



# KPMG: Our Impact Plan 2024 update

At a glance summary

KPMG. Make the Difference.



KPMG International

[kpmg.com/ourimpactplan](https://kpmg.com/ourimpactplan)

Welcome to the at a glance summary of [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 organization 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 this summary and [the full update](#) useful and look forward to continuing working with all our stakeholders to bring about the transformation so needed in the world today.

## Bill Thomas

Global Chairman and CEO  
KPMG International

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# ESG as the watermark

Today, the challenges the world faces have never been greater, with immense pressures on business and in society.

This is why all of us at KPMG continue to recognize and embrace our Purpose — to inspire confidence and empower change. Answering that calling starts with great people with strong values and skills across many different disciplines. KPMG is at our very best when all of those 270,000+ talented individuals across the globe are working together, side-by-side with clients, alliance partners and wider stakeholders to solve problems and help 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.

This is why we are committed to ensuring ESG is embedded in everything that we do — by understanding the ESG agenda, we can help those organizations that rely on us — whether big or small — to overcome their challenges.

# How we make an impact at KPMG

## 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 organization

## Our Impact

### Clients and supply chain

- Impact through the **services we provide**
- Offer insights and analysis to help inform the **decision making of clients**
- **Sustainable, ethical** and **fair** practices

### People

- Create an **inclusive culture** where our people come as they are
- Commitment to offer **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**

# Highlights at a glance

Measuring our progress to creating long-term value and building a more sustainable future

## Governance

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

Launched **US\$4 billion investments in Technology, Talent and ESG** to ensure that we remain a resilient business that clients can rely on in a dynamic environment.

Completed a robust materiality assessment refresh and, for the first time, reported 'with reference' to **Global Reporting Initiative (GRI)** guidance.

Hosted our first Global Values Week for **270,000+ of our people** across 140+ countries and territories.

## People

Upskilled our people through Digital and Data Foundations training programs with more than **126,000 hours** in FY23 to stay current on technological innovations.

Collaborated with three leading business universities to launch more than **100 ESG learning resources**, accessible to all our people, underpinning our commitment to embed ESG in everything we do.

Increased the representation of women in leadership roles across KPMG firms to **29.4 percent** up by 3.3 percent from our baseline at 1 October 2020.

Formed new alliance with **MindForward**, a global not-for-profit organization transforming workplace culture, to scale and provide stronger mental health and well-being support for all our people.

# Planet

Reduced gross emissions against our FY19 baseline year **by 22 percent** on our journey to net-zero.

Increased renewable energy consumption across our global organization to **81 percent** in FY23 including our Reporting KPMG Firms<sup>1</sup> that reached 100 percent in FY22.

Supported nature-based solutions through **Internal Carbon Price (ICP)** funding as part of KPMG firms' decarbonization investment plans.

Published our **first global Climate Risk Report** — aligned with Task Force on Climate-related Financial Disclosures (TCFD) — that assessed the impact of moving to a low-carbon net-zero economy and how we can support our clients with this change.

# Prosperity

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

Increased support to local communities by providing **US\$181 million** of financial investment, up 22 percent from FY22.

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.

Contributed **US\$2 billion** in operational taxes that support governmental functions, public benefits and key infrastructure in the communities where we operate.

<sup>1</sup> Reporting KPMG Firms" means KPMG firms in 20 large countries and territories, including member 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, South Africa, South Korea, Spain, Switzerland, the UK and the US.



# Governance

Our Purpose and Values  
guide everything we do.

**“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

KPMG is here to help bring positive change and this can only be achieved with strong governance. Governance creates the framework that drives purposeful activity. It helps us ensure we are considering our economic, environmental and social impact in all that we do, internally and in our work with clients. It helps us align our financial and societal performance.

Driven by our Values that guide our actions and our Purpose to inspire confidence and empower change, we are committed to the highest standards of personal and professional behavior. We apply an ESG lens across our audit, tax and advisory services, globally, regionally and locally, and work to equip our people with the necessary training to help ensure a clear, responsible and resilient approach to sustainability.





### **Our commitment:**

*Always act with a clear purpose*

At KPMG, we recognize 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 organization to guide our day-to-day behaviors. 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.

### **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.

### **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.

### **Our commitments:**

- *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 behavior. The new KPMG CARE framework (Consider, Assess, Respond, Evolve) helps our people practice and build confidence in making ethical decisions.

### **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 labor in line with the United Nation's Guiding Principles on Business and Human Rights. We recognize 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.

# Governance highlights

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

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Launched **US\$4 billion investments in Technology, Talent and ESG** to ensure that we remain a resilient business that clients can rely on in a dynamic environment.

