



OUR IMPACT PLAN 2025

OUR STORY

1 July 2024 – 30 June 2025

KPMG Australia

Welcome

It has been a year of extraordinary unpredictability. Our firm has needed to adapt to rapid economic, geopolitical and technological shifts. And we've been supporting our clients to also respond at pace to the challenges and opportunities presented.

In the face of such external change, we are proud of our achievements. These include the progression we have made in evolving our own business, focusing on our wider societal impact, but most particularly, the way we have worked closely with our clients as they needed us, including in the transformation journeys they themselves are undertaking.

AI is at the core of our firm-wide strategy, and we have seen our AI tools drive significant productivity benefits for ourselves and our clients.

Our people are our greatest asset and this year we have seen them grow their capabilities through rapid upskilling for the new world of AI and actively contributing to our values-driven culture.

Our Story is a succinct read, providing you with an overview of our firm, aiming to give you a better feel of who we are and what we stand for. It includes our aspirations and examples of what we have achieved in FY25.

This is purposefully a highlights document and a companion piece to [Our Impact Plan 2025](#) and its accompanying Databook, which provide full detail on how we are progressing on all of our commitments.



→ [Our Impact Plan 2025](#)



→ [Our Progress Card 2025](#)



→ [Our Databook 2025](#)

Acknowledgement of Country

KPMG acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past and present as the Traditional Custodians of the land, water and skies of where we work.

kpmg.com/au/rap

OUR PURPOSE

Inspire confidence.
Empower change.



OUR VALUES

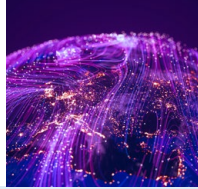
Integrity. Excellence. Courage.
Together. For Better.



PART OF A
GLOBAL FIRM

275,000+
Partners & people worldwide

Spanning 140+ countries & territories



TECHNOLOGY

1st in world to achieve
ISO 42001(AI)
certification by BSI

Accelerating innovation with
strategic alliances including
Microsoft | IBM | Google Cloud |
Oracle | SAP | ServiceNow



2024 Microsoft ANZ
Business Transformation
Partner of the Year

7,300 AI digital training badges
awarded to our people in FY25



#1 ranking in the Australian
market for AI advice &
implementation quality*

OUR SOCIAL IMPACT



Reached 12,000 young people in need in FY25

via our community partners: ABCN | OzHarvest |
WorkVentures | GO Foundation | AI Amplified with
Microsoft and Year 13

34,364

community
impact hours
worked in
FY25

KPMG Nature Positive Challenge

Third year running in FY25 |
\$100,000 prize winner **Levur**



367 KPMG people to date have provided
their skills to Indigenous regional
organisations through **Jawun secondments**

PEOPLE



**Brought in 637
graduates in 2025**

**Promoted nearly
1,200 people**



FY25 held our inaugural
**KPMG Ethical
Leadership Summit**

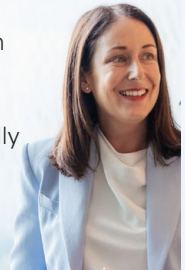
REDUCED GENDER PAY GAP TO

8.7% People
12.1% Partners

OUR PARTNERSHIP

37%
Women

18.4%
Culturally
diverse



4,445+

participants in our
Purpose Weeks

ACCREDITATIONS

Australian Workplace Equality Index 2025
Platinum Employer
WGEA Employer of Choice
Family Friendly Workplace 2024–2026

ABOUT KPMG

KPMG AUSTRALIA, FIJI & PNG

**8,967 people and 684 Partners
and executive directors**

OUR BUSINESSES

Audit & Assurance | Consulting | Deals Advisory
& Infrastructure | Enterprise | Tax & Legal

17 OFFICES

Work delivered
to over

13,000

clients in FY25



NATIONAL CHAIRMAN **CEO**
Martin Sheppard Andrew Yates

3 INDEPENDENT BOARD DIRECTORS

**\$2.315
billion**

FY25 Total
Revenue

*Source Consulting *Perspectives: Perceptions of Consulting in Australia 2024*.

