perspective, we prioritise well-being, career growth, and continuous learning. This commitment not only drives individual excellence but also propels KPMG forward as a leader in creating meaningful societal impact."

Janice Foo

Head of People
KPMG in Singapore

Our commitments



Inclusion, diversity and equity

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

Health and well-being

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

Learning and development

- ▶ Develop a continuous learning culture



Inclusion, diversity and equity

Our commitment:

Have an inclusive culture built on trust

We want to foster a culture that welcomes everyone — without exception. We continue to advocate for equal opportunity by supporting our KPMG firms to develop their Inclusion, Diversity and Equity (IDE) focus on gender, persons with disabilities, LGBTQ+ and other cultural and ethnic groups. We have made progress with our global approach to IDE, yet we know there is more work to be done and seek to expand the measurement and impact of our programs. On track to achieve our KPMG International goals for women in leadership by 2025, gender equality is a strategic priority and we are working to identify more opportunities across the global organisation.

Inclusion, Diversity and Equity (IDE) underpins our Value of 'Together' and is vital to inspiring confidence and empowering change — our Purpose. There is an expectation from our people, clients and society that we have a robust IDE agenda — linked to Our Impact Plan and our strategy. We align to three key principles for our IDE approach:

- **Inclusion is about belonging:** We commit to creating a safe environment built on trust, where we can bring our 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, helping level the playing field and ensuring everyone can succeed and thrive at KPMG.

Our refreshed IDE journey

Fostering a culture that welcomes everyone — without exception — requires purposeful work. IDE has been part of our culture for many years. Building upon the progress we have achieved, we regularly review and update our global approach to help make the difference for our people and push ourselves to go further.

FY21



Set a new foundation and baseline

- Launched new global IDE policy.
- Expanded IDE data collection beyond gender to ethnic and cultural diversity, LGBTQ+ and persons with disabilities.
- Hosted global IDE learning summits.

FY22



Deepened our focus in the communities we serve

- Established our first women in leadership goal, applying across the global organisation.
- Launched a global LGBTQ+inclusion statement.
- Conducted a disability current state assessment.
- Led a global racial discrimination information campaign.

FY23



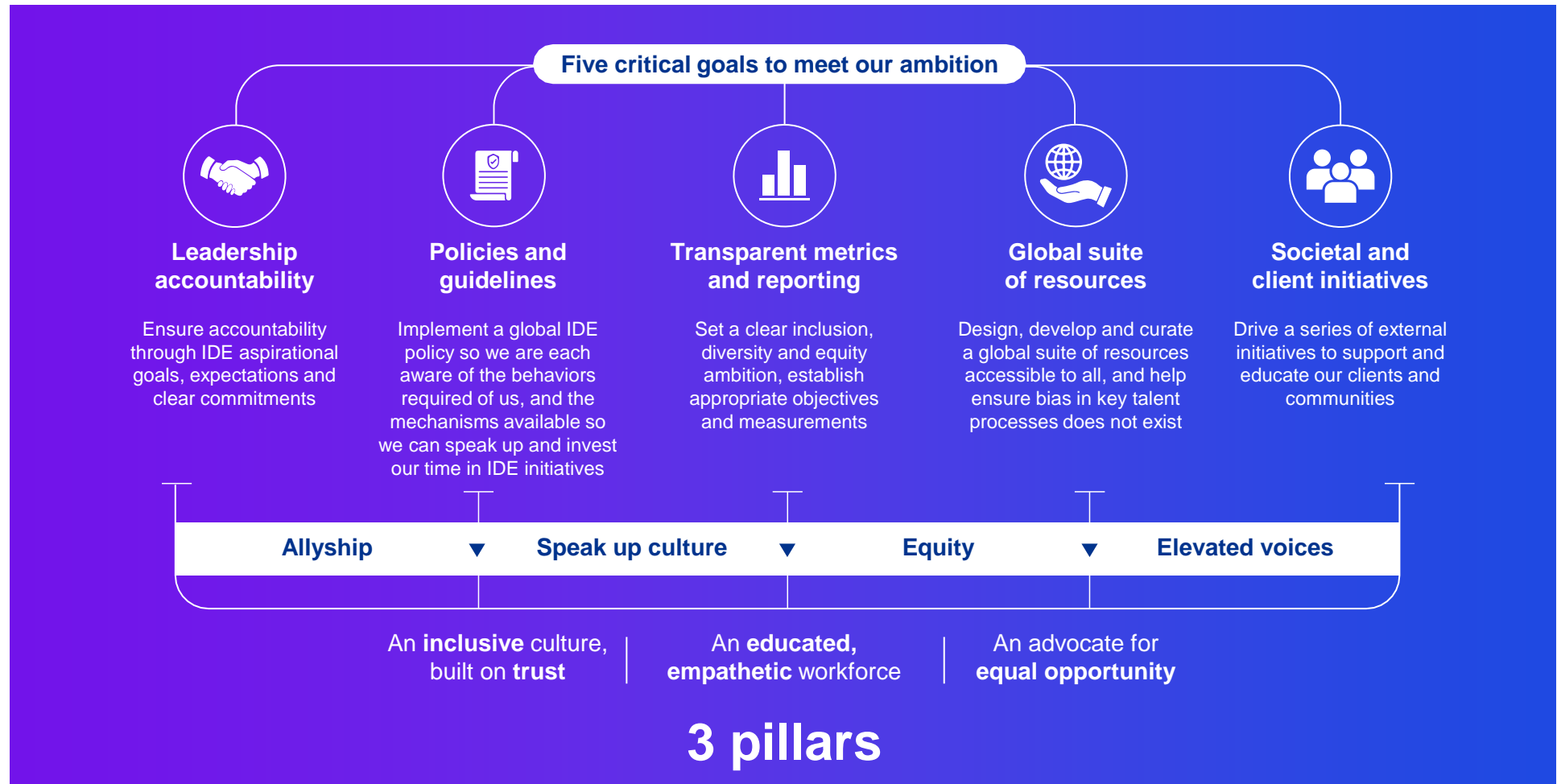
Strengthened our impact and measurement

- Developed a Global IDE Index to consistently track and measure the impact and progress.
- Completed first gender pay gap analysis across six of the Reporting KPMG Firms.
- Created global IDE brand guidelines.
- Developed our Principles and Approach to IDE issues, applying across the global organisation.



IDE Collection Action Plan

In Singapore, we leverage the IDE Collective Action Plan by focusing on leadership accountability, policies and guidelines, transparent metrics, resource accessibility, and societal initiatives to build inclusive, empathetic, and equitable strategies for our people. Our People Team, Employee Resource Groups (ERGs), and the employee-led IDE Board bring this action plan to life through various initiatives and activities that foster diversity and an inclusive environment. Find out more on page [39](#) & [40](#).





Global IDE Inclusive Talent Process Guide

In FY23, KPMG International launched a global guide to provide insights on global best practices related to those areas where an evolved IDE focus can help make the greatest impact through the creation of an inclusive environment — including hiring, compensation, performance evaluation and promotions.

A well-designed talent program is critical to future proofing our organisation, helping to build great teams with diverse views, experience and capabilities that represent the world we live in. We aim to continually evolve our talent frameworks to provide equity of opportunity for all our people around the world. Ultimately, this helps to level the playing field and allows us to tap into the entire talent pool, giving everyone the chance to succeed.





Advocating for equal opportunity

Our commitment:

Advocating for equal opportunity

Equality remains a focus for KPMG people across the globe. Through ongoing educational programs, a robust calendar of immersive and inclusive events and increased levels of accountability at global, regional and local levels, KPMG people are together building a culture of equality and acceptance for all.



With our efforts, KPMG in Singapore has been ranked as the country's top five professional services firm and among the top 170 employers by The Straits Times' annual ranking of the top employers in Singapore.

We continue to advocate for equal opportunity by supporting our KPMG firms with a focus on gender, persons with disabilities and historically under-represented ethnic groups. KPMG firms foster an inclusive culture that champions equality for all its members and actively promotes social mobility, embraces neurodiversity and goes above and beyond to create an environment where everyone can thrive.

Disability inclusion: In FY21, we became a signatory to the Valuable 500 and furthered our commitment to advancing disability inclusion. Over the past year, we provided practical digital accessibility learning to our people worldwide through our virtual Global IDE Summits.

Using the power of technology, all our virtual summits now have live sign-language interpreters and closed captions functionality in multiple languages to create summits that are accessible to all. We also launched a Global Disability network to create a safe space for our people to connect globally and share ideas.

Ethnic and cultural diversity: We know that our KPMG firms are working to advance cultural diversity across the globe in a number of impactful ways, including through:

- Investing in talent programs and initiatives to grow more culturally diverse teams and groups;
- Specific anti-racism policies;
- Employee resource groups that represent impacted and intersectional culturally diverse groups to connect and build internal networks.

To drive this progress at our Singapore firm and based on the [IDE Collection Action Plan](#), our People Team, ERGs and employee-led IDE Board have carried out initiatives and activities to foster diversity and an inclusive environment. Diversity, equity and inclusivity are integral to our success at KPMG, as these values drive workplace innovation and help us meet the evolving needs of our clients and communities.

The ERGs and IDE Board creates opportunities to collaborate and examine our existing practices to help identify where we can inject more inclusive approaches to strengthen the sense of belonging and psychological safety within our teams. We continue to adhere with KPMG's Global Code of Conduct, and align ourselves with the pro-diversity guidelines and best practices set forth by the Singapore Government and national tri-partite agencies on employment.



Employee Resources Groups (ERGs) in Singapore firm:

- | | |
|---------------------------------------|---|
| ▶ KNOW (KPMG Network of Women) | ▪ Champions gender equity and forwards social support and professional development for women in our workforce |
| ▶ KPMG Able (KPable) | ▪ Champions initiatives that make our firm more accessible and inclusive for people with disabilities |
| ▶ Mosaic | ▪ Champions initiatives that bring a multicultural lens and celebrate diverse backgrounds within the firm |
| ▶ Green Dot | ▪ Champions initiatives to raise awareness and change perceptions towards waste generation |





Gender equality: A strategic priority across the organisation is our gender equality. In FY22, we set an intention globally to have women hold 33 percent of leadership roles by 2025 (which includes KPMG firm partners and directors). Since then, we achieved gender parity across our Global Management Team and women in leadership roles across our KPMG firms increased from 26 percent (1 October 2020) to 29 percent as of 1 October 2023. This year, we embedded a women in leadership goal into the annual business planning processes, which holds leadership accountable for updating projections and business plans annually with the same rigour they apply to financial goals.

Globally, we aim to have women in 33 percent of leadership roles by 2025. As of the end of FY23, 35 percent of our partners in Singapore were female, reflecting a slight increase from 34 percent in 2022 and an upward trend since FY20. Across KPMG in Singapore, women make up 59 percent of the total employees within the firm, including partners and directors, a slight increase from 57 percent in FY22. This upward trend from FY22 reflects our commitment to advocating for equal opportunity across KPMG in Singapore, moving the needle towards closing gender gaps in our workforce.

This year, we embedded a women in leadership goal into the annual business planning processes, which holds leadership accountable for updating projections and business plans annually with the same rigour they apply to financial goals.

Employee Category (Singapore firm)	Gender	FY 2023	FY 2022	FY 2021
			Percentage (%)	
► Team members (Senior associate, Associate, and others)	Female	63%	61%	61%
► Management (Director, Senior Manager and Manager)	Female	53%	51%	51%
► Leadership (Partner)	Female	35%	34%	32%
► Total employees (Firm-wide)	Female	59%	57%	58%



Employment

Our intention is to create fulfilling and meaningful work for all our people, helping them build their careers with KPMG or elsewhere in the private and public sectors. As part of a lifetime of growth and learning, and by developing strong skills and qualifications, KPMG professionals help our clients prosper while also achieving their own personal ambitions.

Following a period of higher-than-usual people turnover after the COVID-19 pandemic ended, we saw this normalise in FY23, reflecting broader talent market conditions. We brought more than 66,000 new hires into our global organisation and created nearly 8,000 net-new roles in FY23.

Aligned to our goal of increasing the number of women in leadership positions, across our global organisation we increased the percentage of external women hires into leadership roles by 2.4 percent to reach 30.8 percent of total hires.

Overall, KPMG firms hired more than 20,000 graduates, representing more than 30 percent of the total new hires throughout the global organisation.



In Singapore, the firm reported close to 750 new hires in FY23, maintaining a gender balance with 60 percent female and 40 percent male new hires, a modest increase from FY22's 55 percent female new hires.

With an over 3,500-strong workforce, KPMG remains an employer of choice in Singapore. By strategically investing in our people, we are not only cultivating individual career growth, but also propelling the overall development of our industry. As the firm continues its robust growth, our new hires are poised to make their mark both within their professional roles at KPMG and beyond.

	FY2023			FY2022			FY2021		
	Total	Female	Male	Total	Female	Male	Total	Female	Male
► Total new hires (Singapore firm)	747	60%	40%	1,288	55%	45%	1,077	52%	48%
► Total new hires rate (Singapore firm)	22%	23%	21%	38%	37%	40%	35%	32%	38%



Creating spaces to come as you are

Our commitment:

Foster an educated, empathetic workforce

Supporting an inclusive culture characterised by respect, we bring our people together for global IDE-related learning summits and campaigns to build knowledge and allyship and to encourage workplace conversations on diversity and inclusion.

Our global learning programs focus on building allyship, listening to our people and educating ourselves on the perspectives and life experiences of others.

In FY23, we brought our people together for global learning summits and campaigns in recognition of International Day for the Elimination of Racial Discrimination, International Day of Persons with Disabilities, International Women's Day and Pride Month.

By focusing on increasing leadership visibility across our summits, we saw participation grow to almost 19 percent with more than 9,000 people from 86 countries and territories taking part.

In FY23, we also hosted a Heads of IDE education series for our KPMG firm leaders, featuring experts discussing belonging and fairness, equity in the hybrid workplace, psychological safety, IDE in a post-pandemic world and microaggressions.