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Hosted our first Global Values Week for **270,000+ of our people** across 140+ countries and territories.

## Driving audit quality

KPMG Clara is a transformative innovation in the audit sector, **empowering our 90,000 auditors in more than 140 countries** to offer deeper insights and improved audit quality to hundreds of thousands of entities we audit.

## 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.

## Create and protect the sustainable value for clients

We leverage technology to help businesses better meet a range of **ESG objectives and obligations and embed sustainable practices** across our portfolio of tools, solutions and services.

## Collaborating with Microsoft to make a difference

[Learn how](#) KPMG and Microsoft are working together to develop leading technology solutions that make a tangible impact on corporate responsibility and environmental stewardship.

## Gaining assurance over ESG metrics

[Read how](#) KPMG in Germany helped E.ON SE to progress on their commitments to sustainability, climate protection and the future of our planet.

## KPMG in Brazil's new Human Rights Services Hub

[Watch a video](#) with Andre Winter to hear how KPMG in Brazil's new Hub focuses on the 'Social' component of ESG, where they leverage deep knowledge on risk, reputation and integrity to help make the difference.



# People

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

**“KPMG strives to create a compelling employee experience for our 270,000+ people, supporting them to build challenging and rewarding careers. We continue to face a rapidly changing environment and it is crucial that while we respond to the short-term needs, we continue to take a long-term view to bring our promise to our employees to life, support their well-being and development, and deliver business results. Our approach of two-way engagement with our people helps us build an organization that is responsive to their needs while delivering the best results for our clients and contributing positively to our communities.”**

## **Nhlamu Dlomu**

Global Head of People  
KPMG International

Across the globe, we aim to provide our people with meaningful and impactful work and help them develop their careers within an inclusive, diverse, rewarding and supportive culture. In a fast-changing and uncertain world, we place a high priority on acquiring new skills across multiple disciplines to adapt and grow, as part of a lifetime of learning.

Our people are encouraged to come as they are and bring their unique experiences and perspectives to deliver insights and innovation. They are recognized for the difference they make, the leadership they show and the success they create for our clients and with others.



### **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've 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 organization.

### **Our commitment:**

*Advocate 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.

### **Our commitment:**

*Foster an educated, empathetic workforce*

Supporting an inclusive culture characterized 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 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.

### **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.

# People highlights

Upskilled our people through Digital and Data Foundations training programs with more than **126,000 hours** in FY23 to stay current on technological innovations.

Collaborated with three leading business universities to launch more than **100 ESG learning resources**, accessible to all our people, underpinning our commitment to embed ESG in everything we do.

Increased the representation of women in leadership roles across KPMG firms to **29.4 percent** up by 3.3 percent from our baseline at 1 October 2020.

Formed new alliance with **MindForward**, a global not-for-profit organization transforming workplace culture, to scale and provide stronger mental health and wellbeing support for all our people.

## Virtual Global IDE Summits

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.

## Global pay gap by gender analysis

In FY23, we completed a relative pay by gender analysis with six of our Reporting KPMG Firms, to help increase transparency, establish a baseline and develop global recommendations.

## Developing future leaders

Through our global programs we support and develop leaders at different stages of their careers — Chairman’s 75, Next Generation Council, Leaders 2050.

## Supporting workplace mental health

[Read how](#) KPMG International has joined forces with MindForward to support mental health in the workplace.

## Making workplace technology accessible to all

[Watch a video](#) to hear Emily Carlson, KPMG in the UK, explain how she is making the difference as an advocate for persons with disabilities.

## Building an AI-skilled workforce

[Read about](#) the first ‘24 hours of AI — the foundations’ event that was part of our global AI immersion and education program.





# Planet

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

**“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 decarbonization 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

As a large global organization, at KPMG we recognize and embrace our responsibility to quantify and mitigate the impact of our operations and the services we provide. We want to fully play our part in the transition to societal net-zero and help address the existential challenges of climate change, water pollution, deforestation and biodiversity loss.





### **Our commitment:**

*Achieve net-zero carbon emissions by 2030*

Decarbonization is critical to curbing the harmful effects of climate change and drives our net-zero carbon emission efforts to decarbonize our business by 50 percent across all scopes by 2030. Overall, we are making progress, as we've seen a 22 percent reduction in gross emissions against our FY19 baseline year, but we realize the decarbonization journey is complex. While we've seen improvements in Scope 1 and 2 emissions, we remain vigilant in addressing our Scope 3 emissions with a focus on managing business travel and advancing our supply chain decarbonization program.