Health & wellbeing

Our commitment:

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

Professional services can be a fast-paced and demanding environment, so we are creating a culture where people can be open about their well-being. At the KPMG global and firm level, we are taking strong steps to remove the stigma on mental health in the workplace. We actively seek feedback from our people on the well-being support offered and understand that work-life balance and flexibility is important to them.

Physical and mental well-being help people thrive and deliver high-quality work to our clients. Professional services can be a fast-paced and demanding environment, so we are focused on creating a culture where people can be open about their well-being — and reach out for support when they need it.

Collaboration spotlight

Supporting workplace mental health with MindForward

In FY23, we joined forces with the MindForward Alliance, a not-for-profit membership organisation whose aim is to transform workplace culture around mental health.

MindForward Alliance helps businesses improve how they support the mental health and well-being of their employees by bringing together business leaders and Human Resource practitioners to collaborate and share knowledge.

By joining, KPMG International has access to a global community of businesses working together to accelerate the transformation of workplace mental health and help build resilience in employees and businesses.

“Our alliance of businesses, including KPMG, works together closely to create mentally healthy workplaces. Our vision is to ensure that every workplace around the world is good for people’s mental health and helps them feel supported to talk about well-being.”

Alison Unsted

CEO, MindForward Alliance



Mental and emotional

- Hosted Wellbeing at Work Summit 2023 featuring a variety of seminars and workshops promoting holistic wellbeing

At KPMG in Singapore, a culture of well-being begins with supportive policies. This includes enforcing hybrid and flexible work arrangements that consider our employees' caregiving responsibilities, as well as providing dedicated resources that equip our people in developing healthy habits.

In FY23, to support our people's mental and emotional wellness, we initiated new programmes that foster a sense of community and offer avenues for rejuvenation after work.

Improving well-being measurement and insights

In FY23, we expanded the number of questions in our 2023 Global People Survey to help drive tangible, consistent measurements that can be tracked annually across our KPMG firms (who may also carry out their own in-depth surveys). The FY23 results show that 72 percent of KPMG professionals agree that the global organisation shows care and concern for its people, while 71 percent also feel that the well-being support provided is sufficient for their needs.

Physical

- Sleep and rest toolkits

Results for KPMG in Singapore likewise indicate strong performance across the board – 73 percent of people remain very highly involved, enthusiastic, and committed to their work; 80 percent strongly resonate with the firm's leadership, policies, and ethical standards; as well as 75 percent perceive that the firm provides avenues for personal and professional development.

Ways of working

Our Global People Survey responses show that flexibility and work-life balance remain important considerations for our people and we are committed to supporting them to achieve a balance. In recent years, KPMG firms have adopted a variety of hybrid models that enabled our people to benefit from more flexible ways of working, grounded in the principle of working where they are most productive so they continue to deliver excellence for clients. We continue to listen and adapt our approach to help ensure there is sufficient in-person time for relationship building, knowledge sharing and coaching, along with teambuilding and social activities which support a

Financial

- Compensation for extra or atypical working hours

healthy work environment. Whether in the office, at a client site or working from home, we encourage our people to use their time in each location with purpose and intention.

Feedback on this approach continues to be positive, with 81 percent of participants in our FY23 Global People Survey responding favourably to the statement 'I can work where I am most effective to meet client, business and team needs.'

We recognise the importance of expanding our offerings and supporting people through different life stages and our KPMG firms continue to develop innovative programs targeting specific needs.



Learning and development

Our commitment:

Develop a continuous learning culture

Rapid advances in technology have made reskilling and upskilling more important than ever. Providing our people with opportunities to learn and develop their careers is a key pillar of KPMG's People strategy. In addition to the wealth of training courses we offer, we are also developing coach-like leaders who can support conversations around diverse opportunities to pursue varied and challenging careers, a hallmark of our multi-disciplinary model.

Growth through learning

We are committed to developing a culture of continuous learning in line with our desire to provide access to learning for a lifetime — one where our people can continually upskill and reskill in functional, ethical, and accelerated learning. With a focus on enabling excellence, our continuous learning culture helps our people make the difference for both clients and themselves.

- Functional learning provides our people with globally relevant subject matter expertise in KPMG in Singapore's service areas of Audit, Tax and Advisory.

- Ethical learning empowers our people to always act ethically and encourage others to do the same.
- Accelerator learning gives our people an edge by strengthening their skills in ESG and digital and data literacy, including AI training.

In Singapore, we are committed to investing in a future-ready workforce through comprehensive training and upskilling programs. These initiatives enable our people to secure qualifications and acquire new skills that exceed industry standards. We offer substantial support for employees to achieve globally recognised professional qualifications and certifications, including generous paid study leave, exam fees, and tuition fees. Our training covers critical skills such as futurist capabilities, artificial intelligence, data literacy, analytics, and ESG, among others, actively supporting our people in pursuing professional accreditations. Recently, KPMG in Singapore announced a S\$25 million investment in training and upskilling programmes.

Enabled by our global learning technology, we've connected these three areas of formal learning to create a more holistic, academy-style learning experience that is aligned to our priorities of ESG, Technology-enabled Innovation and Talent to enable growth for our professionals.

Training cost and hours per individual for Singapore firm

Average spend

S\$1,135
and 67 hours

of formal learning per employee in FY23
(Up from S\$940 in FY22)

Driving ESG, ethical decision-making and integrity

In FY23, KPMG worked with the European Business School, Cambridge University's Judge Business School, and New York University Stern Executive Education to develop more than 100 ESG learning resources and launch programs across our network to increase our people's ESG knowledge and capabilities. From an ethical learning perspective, these new programs focus on integrity, independence and executing high-quality standards within our client deliverables. They have also coincided with the launch of the CARE framework, our new ethical decision-making model.

In Singapore, our people hone their ESG knowledge through a series of learning activities with different modalities, including an in-person ESG Jam Lunch & Learn plenary session, a virtual ESG Foundations 101 class for understanding the basics, and an in-person ESG Bootcamp to train our client-facing staff and engagement managers in promoting our ESG services to clients.



Cultivating talent

Success for our people and our network of KPMG firms comes from developing well-rounded, digitally literate, coach-like leaders who are mindful of sustainability principles and highly experienced in their fields. Our coaching strategy program brings to life the voice of our people, to reflect what they need to succeed in their employee learning journey and in leading the development of others. Coach-like leadership helps people rapidly develop skills in empathy, engagement, inclusion and wellness, and is critical to our human-centric people strategy.

All KPMG employees are invited to join our Coaching Culture Community of Practice, which is guided by leaders from eight of our Reporting KPMG Firms and our regions.

Strengthening digital and data foundations

In FY23, KPMG's people invested 126,000 hours in our Digital and Data Foundations training program, with 19,000 of those hours dedicated specifically to AI. Through this program, we are helping to enhance our people's AI skills and deliver more valuable

insights to clients undergoing their own digital transformations. In collaboration with top learning provider Pluralsight, we've expanded the program with an additional 200 courses connected to our business strategy. Our people can undertake deep learning and skill development in Python, PowerBI, cloud, cyber, automation, disruptive technology and more.

An annual event benefiting our professionals and the community, the KPMG Global Cyber Day program aims to provide cyber awareness training to more than 120,000 people worldwide. The program focuses on reaching youth and fostering safer online practices, building a more secure digital community.

In Singapore, we offer a series of learning activities with different modalities to bring our people up to speed on the latest digital trends and emerging technological innovations, such as blockchain, cryptocurrency and the metaverse, both in person and online.

Measuring the impact

In FY23, we committed to gathering qualitative data on the benefits of our learning solutions and launched a new global evaluation platform that measures the immediate and actual long-term impact of training on our people's work.

We also continually seek feedback from our professionals. In our Global People Survey, 76 percent said they are satisfied with the learning and development available to improve their knowledge and skills, and 75 percent felt the people they work for take an active role in their learning and development. While strong, the results guide us to specific areas to focus on for improvement.

Supporting a growth mindset, we launched 'digital badges' for our people in FY23 to make their skills visible across the network, with 16,000 badges issued to date.



Developing future leaders

We are particularly keen to develop and give a voice to the next generation of leaders. We have several global programs to support and develop leaders at different stages of their careers:

Chairman's 75 brings together more than 75 high-potential partners from across our organisation, including representatives from Singapore firm. The program's aim is to create stronger leadership, establish global collaboration and a strong community between participants, and ensure KPMG is well positioned to tackle future global issues.

Next Generation Council enables a select number of senior managers from our reporting KPMG Firms to represent the voice of the next generation of leaders, contribute fresh ideas and new insights, and make meaningful contributions to key strategic issues.

Taking inspiration from KPMG Global's Next Generation Council, KPMG in Singapore established its Next Generation Board, which represents the voice of emerging young leaders within our workforce. This talent development programme empowers a diverse group of employees from across the firm, from Senior Executives to Associate Managers, and Managers as well as Senior Analysts and Data Analysts, to drive change. By building meaningful connections with key stakeholders and leaders, Next Generation Board members spearhead long-term projects that will positively impact the future of our workforce and our business.

Recent topics addressed have included improving career mobility, leveraging social media to drive engagement and attract talent, building a stronger sales culture, and improving inclusion, diversity and equity.

Leaders 2050 is a cross-industry external network of future leaders focused on a fair and just transition to net-zero, clean growth, and sustainability. The network provides a platform that connects the next generation of leaders, both within KPMG and externally, while equipping them with the skills they need to drive a more sustainable future. Originally established by KPMG in the UK, in 2023 the program expanded across the network to include 26 KPMG firms and was part of KPMG's delegation at COP28, as well as at [ENRich](#), KPMG's flagship annual Energy and Natural Resources (ENR) Conclave.

One Young World's annual summits empower and develop leaders under 30 from around the world. KPMG sent 32 delegates to the 2023 summit in Belfast, where they were able to connect as some of the world's future leaders to learn, grow, share experiences and exchange ideas on the most pressing issues facing humanity.



Communities

Our commitment:

- Support education and lifelong learning
- Provide UNESCO with pro bono resources for the Global Education Coalition

As the pace of change across the globe rapidly evolves, so do societal challenges faced by billions of people. To aid in addressing these challenges, we prioritise our investment in communities and, across the KPMG organisation, we enable our people to collaborate on solutions that positively impact those in need. Our 10by30 program aims to help economically empower 10 million disadvantaged young people by 2030 and, in the first two years, we've impacted 1 million youth. Through our collaboration with UNESCO, we've been able to implement programs around the world to drive education, employment and entrepreneurship across underserved communities. We realise the scale of these societal issues and, looking forward, we plan to accelerate our impact, powered by our people's dedication and desire to give back.

For many organisations, the social aspects of ESG are becoming increasingly prioritised. KPMG's 2023 CEO Outlook survey reveals that 96 percent of Singapore CEOs believe they have a responsibility to drive greater social mobility, a significant increase from 80 percent in 2022. This growing commitment among business leaders underscores the need for concerted efforts to foster social impact.

In response, KPMG in Singapore leverages our extensive connections across industries, communities, and projects to harness a wider pool of expertise and resources for enhanced social impact. We focus our charitable and non-profit support on organisations and initiatives that address compelling community needs, such as education and lifelong learning. Our aim is to contribute meaningfully through sponsorships, fundraising, community contributions, and donations. In FY23, we significantly invested in these areas, utilising our people's diverse skills to positively influence those in need and amplifying our collective voice to support marginalised communities.

10by30: helping to economically empower disadvantaged young people

Our 10by30 program aims to help economically empower 10 million disadvantaged young people by 2030. 10by30 includes bespoke, local programs created and run by individual KPMG firms, as well as broader network-wide initiatives that address the three key themes that we believe are key to improving the life chances of young people:

- **Education:** Supporting education institutions and upskilling teachers.
- **Employment:** Helping young people to access gainful employment.
- **Entrepreneurism:** Equipping young people with skills they need for the future.

In its first two years, KPMG's 10by30 program focused on helping underserved communities across the globe, reaching 1 million beneficiaries, with further plans to accelerate the program through collaboration and increased levels of local activity. Given the diverse needs of different countries and communities, each KPMG member firm tailors its program to enable maximum impact.



A significant community investment

We are proud to invest in the communities we live and work in through financial and non-financial donations throughout our global organisation, supporting organisations or activities that have a clear charitable or community benefit.

In FY23, our total community investment increased by 22 percent to US\$181 million, with volunteering contributions rising by 31 percent. The number of pro bono and volunteer hours our people devoted to community activity also grew by 30 percent to 806,000 — with pro bono hours up by 30 percent. We aim to further increase the number of volunteer hours, with an increased focus on activities that will deliver greater impact on communities and on fostering the specific skills required to progress our 10by30 strategy.

In line with our Values, we collectively work together to continually expand our reach in helping to foster transparency on our impact and progress. In FY23, more than 1 million young people were directly impacted through KPMG activities, volunteering or funding as part of our 10by30 programs across the globe.

We are continuing to strengthen our global collaboration with UNESCO and supporting gender diversity through KPMG member firm initiatives such as IT's Her Future.

We view and measure our work through three different levels of impact, which are aligned with the Business for Sustainable Impact (B4SI) Community Investment Framework:

- **Connect:** Activities that reach a higher number of people but have lower level of impact, for example delivery of online courses or resources.
- **Engage:** Activities that provide medium levels of reach and impact, working with a larger group but with an element of personalised support, for example workplace visits, group mentoring.
- **Transform:** Activities that tend to have a high level of impact but will likely reach fewer people due to the increased resourcing needed for delivery, for example one-to-one mentorships.

Currently, 80 percent of the people we reach are via 'Connect' activities but we continue to consider and address the mix of activities to help ensure we realise our 10by30 ambition.





Uplifting our communities in Singapore

\$S\$965,000

Total community investment

2,300 hours

Total hours spent on volunteering activities

In FY23, KPMG in Singapore made community investments of \$S\$965,000, and our staff spent 2,300 hours volunteering for various causes.

At KPMG in Singapore, our charitable endeavours are strategically focused on organisations and initiatives that address pressing community needs. We prioritise areas such as education and lifelong learning to maximise our impact. In FY23, we allocated significant investments towards sponsorships, fundraising, and community contributions, leveraging the diverse talents of our employees to make a tangible difference in the lives of those in need and amplify the voices of marginalised communities.