### **Our commitment:**

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

KPMG recognizes climate change as a key business risk and we are already experiencing its impact. Like many other global organizations, we are on a journey when it comes to climate change. A key milestone in this journey is the publication of our first [Climate Risk Report](#) — aligned with Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

### **Our commitment:**

*Understanding and improving our impact on nature and biodiversity*

As nature positivity and biodiversity are foundational for the health of the planet, we are conducting an assessment across our global organization to better understand our nature-related impacts. KPMG International actively participates in the new Taskforce on Nature-related Financial Disclosures (TNFD), helping to drive improved transparency on how businesses manage their relationship with nature.

# Planet highlights

**Reduced gross emissions** against our FY19 baseline year by **22 percent** on our journey to net-zero.

Increased renewable energy consumption across our global organization to **81 percent** in FY23 including our Reporting KPMG Firms that reached 100 percent in FY22.

Supported nature-based solutions through **Internal Carbon Price (ICP)** funding as part of KPMG firms' decarbonization investment plans.

Published our **first global Climate Risk Report** — aligned with Task Force on Climate-related Financial Disclosures (TCFD) — that assessed the impact of moving to a low-carbon net-zero economy and how we can support our clients with this change.



## Climate-related risks in the financial statement audit

Introduced and developed enhanced methodologies, guidance, training and workpapers for the consideration of climate-related risks in the financial statement audit.

## Measuring net-zero readiness to drive global action

We launched [KPMG's 2023 Net-Zero Readiness Report](#) that examined potential barriers to achieving net-zero by 2050.

## Helping to drive circular economies

Launched the [KPMG Circularity Tracker](#) which measures circularity at every level of an enterprise, from products and locations to materials, to support clients' circular economy transition.

## Investing in ecosystem protection and restoration

[Read how](#) across a number of our firms, we are investing over US\$1 million in WWF conservation and nature restoration projects.

## Next generation of leaders driving a sustainable future

[Read about](#) the Leaders 2050 program that is a KPMG-led, external network of KPMG future leaders focused on a fair and just transition to net-zero, clean growth and sustainability.

## Advancing the biodiversity agenda

[Watch a video](#) to learn how Fiorella Sanchez, from KPMG in Belgium, advises and helps guide clients to shape their business practices to meet environmental regulations.





# Prosperity

Making a positive social and economic impact.

**“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

Being a good corporate citizen is something KPMG takes seriously. We believe it is our responsibility to help create a more prosperous world and continue contributing to the overall economic and social well-being of the world’s population.

We do this by bringing together our multi-disciplinary skills to drive economic growth and organizational resilience in a sustainable and responsible way. We are a significant employer in the countries and territories in which we operate. We are responsible payers of all applicable tax. We drive social impact by helping to stimulate digital and technological advancements through innovation and by leveraging our global reach.

### **Our commitments:**

- *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 prioritize our investment in communities and, across the KPMG organization, 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 realize 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.

# Prosperity highlights

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

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Increased support to local communities by providing **US\$181 million** of financial investment, up 22 percent from FY22.

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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.

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Contributed **US\$2 billion** in operational taxes that support governmental functions, public benefits and key infrastructure in the communities where we operate.

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## KPMG Trusted AI

Our strategic approach and framework to designing, building, deploying and using AI solutions in a responsible and ethical way to ensure we can accelerate value with confidence.

## Investing in sustainable growth

KPMG reported annual aggregated global revenues of US\$36.4 billion in FY23.

## Closing the gender gap in technology

IT's Her Future are KPMG initiatives focused on helping girls and women from diverse, underserved communities acquire technical and other essential skills to find gainful employment.

## Facilitating inclusive learning opportunities

[Read how](#) we are building a strong collaboration with UNESCO, with an ongoing commitment to helping drive education transformation across the globe.

## Equipping students with future-ready skills

[Watch a video](#) to hear how Chi Zhang in KPMG China is helping to create employment pathways for disadvantaged youth through the 10by30 program.

## Adopting technology with trust

[Read how](#) KPMG in Colombia worked with the nation's largest commercial bank on a comprehensive robotics process automation (RPA) business case that strengthened the bank's decision-making capabilities and improved its risk and compliance performance.



# Materiality

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

**Our Impact Plan sets out the commitments we're making on our journey to become a better business and reaffirms our commitments to the UN Global Compact Principles and the UN Sustainable Development Goals.**

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. 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 leveraged best practice methodology, and the support of KPMG's ESG Advisory practice.

**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.**



# Contacts

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

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**kpmg.com**



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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 recognized 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 organizations preparing a GHG emissions inventory, also known as a carbon footprint. For more information download the [full PDF](#).

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