Recognitions and Partnerships

In FY23, KPMG was a Gold Partner of SG Cares Giving Week and recognised as one of the Champions of Good by Singapore's National Volunteer & Philanthropy Centre (NVPC) for the third consecutive year. These accolades underscore our firm's unwavering commitment to contributing positively to society.

Key initiatives

- **Give Time:** We offer our employees up to 40 hours of paid leave annually to volunteer for various causes. This initiative encourages staff to actively participate in volunteering, contributing their time, skills, and efforts to benefit communities.
- **Annual Giving Week:** In FY23, we conducted a Giving Week Bazaar alongside our Winter Wonderland event, providing opportunities to support causes through volunteering, a blood donation drive, and an in-kind donation drive. The Giving Week Bazaar supported disadvantaged children and youth, migrant workers, and differently-abled persons.

- **KPMG Scholarship:** We established a scholarship fund worth \$S\$240,000 to support underprivileged undergraduates at the NUS School of Computing. This scholarship aims to help students complete their studies and encourages them to give back to their communities through volunteer work.
- **KPMG Wellness Garden:** In September 2023, we completed the KPMG Wellness Garden in collaboration with the National Parks Board (NParks). This multi-generational wellness garden is an exemplar of how urban environments are transformed into sustainable spaces, bringing people closer to nature.
- **Fundraising activities:** Throughout FY23, we organised various fundraising activities in support of local community efforts aimed at alleviating poverty. These activities included partnerships with the Singapore Disability Sports Council, Viriya Community Services, and Community Chest.

Through these targeted initiatives and strategic investments, KPMG in Singapore aims to uplift communities, foster social mobility, and create lasting positive impacts.



Global – Community investment value and hours

Value	FY23 US\$ millions	FY22 US\$ millions	FY21 US\$ millions
► Cash contributions from KPMG member firms, partners, and people	110	92	77
• Pro bono engagements	14	10	12
• Volunteering	34	26	18
► Total pro bono and volunteering	48	36	30
• Other (including management costs)	23	20	18
► Total community investment value	181	148	125
► Hours	No. of hours '000		
• Pro bono engagements	90	69	81
• Volunteering	716	549	403
► Total community investment hours	806	618	484
► Individuals reached	No. of hours '000		
► Total individuals reached	1,090	509	n/a

Notes:

1. Community investment data based on information received from all the Reporting KPMG Firms and a number of other KPMG firms.
2. Values reflect the activity supported, including for pro bono engagements, which are valued at marketplace value and other volunteering activities which are based on cost to KPMG or minimum wage.
3. Refer to the "Indexes and explanations" section for further details.



Making meaningful differences collaborating with UNESCO

To help drive education transformation across the globe, KPMG has continued to build strong collaboration with UNESCO, enabling our people to collaborate on solutions that positively impact those in need.

UNESCO Global Skills Academy

Along with a number of other partners, KPMG International is helping to globally scale the UNESCO Global Skills Academy (GSA), which provides access to training opportunities to help increase employability and resilience in a changing labour market. Initially focused on funding a labour market skills-gap analysis, KPMG International's support aims to drive increased investment toward essential skills that will help to create opportunities for those young people at risk of being left behind.

The GSA, along with its private and strategic partners, aims to help 10 million youth and adult learners from around the world to build skills required for improved employability and resilience by 2029. While separate, the GSA's goal complements and aligns with our KPMG global 10by30 strategy by offering a range of training and mentoring opportunities focused on skilling, upskilling and reskilling, and tailored to a fast-evolving labour market.

KPMG International is now working to implement and activate activities on the ground to achieve the greatest impact.

Collaboration spotlight

Facilitating inclusive learning opportunities with UNESCO

Since 2020, KPMG has been a private sector founding partner of the UNESCO Global Education Coalition, bringing together a number of partners to act as a collective catalyst to facilitate inclusive learning opportunities for children and youth — building on the shared commitment toward the United Nations Sustainable Development Goal 4 (ensure inclusive and equitable quality education and promote lifelong learning opportunities for all).

KPMG has continued to build strong collaboration with UNESCO, with an ongoing commitment to helping drive education transformation across the globe.

“Education is a vital tool for building wealth and equality and, through our partnership with KPMG and others, the UNESCO Global Skills Academy is making great strides to boost opportunities for younger members of society. With its in-depth understanding of the labour market, and the energy and enthusiasm of its volunteers, KPMG is a valuable partner and will help us reach our ambitious goals.”

Borhene Chakroun

Director, Division for Policies and
Lifelong Learning Systems
UNESCO



Mentoring in India

Under the scope of the UNESCO Global Skills Academy, KPMG in India piloted an employment mentorship program for disadvantaged young people, aimed at supporting young graduates (aged 18-25) as they enter India's labour market.

With a strong focus on equal gender representation, and on enrolling those who would not otherwise have the means to participate, the program paired 100 KPMG in India mentors with 100 graduates, offering guidance and advice to help make them 'job ready.'

Working together, UNESCO and KPMG are now jointly developing the strategy for expansion of our mentoring and employability skills activity. Our approach has been powered by our people's desire to give back to their communities and help provide vital employability skills for the next generation.

Ukrainian secondees

In FY22, two secondees from the KPMG firm in Ukraine went to work on education initiatives at UNESCO. The secondment was extended for a year, and they continue to contribute their skills, expertise and experience to initiatives helping to ensure continuity of the education system and recovery strategies. With this secondment, KPMG and UNESCO remain committed to helping the Ukrainian education system to rebuild and become a resilient education system with a future-ready workforce that can help with recovery.

With a strong focus on equal gender representation, and on enrolling those who would not otherwise have the means to participate, the program paired 100 KPMG in India mentors with 100 graduates, offering guidance and advice to help make them 'job ready.'



Planet

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



Natural resources are a form of capital, and businesses are gradually realising that the co-dependency between business operations and nature cannot be underestimated. Many industries rely heavily on natural resources for raw materials or as a source of energy, while supply chains are highly dependent on climate stability to operate.

Due to this interconnectedness, there is a growing recognition among companies on the need to adopt sustainable practices. Organisations are rolling out actionable plans and roadmaps to reduce their carbon footprints, finding innovative ways to operate within ecological limits. These plans are constantly adapted and renewed to evolve in tandem with ESG regulations.

ESG encompasses more than just environmental impact, and includes areas such as social responsibility and clear governance structures. Given the breadth and scope of ESG, companies must realise that decarbonisation strategies are no longer just plans to reduce carbon emissions, but in fact strategic business decisions will cast a spotlight on the company's long-term viability.

With this in mind, decarbonisation plans will need to be prioritised and treated as with any other corporate strategy. If harnessed well, they can boost brand reputation, attract top talent, or even pave the way for new growth opportunities. Evidently, the benefits of ESG data extend far beyond compliance, with ESG data helping to lend greater credibility and increase brand loyalty amongst stakeholders. More than half of all respondents in a global KPMG study see ESG data as a way to gain greater market share, among other benefits such as increased customer satisfaction and strong reputation.

The interest in ESG reporting has grown exponentially in the past decade or so, which can pose a challenge for companies struggling with how they can adapt to this trend. Effective ESG assurance is often multi-dimensional involving several key components. For one, endorsement from CEOs and boards is crucial for the assurance of ESG data. Leaders need to understand the company's ESG strategy thoroughly and align it with shareholders' expectations to convince them of the strategy's viability.

Ensuring quality of ESG data is also crucial. To achieve robust data management, the first step in capturing the right ESG data is to determine the applicable reporting requirements, especially with the multitude of ESG regulations that have been emerging in recent years. Companies will need to then match the right metrics to these requirements, and back this up by maintaining supporting documentation for audit trails should there be a need to provide essential information on how data has been gathered. This is especially important as collecting non-financial data can be difficult and complex due to inconsistencies and the way it is measured.

Having a comprehensive ESG roadmap can come with a host of benefits, with the rigour and processes required to obtain ESG data having the potential to improve decision-making, risk-management, and efficiency gains for the company. The segment below highlights KPMG's ESG strategy, and sheds light on what clients can consider in the development of their own sustainability roadmaps.



“The climate crisis is intensifying, along with increasingly serious nature and biodiversity loss. To address these urgent, interlinked challenges, holistic approaches are needed. At KPMG, we are striving to take an integrated and coordinated approach across our KPMG firms to reduce our impacts and develop the most sustainable footprint possible. We also want to maximize our impact by helping clients on their decarbonisation journeys — which bring not only risk but huge opportunity. We’re acting ourselves and helping others act — we are all in it together as we move along this path.”

John McCalla-Leacy

Head of Global ESG
KPMG International

"The climate crisis presents a formidable global challenge, necessitating coordinated action from all sectors. At KPMG in Singapore, we understand that businesses face concerns about costs and regulatory uncertainties as they navigate complex landscapes in pursuit of climate action. As we work with organisations, we provide actionable insights and develop effective transition strategies towards decarbonisation to effect meaningful change."

Cherine Fok

Partner-in-charge, Our Impact Plan
KPMG in Singapore

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



Decarbonisation

Our commitment:

Develop a continuous learning culture

Rapid advances in technology have made reskilling and upskilling more important than ever. Providing our people with opportunities to learn and develop their careers is a key pillar of KPMG's People strategy. In addition to the wealth of training courses we offer, we are also developing coach-like leaders who can support conversations around diverse opportunities to pursue varied and challenging careers, a hallmark of our multi-disciplinary model.

Our decarbonisation journey

Decarbonisation is critical to our societal net-zero efforts, which is why we set a near-term science-based target (SBTi) to decarbonise our business by 50 percent across all scopes by 2030, compared to our FY19 baseline. Like many organisations, we are looking beyond 2030 as we move toward net-zero.

We also look beyond our own footprint toward ways that we can make a difference through our client work, with third parties and through what the Science-Based Targets initiative (SBTi) refers to as “beyond value chain mitigation.” This includes investing in carbon credits and nature initiatives to support the global effort to reach net-zero. For KPMG, our current approach includes an investment of more than US\$1 million across a number of our firms in WWF conservation and nature restoration projects, as well as buying credits from voluntary carbon markets.

In FY23, our global organisation saw a 4 per cent increase in gross emissions from the prior year due to the reintroduction of business travel following COVID-19 lockdowns. However, when compared to FY19, this was still a 22 per cent reduction. Our global firm also managed a reduction in emissions intensity across several key indicators.

For example, Scope 1 and 2 net emissions continued to decrease: a 12 percent reduction compared to FY22. The reductions in Scope 1 and 2 emissions are

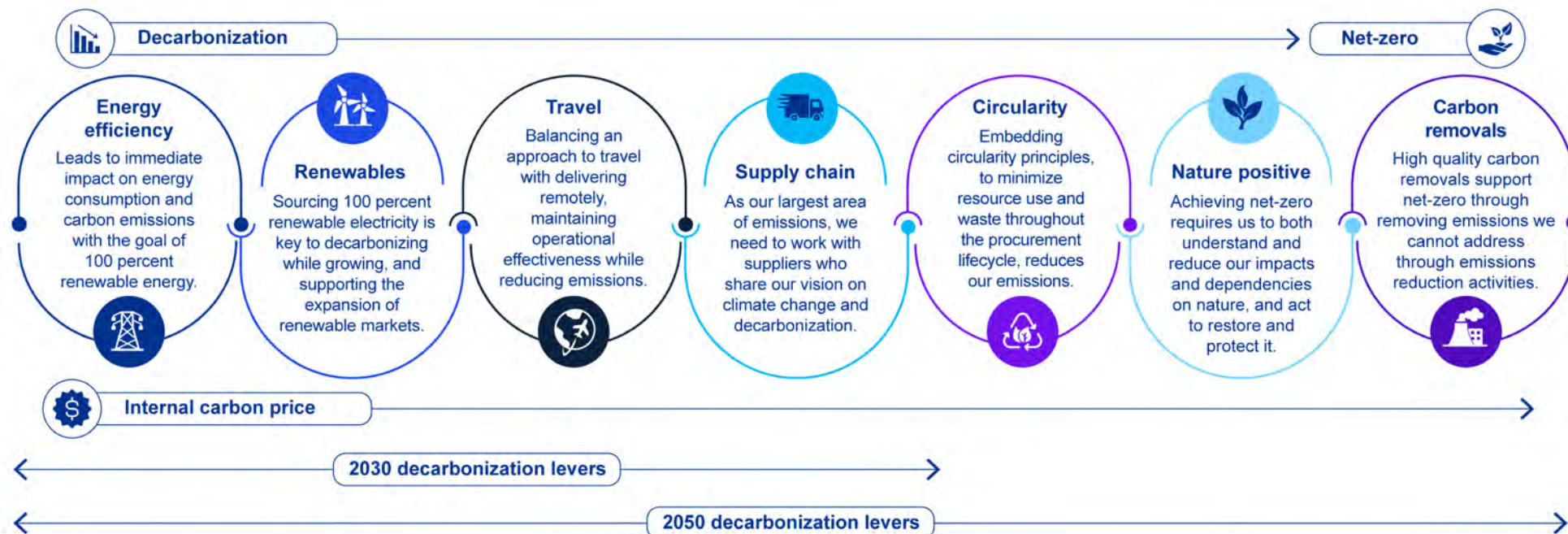
due to the continuation of hybrid working and the initiatives KPMG firms have been implementing to improve energy efficiency. These are funded in some KPMG firms by the implementation of an Internal Carbon Price (ICP), a monetary value on greenhouse gas emissions which businesses can then factor into investment decisions and business operations. Reporting KPMG Firms have implemented ICPs ranging from US\$15 to US\$85 per tCO₂e, in line with their decarbonisation priorities and national economic circumstances — with KPMG firms planning increases in line with their future decarbonisation investment plans and focusing on managing emissions such as air travel.

Despite the firm's growth, total electricity usage decreased slightly, with the proportion of renewable energy across our global organisation increasing from 79 percent in FY22 to 81 percent in FY23.

Overall, the global firm also saw a modest increase in Scope 3 emissions primarily due to business travel emissions increasing.



Our route to net zero



Our Singapore firm saw a 29 per cent reduction in gross emissions for FY23 compared to FY22, largely due to the updated emission calculation for FY23 Scope 3 purchased goods and services. Compared to the FY19 baseline year, our Scope 2 emissions saw a 64 per cent reduction. The relocation of our office premises to Asia Square Tower 2 and the purchase of renewable energy certifications significantly reduced our environmental impact, allowing us to offset our energy consumption for on-site operations.

While we saw a decrease in our overall Scope 3 emission, we saw an increase in the business travel emissions in FY23 compared to the year before. As part of the transition back to a post-Covid-19 environment, the rise in business travel is principally due to more of our employees travelling overseas for conferences, events and site visits. Despite the increase however, there was a 47 per cent decrease compared to FY19, due to the firm's commitment to hold more virtual conferences and events, where possible.

KPMG remains vigilant in collectively managing business travel across the organisation, as it remains a vital component to achieving our 2030 targets and our overall ambition to decouple emissions from growth.



KPMG in Singapore's operational GHG footprint (unit of measure TCO2E)

Gross emissions		tCO2e			
By category and source	FY23	FY22	FY21	FY20	FY19
► Gross emissions	17,131	24,232	18,762	19,071	21,061
► Scope 1 - vehicle (diesel consumption)	1	2	2	0.5	0.7
► Scope 2 - location-based	360	700	830	890	1,000
► Scope 3 - purchased goods and services	12,800	22,000	17,900	15,300	13,700
► Scope 3 - business travel (air travel)	3,200	1,500	30	2,300	5,400
► Scope 3 - business travel (hotel)	170	30	-	580	960
► Scope 3 - employee commuting	600	-	-	-	-
► Net emissions	16,900	24,200	18,762	19,071	21,061
Intensity of net emissions					
► tCO2e per individual	4.95	7.48	11.62	11.32	12.99

1. The value included above is rounding value.
2. The tCO2e per individual is calculated using average total partner and employee headcount.
3. In FY23, the methodology for calculating Scope 3 purchased goods and services was refined and updated as part of ongoing improvement to ESG data. This methodology incorporates allocated emissions from suppliers (specific to KPMG) based on CDP data where it's available. The remainder is calculated on a spend-based method using sector-based data emissions factors. FY22, FY21, FY20 and FY19 have not been represented for this change of basis, however, we anticipate that we will recalculate them in the future when more comprehensive supplier specific data is available.
4. Net Emission are gross emission adjusted for renewable energy certificate – we started tracking our renewable energy certificate from FY22 onwards.



Supply chain impacts

Our Purchased Goods and Services (PGS) make up a significant portion of our total Scope 3 emissions. We recognise that ongoing and proactive engagement and collaboration with our suppliers is critical to achieving our decarbonisation ambitions. We have completed our second supply chain engagement cycle with CDP (formerly the Carbon Disclosure Project), which is foundational to our supply chain decarbonisation program, covering the supply chains for KPMG International and 10 of the Reporting KPMG Firms that, collectively, have the largest emissions footprint. Taking lessons learned from our first CDP supply chain cycle, our focus for 2023 was improving supplier response rates as well as data quality, particularly around emissions allocated to KPMG. Using CDP offers a consistent and methodological approach to obtaining accurate data on PGS emissions. This has enabled us to further refine our methodology for estimating our

Scope 3 Category 1 emissions, which in turn will improve our emissions data for our mandatory re-baselining exercise for our Science Based Target in FY25. We have developed KPIs that help us track supplier performance against our priority areas. We have also developed a supplier performance roadmap to help benchmark suppliers' carbon performance and to provide more meaningful feedback to them on potential areas for improvement. As our disclosure program is maturing, we are looking to increase our engagement with suppliers and collaborate further to reduce our collective footprint.

Consideration of climate-related risks in the financial statement audit

In our role as auditors, KPMG firms support the transition to a net-zero global economy by planning and performing financial statement audits in accordance with professional standards, including as

they relate to climate-related matters. In recent years, KPMG has introduced and developed enhanced methodologies, guidance, training and workpapers for the consideration of climate-related risks in the financial statement audit. KPMG recognises that entities should consider whether environmental and climate-related matters are material to the financial statements, including potential impacts arising from the risks associated with the transition to a lower-carbon economy. To further support the transition to a net-zero global economy, KPMG monitors four quality metrics relating to the planning and performance of financial statement audits. The metrics were monitored at a selection of KPMG clients from carbon-intensive industries ('in-scope engagements') for the most recently completed audit prior to 30 September 2023. Procedures and activities performed at the in-scope engagements were used as a basis for measurement. The quality metrics and monitoring results are:

Application of audit methodology

Percentage of engagement teams including specific audit procedures to determine whether climate-related risks are material to the audit of financial statements. This was achieved in **100 percent** of cases.

100%

Communications

Percentage of engagement teams who discussed the relevance of climate-related risks of material misstatement in the audit of financial statements with those charged with governance and management. For this quality metric we achieved **92 percent**.

92%

Training

Percentage of engagement teams (managers and above) who have received specific training on assessing and responding to climate-related risks of material misstatement in the audit of financial statements. We achieved a **95 percent** result for this quality metric.

95%

Reporting

Percentage of engagement teams that specifically considered whether climate-related risk(s) needed to be explicitly mentioned in the audit report. This quality metric was achieved in **100 percent** of audits monitored.

100%



Looking ahead, we will support investor efforts to connect financial and sustainability disclosures. We will also call for robust sustainability assurance standards to help drive confidence in climate-related disclosures by enabling a level of quality in such disclosures that mirrors the same level required in financial statements.

Continuing to advance our journey

We are making progress on our decarbonisation journey — but we are also looking beyond 2030 to 2050. As a global organisation, we continue to develop our internal transition plan, including re-baselining our FY19 emissions within the next two years (per SBTi requirements). We are also looking at longer term commitments (aligning an investment approach in nature and carbon credit projects across our global organisation), while keeping our eye on the 2030 goal. Concurrently, we are working toward introducing a hybrid approach to ESG assurance across the Reporting KPMG Firms by FY25 — including reporting Greenhouse gas (GHG) data — to support decarbonisation plans and to meet the increasing expectations of clients and suppliers.

Collaborating to address climate change

Climate change is a global challenge which requires global collaboration. Our impact extends beyond our own efforts to address climate change through the work of our KPMG firms to support clients with their climate journeys.

In 2023, a multi-disciplinary team from across the organisation collaborated on a number of key events and initiatives in support of the 28th Conference of the Parties (COP28) and its goals. They came together to focus on amplifying the program themes of COP28 and collaborating with clients to expand the reach and increase awareness of the conference and its goals.

Launched as part of our COP28 program of work, KPMG's 2023 Net-Zero Readiness Report examined the possible barriers to meeting net-zero by 2050, such as global public debt, domestic tensions, increased opposition to decarbonisation plans, and the need to guarantee energy supply. Leveraging our global scale, reach and breadth of service offerings, KPMG continues to play an active role in driving conversations that help to address the challenges being faced by our clients and the planet.



Propelling sustainable blue growth

Case Study

KPMG in Singapore

In FY23, KPMG in Singapore, in partnership with KPMG International, launched an Ocean Economy Accelerator to foster innovation and collaboration across sectors, such as financial services, supply chain, shipping, and agriculture to address climate change and achieve a sustainable ocean economy. Participants developed solutions related to blue financing, carbon credits, and sustainable shipping, including real-time tracking of shipping routes, using sensors for mangrove restoration, and prototypes for a “blue bank” platform and an online platform connecting ocean researchers with investors. Following the event, KPMG professionals continued to refine these business models and secure funding, targeting issues like access to blended financing and bridging the knowledge gap in regenerative ecosystems.



Driving sustainability across Institutes of Higher Learning

Case Study

KPMG in Singapore

Nearly 40 percent of global carbon emissions are attributed to buildings and infrastructure. Institutes of higher learning (IHLs) in Singapore are acknowledging this necessity and are actively exploring contributions to the national sustainability drive.

However, IHLs face significant challenges in their decarbonisation efforts. For example, in their transition, they need to work with various stakeholders for change management, digitalisation of new and legacy systems, retrofit existing energy-inefficient infrastructure, all while ensuring that these new initiatives are in compliance with local green building guidelines. Additionally, IHLs must balance their decarbonisation efforts with industry collaboration on immediate academic needs such as research and education.

With these challenges in mind, KPMG in Singapore partnered with an IHL to help it achieve net-zero emissions within the next two decades. Leveraging expertise in decarbonisation, KPMG assembled a multidisciplinary team to develop a comprehensive net-zero strategy and roadmap for decarbonising the IHL's main campus.

The study, scoped by KPMG, followed a multidisciplinary approach across four key phases.

Through extensive surveys, data collection, and analysis, KPMG established the institute's baseline greenhouse gas (GHG) emissions in accordance with the GHG Protocol, with realistic carbon emissions targets aligned with Singapore's commitments. A detailed and actionable decarbonisation roadmap was created, focusing on priority areas such as energy efficiency, renewable energy and replacement of fossil fuels. A business case assessment was also provided for each opportunity.

Additionally, KPMG led workshops on digitalisation and decarbonisation asset management to upskill the institute's faculty and staff. These sessions were customised based on data collected throughout different project phases. KPMG will also assist the institute in launching its inaugural sustainability report, using a carbon impact template that meets the latest reporting standards and adapts to future developments in ESG reporting.

A joint playbook on decarbonisation for IHLs has also been launched to serve as a model for other IHLs to embark on their net-zero journey and refine their strategies towards global climate goals.



Circularity

Circularity promotes greater sustainability by reducing material use and the emissions associated with the production of materials that traditionally go to waste. Transition toward a circular economy is essential to achieve net-zero emissions. To play our part, we have developed a circularity strategy and roadmap for our operations, including our supply chain. This has involved taking a holistic view and approach that focuses on circular procurement, avoiding waste, optimising material use and enhancing products' end-of-life treatment. We began the process by identifying where these circular principles can be applied within our organisation, followed by analysing our current performance and spotting opportunities for improvement. The scope of our circular strategy is focused on three key areas:

- Information and communications technology
- Offices and real estate
- Catering and hospitality

For each of these themes, we've developed a roadmap that outlines the actions that could move the organisation toward a more circular model — such as

offering repaired, recycled or refurbished IT equipment and sourcing circular furniture — and implementing strategies to help optimize material use and lifetime. Through ongoing engagement with KPMG firms, we're helping colleagues better understand the concept of a circular economy and identify where waste is generated across our value chain, while also providing a framework for implementation and reporting. We want to help clients in this key area too — and recently launched the [KPMG Circularity Tracker](#), using Microsoft Cloud for Sustainability, which measures and tracks circularity at every level of an enterprise, from products and locations to materials. This exciting and innovative solution provides comparisons across products, as well as advice on how to reduce primary resource use and waste generation.

In Singapore, as part of our efforts to promote sustainability, we have implemented several initiatives, including the prohibition of single-use plastics and the elimination of door gifts at KPMG events. Our GreenDot Employee Resource Group (ERG) has also organised numerous activities to enhance awareness and foster community

engagement around our environmental efforts. These activities included workshops on upcycling food waste, or holding events such as beach clean-ups.

In FY23, our e-waste collection bins, installed by the ERG, collected 32 kilograms of e-waste, an 18.5 per cent increase from the 27 kilograms of e-waste collected in FY22. This reflects our people's increased engagement and participation in our circularity initiatives. The firmwide Go Green campaign also steers our employees towards other sustainable behaviours, such as recycling, saving paper, and biking to work for a greener commute. As a result of our collective effort to promote circularity, we have reduced paper usage by 91 percent since 2019.

KPMG in Singapore: Our progress

91% reduction in paper use since 2019

32kg of waste collected in our e-waste bins



Climate risk

Our [Climate Risk Report](#) presents KPMG's climate-related risks and opportunities. These include our exposure to both physical risk — extreme weather events and the impact on our people, operations and supply chain — and transition risk which assesses the impact of moving to a low-carbon net-zero economy and how we can support our clients with this change. The report also provides insights into the challenges we face and areas of importance as we move toward 2030 and our long-term net-zero ambition. To further understand our progress and areas of ongoing development, read the full report [here](#).

KPMG played an active role on the Task Force on Climate-Related Financial Disclosures (TCFD) Board. Prior to its disbanding in January 2024 and the integration of its work with that of the International Financial Reporting Standards (IFRS) and International Sustainability Standards Board (ISSB), the intent of the TCFD was to foster the right strategic behaviour by ensuring that climate risks and opportunities were built into organisations' risk management processes and strategic planning. We are pleased that their recommendations have been

integrated into the climate-related and general sustainability-related disclosure standards of the ISSB. As an integrated whole, these standards will further articulate how organisations should disclose information consistently on climate-related financial risk (and its potential impacts), as well as drawing attention to the strategic benefits of good climate risk management. We also continue to report annually to CDP on our collective performance and management for climate-related issues. This year we maintained a B grade, displaying a coordinated action on climate issues. To further strengthen our rating, over the last year we've focused on quality assurance, supply chain engagement and assessing climate risk under a range of scenarios using the [KPMG Climate IQ platform](#) — a multi-industry risk management tool that enables companies to identify, quantify and manage their exposure to physical and transition risks due to climate change. We are committed to furthering our efforts to fully understand and articulate our climate-related impacts and to embed them into the heart of our business, while continuing to engage with key stakeholders to support our ongoing climate journey.



As part of efforts to strengthen companies' capabilities in sustainability and their ability to seize opportunities from the green transition, Singapore will introduce mandatory climate-related disclosures (CRD) in a phased approach in line with the recommendations from the Sustainability Reporting Advisory Committee (SRAC).

From FY2025, all listed issuers will be required to report and file annual CRD, using requirements aligned with the ISSB standards. From FY2027, Large Non-Listed Companies (NLCos) (defined as those with annual revenue of at least S\$1 billion and total assets of at least S\$500 million) will be required to do the same.

Singapore's regulators will review the experience of listed issuers and large NLCos before introducing reporting requirements for other companies. To allow more time to prepare, the same transitional reliefs in the ISSB standards will be applied, except timing to report Scope 3 Greenhouse Gas (GHG) emissions for NLCos that will be confirmed later.

Companies subjected to mandatory climate reporting are also required to obtain external assurance on GHG Scope 1 and Scope 2 emissions from FY2027 for all Listed Issuers, and FY2029 for NLCos.



Nature and biodiversity

We are actively engaged in fostering a transition toward nature positivity. KPMG firms around the world are working closely with their clients to support them with their own nature-related policies and initiatives. Simultaneously, we are committed to gaining a better understanding of, and addressing, our own nature-related impacts and dependencies. With this in mind, we have undertaken a nature-related impacts and dependencies assessment across our global organisation, the outcome of which will inform our ongoing management and reporting.

As part of our commitment to nature, KPMG International actively participates in the Taskforce on Nature-related Financial Disclosures (TNFD), playing a key role in the development and implementation of the new TNFD framework. We firmly endorse the TNFD's mission to integrate nature considerations into business frameworks, urging transparent disclosure and reporting on the risks, impacts, dependencies and opportunities. This collective effort underscores KPMG's continued dedication to influencing positive change in how businesses worldwide comprehend and manage their relationship with nature.



Prosperity

Making a positive social and economic impact





In a time of constant change and disruption, organisations are doubling down on strategies to drive innovation and agility, so as to secure sustainable success and transformation. Alliances and partnerships form an integral part of this, especially with fast-emerging developments in AI and ESG changing the way businesses go to market.

In the strengths of diverse partners to enhance Singapore, a majority of CEOs now see their ESG investments as having the greatest impact on their capital allocation, business strategy, and partnerships, as revealed in KPMG's 2023 CEO Outlook. By tapping into the ecosystem potential, businesses are able to leverage their internal capabilities, expand their market reach, mitigate risks during uncertain times and more crucially, achieve breakthrough innovations at a faster pace.

KPMG's long-standing alliance with Microsoft is an example of the benefits of strategic partnerships in driving AI-led transformation. This collaboration enables the development of advanced AI-powered tools like KPMG Clara and KPMG Digital Gateway for Tax. KPMG Clara allows auditors to identify higher-

risk challenges more effectively and perform real-time audits, showcasing the practical benefits of integrating AI into professional services. Built on the cloud, KPMG's cloud-based Digital Gateway for Tax provides tax leaders with a one-stop access to technology-driven solutions, from capturing and tracking deals to monitoring and reporting on their BEPS 2.0 Pillar Two obligations.

In working alongside businesses to tap the transformative power of AI, KPMG also recognises that advanced technologies can introduce complexities and risks, which could have significant impacts on their reputation and credibility if not managed well.

Business leaders need to address these challenges clearly and responsibly, by ensuring that trust is embedded within their AI frameworks and programmes from an early stage. However, this can be a complex endeavour, posing a range of regulatory, compliance and technical challenges. KPMG's approach – both in helping clients develop trusted AI programmes and in our own AI strategy – is embodied in the firm's Trusted AI framework.

Ultimately, KPMG is committed to contributing to a future in which AI is a force for positive change.

Being a good corporate citizen is something KPMG takes seriously. Businesses have a responsibility to help create a more prosperous world and continue contributing to the overall economic and social well-being of the world's population. KPMG believes in bringing together its multi-disciplinary skills to drive economic growth and organisational resilience in a sustainable and responsible way.

In today's increasingly interconnected world, profit is no longer the sole measure of success. Sustainable growth is key to building a successful business. KPMG continues to be a significant employer in the countries and territories in which we operate. This includes driving social impact by helping to stimulate digital and technological advancements through innovation and by leveraging our global reach. A continued focus on bringing education and opportunity together with responsible economic contribution enables the firm to align profit with purpose, empowering the communities in which we live and work.



“Today’s rapidly evolving environment continues to demand quality services delivered with speed and scale. Between now and 2026, KPMG is collectively investing US\$4 billion in our people, technology and ESG, with ongoing commitment to develop, implement and uphold quality and the ethical standards of our industry. We remain steadfast in our focus to build a more agile and connected KPMG, fit for the future.”

Gary Wingrove

Chief Operating Officer
KPMG International

Our commitments



Communities

- ▶ Support education and lifelong learning
- ▶ Provide UNESCO with pro bono resources for the Global Education Coalition



Economic contribution

By stimulating growth in a responsible and sustainable way, we make the difference in the countries and territories in which we operate. Sustainable revenues help promote collective prosperity and enable KPMG firms to grow their teams despite economic and geopolitical uncertainty. As we grow, so does our ability to strengthen our community support.

For FY23, KPMG reported annual aggregated global revenues of US\$36.4 billion⁶ — an increase of 8 percent from FY22 (5 percent in US\$). Audit revenues grew by 9 percent, Advisory by 7 percent, and Tax & Legal Services by 10 percent. In FY23, KPMG outlined the next phase of its global strategy, highlighting its focus on those client issues that will drive sustainable growth over the next three years. The strategy outlines a US\$4 billion collective investment in quality and a wider focus on high impact opportunities, particularly in Technology, Talent and ESG.

Our approach to tax disclosures

We take a responsible approach to tax, have strong governance and policies, and are committed to tax transparency. KPMG firms generate and pay all relevant taxes in the countries and territories in which

they operate. Generating and paying taxes is key to how we continue to make meaningful contributions to the communities where KPMG firms operate. These contributions support government functions, public benefits and key infrastructure such as health systems, education and transport networks.

As defined by the UN, we are beginning to look at how KPMG firms' revenues and headcounts are divided between developing and developed nations and we will be exploring this further.

- **Our tax contribution:** KPMG firms' contributions include taxes paid directly, those collected on behalf of governments and those paid directly by partners and employees.
- **Tax paid directly (operational taxes):** In FY23, Reporting KPMG Firms paid a total of US\$2 billion in operational taxes (US\$2 billion in FY22), which included employer payroll and social security taxes, non-creditable sales taxes, property taxes, entertainment taxes and other miscellaneous taxes.
- **Tax on profits:** As a network of KPMG firms, KPMG does not have a requirement to prepare

consolidated financial statements. The legal structure of each KPMG firm varies. Many firms are structured as partnerships, defined as 'flow-through' for tax purposes, although there are other structures, such as corporate entities that pay corporation tax. Tax laws and reporting requirements also vary by jurisdiction. The characteristics of a partnership are such that the obligation to pay tax on profits falls on individuals rather than the partnership.

- **Taxes collected on behalf of governments:** With revenue in FY23 of US\$36.4 billion, KPMG collects, on behalf of the governments in the jurisdictions where KPMG firms operate, a significant amount of tax, particularly in relation to employee payroll taxes and sales taxes.
- **Policies and practices about tax:** KPMG International has established policies which apply throughout the global organisation to set the standard and expectations for KPMG firms and partner tax affairs. There are also quality and risk management practices in place to help ensure that all tax affairs have been conducted in accordance with relevant local law and regulations, and in harmony with KPMG's Global Tax Principles.

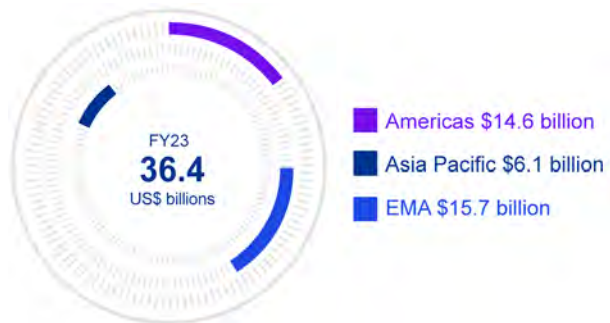
6. The financial information reported represents combined information of the independent KPMG firms that perform professional services for clients, affiliated with KPMG International Limited. The information is combined here solely for presentation purposes. KPMG International Limited performs no services for clients nor, concomitantly, generates any client revenue.



Gross revenue by function



Gross revenue by region



Notes:

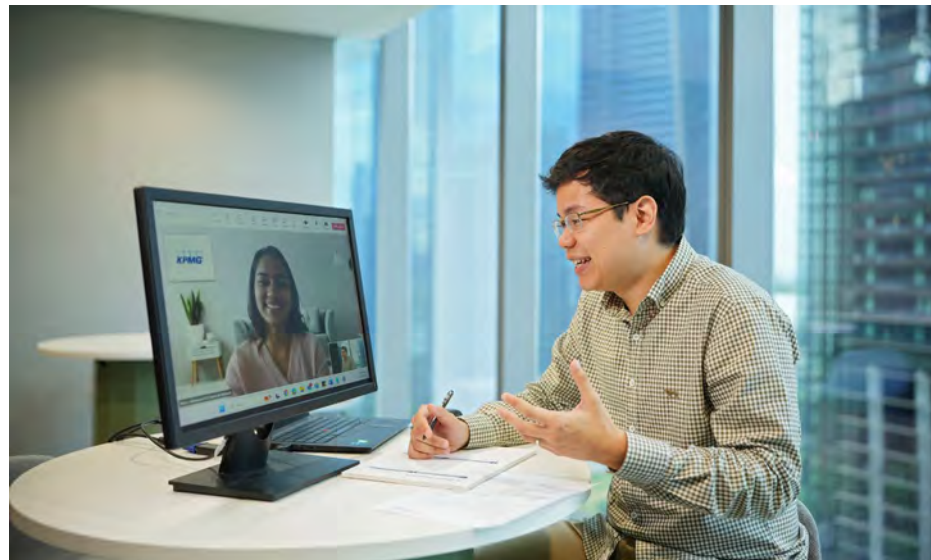
1. Gross revenue data presented for the relevant financial years ended 30 September for KPMG firms.
2. Reflects KPMG's financial performance expressed in US dollars. Based on gross revenues, including travel and other client reimbursable expenses.
3. The financial information set out represents combined information of the independent KPMG firms, affiliated with KPMG International Limited, that perform professional services for clients. The information is combined here solely for presentation purposes. KPMG International Limited performs no services for clients nor, concomitantly, generates any client revenue.
4. Refer to the "Indexes and explanations" section for further details.

Operational taxes paid

	FY23 US\$ billions	FY22 US\$ billions	FY21 US\$ billions
Employer payroll taxes	1.7	1.7	1.5
Non-creditable sales tax	0.2	0.2	0.2
Other taxes	0.1	0.1	0.1
Total	2.0	2.0	1.8

Notes:

1. Includes entertainment, property, fringe benefit and other taxes.
2. Operational taxes data are for Reporting KPMG Firms.
3. Refer to the "Indexes and explanations" section for further details.





Innovation

In today's rapidly changing world, our people create, inspire and innovate every day for clients and ourselves — enabling KPMG firms to collectively embrace new technologies (including generative AI) and successfully undergo meaningful transformation.

In FY23, we entered into a landmark agreement with Microsoft that put AI at the forefront of professional services. This significant expansion of our longstanding global relationship includes a multibillion-dollar, five-year commitment from KPMG to Microsoft's cloud and AI services. As an early access partner and early adopter of Microsoft's 365 Copilot, our people continue to be at the forefront of emerging technologies, helping KPMG member firm clients use the AI-based tool and other generative AI technologies to derive increased value and productivity.

Significant alliance-led growth

Over the past five years across the network, the focus has been on supporting clients' digital transformation, resulting in KPMG firms' alliance-enabled sales increasing by 400 percent. Driven by innovative and technology-enabled services, KPMG firms are working with KPMG's alliance partners to help clients by:

- Leveraging data and the cloud to deliver advanced analytics through KPMG Clara.
- Delivering reimaged and transformed services from Tax & Legal services.
- Transforming and automating sustainability reporting, data intelligence and management while supporting clients in building their understanding of the ESG agenda.

Ignition centres

KPMG's global network of 39 Ignition centres, our state-of-the-art collaboration spaces, supports clients and colleagues across all sectors and markets as they look to innovate and harness technology such as generative AI.

In a world that is constantly changing, we help clients understand why they need to change, what they need to change and how we can help make that change a reality.



KPMG in Singapore: Innovating for a sustainable future

Leading technology-driven transformations

KPMG in Singapore

At KPMG in Singapore, we are embracing the AI revolution through our human-centric AI methodology and coordinated global technology strategy. This approach enables us to deliver agile and scalable solutions that enhance our clients' market competitiveness.

Recognising the transformative potential of these technologies, we have significantly increased our technology investments to empower our workforce and produce quality outcomes for both clients and communities.

Underpinning these initiatives is KPMG in Singapore's substantial investment of approximately S\$50 million towards advancing emerging technologies, including generative AI.

These investments enable our employees to engage in more strategic and value-added tasks,

enhancing the profession's appeal. This initiative is part of a broader strategic investment of S\$100 million over the next five years to advance our workforce capabilities and drive innovation within the professional services sector.

For example, KPMG has collaborated with a Singapore government agency to design and implement a digital lease management system that comes with improved user interface and straight-through processing features. This project involved end-to-end implementation and agile approach was adopted to facilitate change adoption for the deployment to both internal and external users.

The initiative improved data integration, process transparency, and operational efficiency, ultimately enhancing service delivery for stakeholders.

Case Study

“Technology-enabled transformation is at the heart of what we do at KPMG, and we bring this to life in applying cloud, AI and data analytics to solve pertinent business problems through our world-class capabilities and deep industry expertise. We empower global organisations to thrive in a world of opportunity, armed with the insights and tools to build trust, innovate and successfully transform.”

Lyon Poh

Partner, Technology Consulting
KPMG in Singapore



Bridging ESG data gaps through Greenprint

KPMG in Singapore

KPMG's commitment extends to forming strategic partnerships with leading organisations to develop AI-driven solutions, leveraging data as a strategic asset. In our effort to improve ESG reporting and accessibility, we launched the Greenprint (gprnt.ai) platform in collaboration with the Monetary Authority of Singapore (MAS).

The platform comprehensively addresses existing challenges in collecting and accessing trusted climate- and sustainability-related data by connecting businesses, financial institutions, real economy corporates and regulators.

One of Greenprint's key value propositions is its interoperability, facilitating seamless integration with

diverse datasets and frameworks. This simplifies the ESG reporting process for all businesses by allowing them to automatically convert their economic data into sustainability-related information. The platform also functions as a central launchpad for the ESG data and technology community to innovate new products and enhance existing capabilities.

KPMG in Singapore's role as the advisory and build partner included developing the business and governance models, the platform's value propositions as well as building its core technological infrastructure.

Case Study

“Addressing ESG data is the critical challenge as businesses seek efficient paths to net-zero. The Greenprint platform is an example of how KPMG is joining forces with leading organisations globally to systemically devise and execute ESG strategies for today’s complex market. Through building trusted data, we are revolutionising the way businesses disclose, take decisions and execute on ESG to benefit communities, employment and the environment.”

Anton Ruddenklau

Partner, Global Head of Innovation,
Financial Services
KPMG International



Transforming bold visions into realities

KPMG in Singapore

As part of our comprehensive digital strategy, KPMG Digital Village, in collaboration with the broader firm, has consistently excelled in pioneering large-scale innovations in dynamic, rapidly evolving areas such as generative AI, Web3, climate change and loyalty.

By adopting a human-centric and technically robust delivery approach, we have empowered governments and businesses with cutting-edge capabilities, pushing the boundaries of what is possible.

Leading the way with generative AI: Transforming knowledge management for tomorrow's workforce

KPMG Digital Village was tasked to bring generative AI to the workforce of a leading development bank to drive mass adoption and significantly enhance the productivity of its 7,000 employees.

Through an AI-led design approach, Digital Village is currently developing an AI-powered knowledge management platform, demonstrating first-hand how the bank's staff can seamlessly consume knowledge, expand their professional network and supercharge their daily tasks with generative AI, all effortlessly.

Transforming real estate government services with blockchain

KPMG Digital Village has delivered groundbreaking digital solutions for the governments of Fiji and Bahrain, revolutionising real estate services. By developing blockchain-powered platforms, we have enabled new citizen-centric services, from improved searchability of properties to instant purchasing and notarial services, ensuring full security and transparency for buyers and sellers. This has created a future-ready real estate marketplace, setting new standards for efficiency and trust.

Case Study

“Innovation begins with great ideas, but it does not end there. Through strategic collaboration and iterative design, KPMG Digital Village works closely with businesses from ideation to implementation, co-creating impactful solutions that can be launched and scaled at speed. In the right context, we see the rise of AI and blockchain-powered systems as strong enablers for innovation to evolve from ideas to reality.”

Paul Kent

Partner, Advisory
KPMG in Singapore



Upskilling in sustainable finance

KPMG in Singapore

KPMG in Singapore led a study on the Sustainable Finance Jobs Transformation Map (JTM) to explore the impact of sustainability trends on jobs in Singapore's financial services sector.

Launched by the MAS and the Institute of Banking and Finance, the JTM identified a need to upskill the sector within the next three years. This will enable the sector to tap into the growing sustainable finance market in the ASEAN region, estimated to be worth S\$4 trillion to S\$5 trillion over the next decade.

More than 50,000 professionals in the financial services sector will see new sustainable finance-related tasks added to their jobs to a moderate to high degree. The study also noted the emergence of new job roles in areas, such as Sustainability Risk and Sustainability Strategy, as financial institutions increasingly prioritise sustainability as a core business strategy.

These trends signify the opportunities that come with the growing sustainable finance market in the region, and the MAS has allocated S\$35 million to support these upskilling and reskilling initiatives.

Case Study

“Sustainable finance is more than just a trend – it warrants a shift in the way financial institutions operate against an increasingly demanding landscape. Building Singapore’s deep talent pool in this area will be crucial over the next decade to capture new business opportunities in the net-zero economy. Key to this, as outlined in the JTM study, will be to accelerate the upskilling of professionals.”

Patrick Atlee

Partner, Financial Services Advisory
KPMG in Singapore



Strengthening Asia's green economy

KPMG in Singapore

KPMG projects that the decarbonisation opportunity in ASEAN could reach US\$10 trillion by 2050. Key investments will focus on renewable energy and power infrastructure, with countries phasing out coal and embracing green energy.

KPMG worked with a prominent bank in Asia to identify key opportunities in renewable energy, including assessing countries favourable for green hydrogen production and consumption. This involved a comprehensive review of economic and policy factors, renewable energy potential,

decarbonisation targets, and subsidy mechanisms.

In FY23, KPMG also provided technical support to Bangladeshi government agencies to enhance the enabling environment for public-private partnerships (PPP). This included expertise on identifying priority PPP projects that incorporate climate resilience and adaptation measures, and strengthening capabilities to screen, prepare, procure, and manage these projects.

Case Study

“To unlock the immense decarbonisation opportunity in Asia requires collaboration, innovation, and a steadfast commitment to sustainable development. By working with governments and businesses to identify opportunities in Asia’s green economy, we can collectively drive measurable impact.”

Sharad Somani

Partner, Head of KPMG ESG
KPMG in Singapore



Building trust in AI

KPMG in Singapore

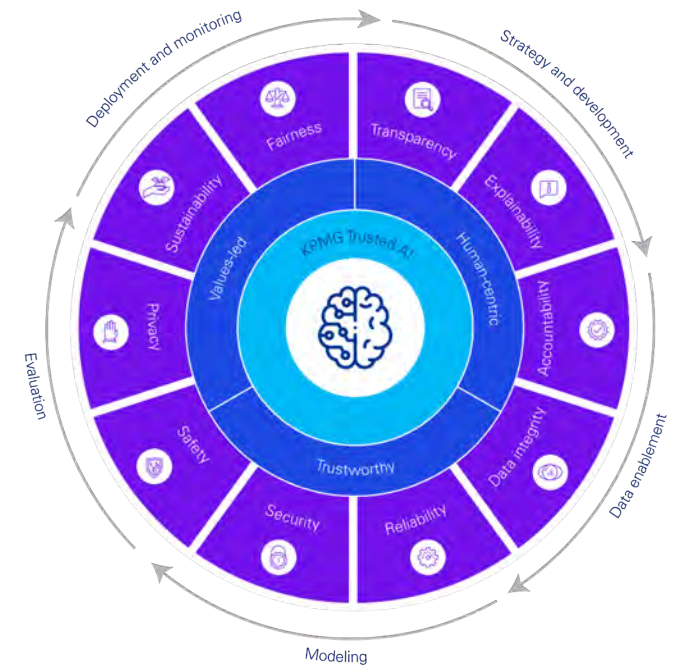
KPMG's 2023 [Trust in Artificial Intelligence report](#) revealed that 99 percent of respondents in Singapore consider trustworthy AI practices crucial for trusting AI systems. Guided by our globally consistent Trusted AI framework, KPMG in Singapore champions a local AI strategy and roadmap designed to accelerate AI-driven growth opportunities. This strategy leverages our extensive network and strategic alliances, enabling us to drive innovation with unparalleled quality, scale and speed.

Our commitment includes addressing AI-specific risks and complexities in Singapore, ensuring adherence to the highest standards of integrity and ethical conduct as we integrate AI into our professional services.

Case Study

As AI technology evolves and legal, ethical, risk, and regulatory standards mature, KPMG will continually review and refine our approach to remain at the forefront of responsible AI innovation.

KPMG in Singapore recently worked with a regional development bank to develop a Responsible AI framework and policy paper to augment the bank's ambitions to become a regional AI leader. The initiatives supported the roll-out of various AI solutions, while mitigating risks and ensuring ethical use and regulatory compliance. In addition, business units and bank employees were empowered to use AI confidently and responsibly, positioning the bank as a pioneering force in AI adoption within the financial and development sectors.



AI is revolutionising nearly every field and becoming deeply integrated into everyday life for businesses and individuals. While KPMG harnesses the power of AI to accelerate adoption, we acknowledge that advanced technologies introduce complexities and risks requiring clear and responsible management. We are committed to leveraging AI's opportunities

while upholding ethical standards that align with our Values and professional principles, fostering trust among KPMG clients, employees, communities, and regulators.

KPMG Trusted AI represents our strategic approach to designing, building, deploying, and using AI

solutions responsibly and ethically, ensuring value acceleration with confidence. Learn more about our 24-hour AI training event available to all KPMG colleagues across the organisation.

Materiality

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





Our approach to materiality

We're committed to building a better KPMG. One way we're doing that is through our annual materiality assessment, which helps to focus our attention and resources where we can make the largest impact. KPMG International's materiality assessment is a key input to defining our ESG strategy and guiding our reporting.

This year for the first time, we are reporting with reference to the Global Reporting Initiative (GRI) guidance and have used GRI 3 to help shape our approach to our materiality assessment refresh. We re-examined the list of material topics shared in last year's Our Impact Plan progress update, taking into consideration recent geopolitical events and changes in our stakeholder and business priorities. Leveraging best practice methodology, and with the support of KPMG's ESG Advisory practice, we have taken a four-step approach:

Step	What we did
1. Understand KPMG's context	Gathered data about KPMG International and our global organisation: <ul style="list-style-type: none"> Who we are, including our Values. What we do and who our clients are. How we create value and impact.
2. Identify actual and potential impacts	Identified the ways in which KPMG International and our global organisation impacts the economy, the environment and society as a whole, and identified whether the impacts are positive or negative, and actual or potential.
3. Assess the significance of the impacts	Gathered internal and external stakeholder insights to assess the likelihood and significance of the identified impacts. The assessment factored in scale, scope, irremediability and likelihood.
4. Prioritise the most important impacts for strategic focus and reporting	Identified the highest priority impacts and shared the results with relevant Our Impact Plan leaders.

Engaging with our stakeholders is a central element of Our Impact Plan approach. We welcome the diverse opinions and contributions of different stakeholder groups, covering all aspects of our business and our geographical footprint, including:

Stakeholder group	Details of input sought
C-suite — clients and potential clients	Data from independent trust research conducted annually (May to July 2023) in our eight key markets (Australia, Canada, China, France, Germany, Japan, the UK and the US).
Other external stakeholders	Data from independent trust research conducted annually (May to July 2023), including industry and trade associations, academics, non-governmental organisations and advocacy groups, multilateral organisations, business analysts and investors, and the informed public.
Our People	Data from the Employee Engagement Index and Employee Trust Drivers from our Global People Survey.
Management	Data on our most significant business risks as prioritised in our Enterprise Risk Management program using our proprietary Dynamic Risk Assessment methodology, as well as a management questionnaire completed by Our Impact Plan community from across the KPMG network.
Peers	Review of the topics considered material by our KPMG firms and our international competitors.
Regulators and standard setters	Review of the guidance available from the WEF IBC stakeholder capital metrics, GRI, ISSB and the draft ERSR standards.



KPMG's material topics

Governance

Ethics, integrity and independence: We're committed to the highest standards of personal and professional behaviour 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.

- Acting transparently with accountability and integrity
- Respecting human rights

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

- Acting transparently with accountability and integrity

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.

- Purposeful business
- Economic contribution

Our assessment exercise found:



All the material topics from FY22 continue to remain relevant for FY23.



One of the topics, *Environmental Sustainability*, was identified as covering a fairly wide range of impacts with varying significance — therefore, for FY23 it has been split into two topics, *Climate Change and Biodiversity & Sustainable Operations*.



Two new topics were also identified — *Responsible Supply Chain and Public Policy Engagement*.



As we refined the methodology in FY23, no topics have been identified as having increased or decreased in significance.

At KPMG International, we're committed to continuous improvement, refining our methodology as well as reporting on our material topics. We anticipate that our reporting will, over time, transition to align with the new standards set by the International Sustainability Standards Board (ISSB). We continue to disclose and explain how we've applied the World Economic Forum International Business Council Stakeholder Capitalism Metrics, as well as reporting with reference to the GRI and against the United Nations (UN) Global Compact Principles.



Information protection: We have policies, processes and controls in place that address confidentiality, information security and data privacy. We provide and mandate annual training on confidentiality, information protection and data privacy requirements. Our clients and stakeholders entrust us with sensitive information, and we're committed to observing applicable laws and regulations and investing in systems to help keep information safe and secure.

- [Purposeful business: Client confidentiality, information security and data privacy](#)

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.

- [Purposeful business: Our Values and what we stand for](#)

Public policy engagement: KPMG participates in shaping policy discussions and advocating for meaningful change that allows business, government and society to prosper together.

- [Purposeful business: Public policy engagement, protecting trust](#)

Responsible supply chain: The global depth, breadth and scale of KPMG's supply chain has a substantial impact on our ESG agenda and we proactively manage it through our dedicated team of procurement specialists, based in a number of key locations across the globe. We have an ongoing program to drive a more responsible and sustainable supply chain that includes: providing resources to support responsible sourcing decisions, collaborating across geographies to share best practice, driving consistency, and leveraging the knowledge and expertise of our own subject matter experts' knowledge, particularly in decarbonisation and human rights across the supply chain.

Through our global network of supply chain and procurement advisory professionals, we help clients to improve the sustainability of their operations. By bringing together cutting-edge thinking on sustainable supply chain management with leading digital solutions and tools, we help manage and improve the wider impact of supply chains across the globe.

- [Acting transparently with accountability and integrity](#)
- [Respecting human rights](#)
- [Decarbonisation](#)

People

Talent attraction, development and retention:

By fostering an environment that values continuous learning and development, we empower our people

with the tools they need to help them succeed and make their mark. We're focused on growth and upskilling our talent with leading technologies and future-proof skills.

- [Inclusion, diversity and equity](#)
- [Health and well-being](#)
- [Learning and development](#)
- [Employment](#)

Inclusion, diversity and equity (IDE): Unique experiences and perspectives enhance our global organisation and help create the drive for a fairer, more equitable society that includes everyone. We're committed to embedding and improving IDE — encouraging people to come as they are. Drawing on the experience and capabilities of our People and Change professionals, we also support our clients in meeting their own commitments and targets and, by doing this, help to drive wider impact across the business environment.

- [Inclusion, diversity and equity](#)
- [Employment](#)

Health, well-being, workload and job security: To create opportunities for themselves and others, our people should be at their best, both physically and mentally. Our responsibility is to help our people be healthy and to feel secure and supported through the challenges they may face in their personal and professional lives — enabling them to thrive.



Planet

Climate change: We're committed to driving a culture of sustainable practices within our global organisation, across our entire business ecosystem including our suppliers, alliance partners, and through the work that KPMG firms do for clients across the globe. By taking a wider outlook, we aim to drive impact beyond just the boundaries of our business, and help to ensure a healthy planet for generations to come.

- [Decarbonisation](#)
- [Climate risk](#)

Biodiversity and sustainable operations: KPMG is actively engaged in fostering a transition toward nature positivity. We are dedicated to influencing positive change in how businesses around the world comprehend and manage their relationship with nature. We are also committed to improving the sustainability of both our own operations and those of our clients.

- [Nature and biodiversity](#)
- [Circularity](#)

Prosperity

Financial, operational and brand resilience: Through a diverse and multi-disciplinary business model that emphasises 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.

- [Economic contribution](#)

Technology and innovation: Our continual investment in technology and innovation, in collaboration with our alliance partners and other stakeholders, helps ensure that we're keeping up with the accelerating pace of technological change, positioning us for future success so we can meet stakeholder expectations and achieve our collective growth objectives. We work side-by-side with clients to help them embrace technological change, improve organisational efficiency, drive increased return on investment and enrich the skills required for a digital world.

- [Purposeful business](#)
- [Decarbonisation](#)

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, employment and entrepreneurship for youth and under-represented populations.

- [A significant community investment](#)





Indexes and explanations

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





ESG data — basis of preparation

We anticipate that our reporting of metrics and disclosures relevant to Our Impact Plan will, over time, transition to adopt the new standards set by the ISSB. We'll continue to monitor developments in best practices from the industry through our own expertise and will work with clients to help ensure that we keep up with market-leading external reporting of developments and progress as it relates to Our Impact Plan.

In 2023, we are reporting with reference to GRI for the first time. We have also continued to align our reporting with the WEF IBC Core Metrics, as well as the requirements of the UN Global Compact Principles, while reporting against our most material topics.

We are working toward introducing a hybrid approach to ESG assurance across the Reporting KPMG Firms by FY25 across a number of our key ESG metrics. A number of larger KPMG firms already have external limited assurance over their greenhouse gas (GHG) and other ESG metrics. Statements or

representations about KPMG's emissions and/or carbon claims have not yet been independently verified. Nonetheless, data supporting the firm's current methodologies and measurements for relevant emissions and/or carbon claims is set forth in the Planet chapter hereto.

The tables that follow provide a summary of our reporting against the key standards, with links and references to where you can access associated disclosures and information in our reporting.

Disclose or explain

We continue to be committed to addressing the gaps in our disclosures. To support our focus on transparency, we apply the 'disclose or explain' principle for all the Stakeholder Capitalism Metrics. The table on the following page provides details of where to find our current reporting on a topic, and where necessary, outlines the primary reason for any omission using the following categories:

- **(M) Materiality:** Our assessment did not identify these topics as the most material topics for our stakeholders and organisation. Therefore, we've not prioritised capturing this data. In recognition that these remain important issues, we will continue to work to develop processes to collect data for future reporting where relevant.
- **(L) Legal considerations:** These relate to topics where there are legal prohibitions or restrictions to data collection or publication, such as asking people their ethnicity in certain jurisdictions.
- **(D) Data definitions and collection:** We continue to develop the scope and relevance of our reporting. For these topics, there are limitations on the availability of the data, or it has not previously been collected from KPMG firms.
- **(MG) Methodology not established:** These are metrics for which there is not a globally accepted methodology. For example, there is not yet a sector-based methodology to estimate the carbon impact of the professional services KPMG firms provide (i.e. our downstream Scope 3 emissions), but we are committed to continuously improving our consideration of the social, economic and environmental impact of KPMG firms' services.



UN Global Compact

Disclosure recommendation	Disclosure
Human rights	
1. Businesses should support and respect the protection of internationally proclaimed human rights;	Governance: Respecting human rights
2. Make sure that they are not complicit in human rights abuses.	
Labor	
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Governance: Respecting human rights
4. The elimination of all forms of forced and compulsory labor;	People: Inclusion, diversity and equity
5. The effective abolition of child labor;	KPMG International and KPMG firms support freedom of association and, where applicable, recognise the right to collective bargaining.
6. The elimination of discrimination in respect of employment and occupation.	
Environment	
7. Businesses should support a precautionary approach to environment challenges;	Planet
8. Undertake initiatives to promote greater environmental responsibility;	
9. Encourage the development and diffusion of environmentally friendly technologies.	
Anti-corruption	
10. Businesses should work against corruption in all its forms, including extortion and bribery.	Governance: Acting transparently with accountability and integrity



WEF IBC Core Metrics Index

Theme	Core metrics and disclosures	GRI mapping	Location and notes
Governance			
Governing purpose	Setting purpose	GRI 2-12	A message from our Global Chairman and CEO Governance: Purposeful business
Quality of governing body	Governance body composition	GRI 2-9, GRI 405-1a	Governance: Our structure and governance KPMG International Transparency Report: Governance and leadership
Stakeholder engagement	Material issues impacting stakeholders	GRI 2-12, GRI 2-29, GRI 3-2	Materiality
Ethical behavior	Anti-corruption (D)	GRI 205-2, GRI 205-3	Governance: Acting transparently with accountability and integrity KPMG International Transparency Report: Be independent and ethical
	Protected ethics advice and reporting mechanisms	GRI 2-26	Governance: Acting transparently with accountability and integrity KPMG International Transparency Report: Live our culture and Values
Risk and opportunity oversight	Integrating risk and opportunity into business process		Materiality KPMG International's Global Quality & Risk Management Steering Group (GQ&RMSG) is chaired by the Global Head of Quality, Risk & Regulatory and its other members are the risk management partners from the eight largest KPMG firms and for each of the three regions. GQ&RMSG is responsible for setting quality and risk management policies and procedures for the global organisation and for providing associated guidance. Climate Risk Report: Risk Management



Theme	Core metrics and disclosures	Corresponding metrics	Location and notes
Planet			
Climate change	Greenhouse gas (GHG) emissions (MG)	GRI 305:1-3	Planet: decarbonisation
	TCFD implementation (D)		Planet: Climate risk Climate Risk Report
Nature loss	Land use and ecological sensitivity	GRI 304-1	Planet: Nature and biodiversity
Freshwater availability	Water consumption and withdrawal in water-stressed areas (M)	GRI 303-5	Planet: Nature and biodiversity
People			
Dignity and equality	Diversity and inclusion (L)	GRI 405-1b	People: Inclusion, diversity and equity
	Pay equality (D)	GRI 405-2	People: Inclusion, diversity and equity
	Wage level (D)	GRI 2-21, 202-1	People: Inclusion, diversity and equity Across the Reporting KPMG Firms where the country or territory has set a minimum wage, the ratio of average graduate entry-level salary compared to the country minimum wage for FY23 ranged from 1.5 to more than 3.0 times the minimum wage (for FY22, it ranged from 1.3 to more than 3.0). The range across KPMG firms is mainly driven by regional variations and the difference in ratio between men and women is minimal.
	Risk for incidents of child, forced or compulsory labor	GRI 408-1b, GRI 409-1	Governance: Respecting human rights
Health and well-being	Health and safety (D)	GRI 403-9a&b, GRI 403-6a	People: Health and well-being
Skills for the future	Training provided (D)	GRI 404-1	People: Learning and development KPMG International Transparency Report: Nurture diverse skilled teams



Theme	Core metrics and disclosures	Corresponding metrics	Location and notes
Prosperity			
Employment and wealth generation	Absolute number and rate of employment (L)	GRI 2-7, 401-1a&b	People: Employment Indexes and explanations
	Economic contribution (D)	GRI 201-1, GRI 201-4	Prosperity: Economic contribution People: Communities Government assistance — during FY23, several KPMG firms received payments from governments in the normal course of business. These represent locally applicable tax credits and reimbursement of levies, including schemes where firms had previously paid contributions. There are limitations on providing certain economic contribution indicators as KPMG is a network of member firms and does not produce consolidated financial statements.
	Financial investment contribution (D)		There are limitations on providing certain financial-related indicators as KPMG is a network of member firms and does not produce consolidated financial statements.
Innovation of better products and services	Total R&D expenses (D)		Prosperity: Innovation KPMG International Transparency Report: Embrace digital technology
Community and social vitality	Total tax paid (D)	GRI 201-1	Prosperity: Economic contribution There are limitations on providing certain financial-related indicators as KPMG is a network of member firms and does not produce consolidated financial statements.



GRI content index

Statement of use	KPMG International has reported the information cited in this GRI content index for the period from 1 October 2022 to 30 September 2023 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 organisational details	About us Indexes and explanations: Notes and explanations
	2-2 Entities included in the organisation's sustainability reporting	About us Indexes and explanations: Notes and explanations
	2-3 Reporting period, frequency and contact point	Unless otherwise stated, the reporting is for the year ended 30 September 2023. Reporting is on an annual basis. Indexes and explanations: Contacts
	2-4 Restatements of information	KPMG is committed to the ongoing development of its ESG data to support Our Impact Plan commitments. As we work on this data development, we occasionally have methodology or data scope improvement where comparative restatements are required. An explanatory note is provided when this is the case.
	2-5 External assurance	We are working toward introducing a hybrid approach to ESG assurance across the Reporting KPMG Firms by FY25 across a number of our key ESG metrics. A number of larger KPMG firms already have external assurance over their greenhouse gas (GHG) and other ESG metrics. Statements or representations about KPMG's emissions and/or carbon claims have not yet been independently verified. Nonetheless, data supporting the firm's current methodologies and measurements for relevant emissions and/or carbon claims is set forth in the Planet chapter hereto.
	2-6 Activities, value chain and other business relationships	About us Indexes and explanations: Notes and explanations Governance: Purposeful business



GRI standard	Disclosure	Location
	2-7 Employees	People: Inclusion, diversity and equity
	2-8 Workers who are not employees	People: Inclusion, diversity and equity KPMG firms employed more than 26,000 people on a contingent labor basis as at 30 September 2023. Benefits available to employees are in line or are above the requirements of local employment laws and regulations.
	2-9 Governance structure and composition	Governance: Purposeful business KPMG International Transparency Report: Governance and leadership Climate Risk Report: Governance
	2-10 Nomination and selection of the highest governance body	Governance: Purposeful business KPMG International Transparency Report: Governance and leadership
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance: Purposeful business Climate Risk Report: Governance
	2-13 Delegation of responsibility for managing impacts	Governance: Purposeful business
	2-14 Role of the highest governance body in sustainability reporting	Governance: Purposeful business Climate Risk Report: Governance
	2-15 Conflicts of interest	Governance: Acting transparently with accountability and integrity KPMG International Transparency Report: Be independent and ethical Consistent with KPMG International's policies, all personnel, including Global Board members, are required to comply with detailed policies on conflicts of interest and auditor independence, as well as our 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.



GRI standard	Disclosure	Location
	2-16 Communication of critical concerns	Materiality Governance: Purposeful business KPMG International Transparency Report: Live our culture and Values
	2-17 Collective knowledge of the highest governance body	Governance: Purposeful business Members of the Global Board have a broad range of economic and social capabilities, as well as having either economic/finance-related degrees and/or accounting qualifications. All have experience in running national KPMG practices, which entails consideration of economic, social and environmental issues, and receive regular ESG briefings.
	2-22 Statement on sustainable development strategy	A message from our Global Chairman and CEO Governance: Purposeful business
	2-23 Policy commitments	KPMG's policy commitments are described throughout this document, in the KPMG International Transparency Report 2023 and on kpmg.com . Global Code of Conduct
	2-24 Embedding policy commitments	Governance: Purposeful business Global Code of Conduct KPMG International Transparency Report: Live our culture and Values
	2-25 Processes to remediate negative impacts	Governance: Purposeful business Global Code of Conduct KPMG International Transparency Report: Live our culture and Values
	2-26 Mechanisms for seeking advice and raising concerns	Governance: Purposeful business Global Code of Conduct KPMG International Transparency Report: Live our culture and Values
	2-27 Compliance with laws and regulations	Governance: Acting transparently with accountability and integrity KPMG International Transparency Report: Live our culture and Values KPMG International Transparency Report: Be independent and ethical
	2-28 Membership associations	Governance: Purposeful business About us



GRI standard	Disclosure	Location
GRI 3: Material Topics 2021	2-29 Approach to stakeholder engagement	
	2-30 Collective bargaining agreements	KPMG International and KPMG firms support freedom of association and, where applicable, recognise the right to collective bargaining.
	3-1 Process to determine material topics	Materiality
	3-2 List of material topics	Materiality
GRI 201: Economic Performance 2016	3-3 Management of material topics	Materiality
	201-1 Direct economic value generated and distributed	Prosperity: Economic contribution
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Risk Report
	201-4 Financial assistance received from government	Government assistance — during FY23, several large member firms received payments from governments in the normal course of business. These represent locally applicable tax credits and reimbursement of levies, including schemes where firms had previously paid contributions. There are limitations on providing certain economic contribution indicators as KPMG is a network of member firms and does not produce consolidated financial accounts.
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	People: Inclusion, diversity and equity Across the Reporting KPMG Firms where the country or territory has set a minimum wage, the ratio of average graduate entry-level salary compared to the country minimum wage for FY23 ranged from 1.5 to more than 3.0 times the minimum wage (for FY22, it ranged from 1.3 to more than 3.0). The range across KPMG firms is mainly driven by regional variations and the difference in ratio between men and women is minimal.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance: Acting transparently with accountability and integrity KPMG International Transparency Report: Be independent and ethical Global Code of Conduct



GRI standard	Disclosure	Location
	205-2 Communication and training about anti-corruption policies and procedures	Governance: Acting transparently with accountability and integrity KPMG International Transparency Report: Be independent and ethical Global Code of Conduct
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Governance: Acting transparently with accountability and integrity KPMG International Transparency Report: Be independent and ethical Global Code of Conduct
GRI 207: Tax 2019	207-1 Approach to tax	Governance: Cultivating a responsible tax practice Prosperity: Economic contribution
	207-2 Tax governance, control, and risk management	Governance: Cultivating a responsible tax practice Prosperity: Economic contribution
	207-3 Stakeholder engagement and management of concerns related to tax	Governance: Cultivating a responsible tax practice
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Planet: Decarbonisation
	302-3 Energy intensity	Planet: Decarbonisation
	302-4 Reduction of energy consumption	Planet: Decarbonisation
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Planet: Nature and biodiversity During FY21, KPMG conducted a review of 684 of its offices across its network of member firms. The review assessed the number of protected areas and Key Biodiversity Areas (KBAs) within a 5 kilometer radius of operational sites — 68 percent of our sites were determined to meet the protected area criteria and 29 percent the KBAs criteria.
	304-2 Significant impacts of activities, products and services on biodiversity	Planet: Nature and biodiversity
	304-3 Habitats protected or restored	Planet: Nature and biodiversity



GRI standard	Disclosure	Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Planet: Decarbonisation
	305-2 Energy indirect (Scope 2) GHG emissions	Planet: Decarbonisation
	305-3 Other indirect (Scope 3) GHG emissions	Planet: Decarbonisation
	305-4 GHG emissions intensity	Planet: Decarbonisation
	305-5 Reduction of GHG emissions	Planet: Decarbonisation
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Planet: Decarbonisation Planet: Climate risk Governance: Our Supplier Code of Conduct
	308-2 Negative environmental impacts in the supply chain and actions taken	Planet: Decarbonisation Planet: Climate risk Governance: Our Supplier Code of Conduct
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Prosperity: Employment
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	KPMG employed more than 26,000 people on a contingent labour basis at 30 September 2023. Benefits available to employees are in line or are above the requirements of local employment laws and regulations.
	401-3 Parental leave	Benefits available to employees are in line or are above the requirements of local employment laws and regulations.
GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	KPMG firms comply with local laws and, in many cases, exceed statutory requirements. KPMG firms also adhere to the applicable notice periods based on national laws or local collective agreements.
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	People: Health and well-being KPMG offers a range of health and well-being support for our people across the network.



GRI standard	Disclosure	Location
	403-4 Worker participation, consultation, and communication on occupational health and safety	People: Health and well-being KPMG offers a range of health and well-being support for our people across the network.
	403-5 Worker training on occupational health and safety	People: Health and well-being KPMG offers a range of health and well-being support for our people across the network.
	403-6 Promotion of worker health	People: Health and well-being KPMG offers a range of health and well-being support for our people across the network.
	403-10 Work-related ill health	People: Health and well-being KPMG offers a range of health and well-being support for our people across the network.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	People: Learning and development
	404-2 Programs for upgrading employee skills and transition assistance programs	People: Learning and development
	404-3 Percentage of employees receiving regular performance and career development reviews	KPMG International Transparency Report: Nurture diverse skilled teams
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	People: Inclusion, diversity and equity
	405-2 Ratio of basic salary and remuneration of women to men	People: Inclusion, diversity and equity
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Governance: Acting transparently with accountability and integrity Governance: Respecting human rights Global Code of Conduct KPMG International Transparency Report: Live our culture and Values



GRI standard	Disclosure	Location
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	KPMG International and KPMG firms support freedom of association and, where applicable, recognise the right to collective bargaining.
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Governance: Respecting human rights Global Code of Conduct
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Governance: Respecting human rights Global Code of Conduct
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	People: Communities
	413-2 Operations with significant actual and potential negative impacts on local communities	People: Communities
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Governance: Respecting human rights
	414-2 Negative social impacts in the supply chain and actions taken	Governance: Respecting human rights Global Code of Conduct
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance: Purposeful business Global Code of Conduct



Notes and explanations

Acronyms

Term	Description
ACB	Asia Commercial Joint Stock Bank
ACRIF	Africa Climate Risk Insurance Facility
AfDB	African Development Bank
AI	Artificial intelligence
ASPAC	Asia Pacific
B4SI	Business for Sustainable Impact (B4SI)
BEPS	Base Erosion and Profit Shifting
CARE framework	Consider, Assess, Respond, Evolve framework
CDP	Formerly the Carbon Disclosure Project
CEO	Chief Executive Officer
EMA	Europe, Middle East and Africa, including India
ENR	Energy and Natural Resources
ERM	Enterprise Risk Management
ESG	Environmental, social and governance
G20	Group of 20

Term	Description
GDPR	General Data Protection Regulation
GEF	Global Environment Facility
GHG	Greenhouse gas
GMT	The Global Management Team of KPMG International Limited
GPPC	Global Public Policy Committee
GQ&RMSG	Global Quality & Risk Management Steering Group
GRI	Global Reporting Initiative
HBCUs	Historically Black colleges and universities
ICP	Internal Carbon Price
IDE	Inclusion, diversity and equity
IESBA	International Ethics Standards Board for Accountants
IFRS	International Financial Reporting Standards
IGP	Industrial Growth Plan
IHF	IT's Her Future
ISQM 1	International Standards on Quality Management



Term	Description
ISSB	International Sustainable Standards Board
KBAT	KPMG BEPS 2.0 Automation Technology
KPI	Key Performance Indicator
LGBTQ+	Lesbian, gay, bisexual, transgender, queer (or sometimes questioning) and others
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
PACI	Partnering Against Corruption Initiative
PGS	Purchased Goods and Services
RPA	Robotics Process Automation
SBT	Science-Based Target
SBTi	Science-Based Targets initiative

Term	Description
SEND	Special Educational Needs and Disability
tCO₂e/ktCO₂e	Tonnes/kilotonnes of carbon dioxide equivalent
TCFD	Task Force on Climate-related Financial Disclosures
TNFD	Taskforce on Nature-related Financial Disclosures
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural organisation
UNESCO GSA	UNESCO Global Skills Academy
UNGC	United Nations Global Compact
WEF IBC	World Economic Forum International Business Council



Glossary

Term	Description
Community investment	The International Sustainability Standards Board is a standard-setting body established in 2021-2022 under the IFRS Foundation, whose mandate is the creation and development of sustainability-related financial reporting standards to meet investors' needs for sustainability reporting.
Contingent labour	Climate IQ is KPMG's multi-industry risk management tool that can run multiple scenarios to address the questions clients have around their company's exposure to climate change. It supports formulating strategic decisions in line with business needs and regulatory requirements.
Disadvantaged young people	Member firms in the KPMG global organisation that are members in, or have other legal connections to, KPMG International. Each firm is a separate legal entity and does not, and cannot, operate as a corporate multinational. Professional services to clients are exclusively provided by these firms who remain solely responsible and liable in respect of these services.
FY19	1 October 2018 to 30 September 2019
FY20	1 October 2019 to 30 September 2020
FY21	1 October 2020 to 30 September 2021
FY22	1 October 2021 to 30 September 2022
FY23	1 October 2022 to 30 September 2023
General volunteering	KPMG partners and employees engaging in general volunteering to support their communities includes activities such as tree-planting, school painting activities, gardening — activities that do not form part of client services provided by member firms to clients.
GHG Protocol	KPMG follows the globally recognised Greenhouse Gas Protocol (GHG Protocol), developed by the World Business Council for Sustainable Development and the World Resources Institute. The GHG Protocol provides standards and guidance for companies and other organisations preparing a GHG emissions inventory, also known as a carbon footprint. The GHG Protocol categorizes a company's or organisation's emissions into three separate scopes.
Global Board	The Global Board of KPMG International Limited.
GRI	The Global Reporting Initiative is an international independent standards organisation that helps businesses, governments and other organisations understand and communicate their impacts on issues such as climate change, human rights and corruption.
GRI 3	GRI 3: Material Topics 2021 (GRI 3) is a component of the GRI Universal Standards. It offers guidance to organisations on disclosing the list of material topics; the process for determining these topics; and how the organisation manages each topic.



Term	Description
ISSB	The International Sustainability Standards Board is a standard-setting body established in 2021-2022 under the IFRS Foundation, whose mandate is the creation and development of sustainability-related financial reporting standards to meet investors' needs for sustainability reporting.
KPMG Climate IQ	Climate IQ is KPMG's multi-industry risk management tool that can run multiple scenarios to address the questions clients have around their company's exposure to climate change. It supports formulating strategic decisions in line with business needs and regulatory requirements.
KPMG firms	Member firms in the KPMG global organisation that are members in, or have other legal connections to, KPMG International. Each firm is a separate legal entity and does not, and cannot, operate as a corporate multinational. Professional services to clients are exclusively provided by these firms who remain solely responsible and liable in respect of these services.
KPMG Foundations	Several KPMG firms have established separate community giving entities as KPMG Foundations. A KPMG Foundation typically is funded by a periodic contribution by the affiliated KPMG firm(s) and has a separate structure, including its own administrative and management costs.
KPMG International	KPMG International Limited is an English private company, limited by guarantee, which does not provide services to clients. KPMG International Limited provides services and support to, or for the benefit of, KPMG firms and does not provide professional services directly, or indirectly, to clients. Professional services to clients are exclusively provided by KPMG firms who remain solely responsible and liable in respect of these services.
Pro bono	Formal engagements, with a signed engagement letter and engagement code, that provide a professional service, skill or knowledge which is offered free of charge by a KPMG firm to another organisation being: a non-governmental organisation (NGO); beneficiary organisation; non-profit organisation; charity; social enterprise; school and/or other locally relevant civil society organisations (out-of-pocket costs, such as travel, may be charged to the client).
Reporting KPMG Firms	Reporting KPMG Firms means KPMG firms in 20 large countries and territories, including KPMG firms whose senior partner is also a Global Board member. These countries and territories are Australia, Brazil, Canada, China, France, Germany, India, Ireland, Italy, Japan, Mexico, the Netherlands, Poland, Singapore, Spain, South Africa, South Korea, Switzerland, the UK and the US. The corresponding data from FY20 and FY21 included data from Russia, which is no longer part of the KPMG network.
Scope 1: Direct GHG emissions	Direct GHG emissions occur from sources the KPMG member firms own or control, including on-site stationary fuel combustion, fuel combustion in owned/controlled vehicles, and fugitive emissions from leaks in heating, ventilation, and cooling equipment.
Scope 2: Indirect emissions from purchased electricity	Indirect emissions from purchased electricity, steam, heat or cooling which arise from the generation of power by a third party that is consumed by a KPMG firm.



Term	Description
Scope 3: Other indirect GHG emissions	Upstream Scope 3 emissions include business activities that are relevant to a KPMG firm's climate impact but are not under the direct control of a KPMG firm, such as: supply chain; air travel; business travel in personal vehicles; rail travel and energy used in common areas of multi-tenant buildings (e.g. elevators, lobbies); and employee commuting. Downstream Scope 3 emissions would be the carbon impact of our client services. We do not currently estimate these, as there is no established methodology for professional services.
Skills-based volunteering	Includes: <ul style="list-style-type: none"> • Secondments, where KPMG periodically provides resources at no cost to civil society organisations. These may be on a full- or part-time basis over an extended period. • Board or trustee appointments, where KPMG firms' partners and employees frequently serve as board or trustee members of community organisations. • Skills-based volunteering, where volunteering for a community-benefit organisation and utilizing KPMG professionals' skillsets. These differ from pro bono engagements as they are typically shorter periods and not formalized as an engagement.
UN Global Compact	The UN Global Compact is a non-binding UN pact to encourage businesses and organisations worldwide to adopt sustainable and socially responsible policies and to report on their implementation.
UN Sustainable Development Goals	The UN Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that by 2030 all people enjoy peace and prosperity. Source: www.UNDP.org
Valuable 500	The Valuable 500 is a global movement aimed at driving recognition of the importance of accessibility and inclusion for individuals with disabilities at the forefront of business leadership agendas.

Notes on basis of preparation

1. Throughout this content, "we", "KPMG", "us" and "our" refers to the global organisation, to KPMG International Limited ("KPMG International"), or to one or more of the member firms of KPMG International Limited, each of which is a separate legal entity.
2. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.
3. The financial information set forth in this document represents combined information of the independent KPMG member firms, affiliated with KPMG International Limited, that perform professional services for clients. The information is combined here solely for presentation purposes. KPMG International Limited performs no services for clients nor, concomitantly, generates any client revenue.
4. As of 30 September 2023, KPMG firms operate in 143 countries and territories. All metrics are for the network as a whole unless otherwise stated.
5. Statements or representations about KPMG's emissions and/or carbon claims have not yet been independently verified. Nonetheless, data supporting the firm's current methodologies and measurements for relevant emissions and/or carbon claims is set forth in the Planet chapter hereto.
6. Climate change performance data for FY23 has been collected from 75 KPMG firms including Reporting KPMG Firms. Although KPMG International has not obtained third-party verification of the emissions data in this report, a number of the KPMG firms have had their underlying data independently verified. To estimate total emissions on a global basis on the basis of the data collected from the relevant KPMG firms, KPMG International's methodology for relevant emissions and/or carbon claims is in accordance with the globally recognised Greenhouse Gas Protocol (GHG Protocol), developed by the World Business Council for Sustainable Development and the World Resources Institute. The GHG Protocol provides standards and guidance for companies and other organisations preparing a GHG emissions inventory, also known as a carbon footprint. For more information please go to the Planet section.



About KPMG in Singapore

Global presence



143

Countries and territories



More than

>273,000 people

KPMG in Singapore (Since 1941)



Close to

3,500 people

Partners

128

Professionals

>3,040

Admin / Interns
and Temps

>260

* Information accurate as of 30 April 2024



Contact us

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

Roisin Murphy

Head of Global Sustainability
(Our Impact Plan)
KPMG International
E: roisin.murphy@kpmg.co.uk

John McCalla-Leacy

Head of Global ESG
KPMG International
E: john.mccalla-leacy@kpmg.co.uk

Cherine Fok

Partner-In-Charge
Our Impact Plan
KPMG in Singapore
E: cherinefok@kpmg.com.sg



www.kpmg.com.sg

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