OUR FY25 IMPACT PLAN COMPRISES 16 PUBLIC COMMITMENTS

Our commitments demonstrate the aspirations of our firm

PROSPERITY

Making a positive social and economic impact

1. Strong economic contribution
2. Exceptional client outcomes through work that matters
3. Build a thriving technology business and innovate with our clients, alliance partners and the startup ecosystem
4. Help shape better economic futures for 100,000 young people in need, by 2030

GOVERNANCE

Our purpose and values guide everything we do

5. Always act with a clear purpose
6. To lead the profession in audit quality
7. Uphold the highest level of information protection, data privacy and security
8. Drive a responsible tax practice
9. Act lawfully, ethically and in the public interest
10. Respect human rights and work against corruption and modern slavery

PEOPLE

Creating a caring, inclusive, purpose-led and values-driven culture

11. Invest in our people experience and learning to build future-ready careers
12. Champion equality and create an inclusive and equitable culture for all
13. Enhance the health and wellbeing of our people

PLANET

Supporting our firm's, our clients' and Australia's transition to net zero

14. Decarbonise our operations and supply chain towards net zero
15. Climate risk: support our clients and the nation's transition to a low-carbon future
16. Understand and improve our impact on nature and biodiversity

PROSPERITY

GOVERNANCE

PEOPLE

PLANET

Our Impact Plan FY25 progress highlights

PROSPERITY

Making a positive social and economic impact

We employed almost 9,000 people and 684 Partners and Executive Directors. We recorded \$2.315 billion in revenue and \$396 million in taxes were paid by the firm and its Partners. In an unpredictable environment, our **diverse business model** has been a strength.

We **reshaped our business** to drive innovation and transformation for our firm and our clients, putting AI at its centre. We delivered work to support over 13,000 clients.

We launched a **new ambitious commitment** to 'Help shape better economic futures for 100,000 young people in need by 2030'. Our people and Partners engaged in over **34,000** hours of volunteering, mentoring and pro bono work, with our community impact contribution for FY25 valued at \$9.83 million.

GOVERNANCE

Our purpose and values guide everything we do

We held our **Ethical Leadership Summit** – upskilling over 250 emerging leaders. We also conducted a Fit for Purpose program where 4,445 of our people connected their personal purpose with that of the firm.

KPMG Australia became the first organisation globally to obtain ISO 42001 (AI) certification by BSI, **recognising our strong AI governance framework**.

Patty Akopiantz was reappointed as an independent director, sitting alongside Mike Baird AO and Jane Hemstrich AO on our Board. Michael Ebeid AM was reappointed as an Independent Board Adviser. Carmel Mortell commenced as the firm's Deputy Chair; and Martin Sheppard was appointed Chairman of KPMG Asia Pacific, effective 1 October 2025. Our risk governance leadership was expanded with a fully dedicated Chief Risk Officer and Head of Office of General Counsel on our National Executive Committee.

PEOPLE

Creating a caring, inclusive, purpose-led and values-driven culture

Our employee **gender pay gap was reduced** to 8.7%. Women in Partnership rose to 37% and Partners identifying as culturally diverse reached 18.4%. We were recognised as a **2025 Platinum Employer** of the Year in the Australian Workplace Equality Index.

We upskilled a broad base of our firm in AI. Over **7,300 AI digital training badges** were completed by our people.

Our recent mid-year pulse survey recorded a 5% increase in our people's perceptions of sustainable workload. We adopted the **Voluntary Guidelines for Sustainable and Supportive Work Practices** developed by the Australian Accounting and Assurance Public Policy Committee (AAAPPC).

PLANET

Supporting our firm's, our clients' and Australia's transition to net zero

We delivered over **460 sustainability engagements** and worked with over 200 clients on assurance, climate risk and climate-related disclosures, targets and strategies. We brought an ESG lens to more than 30 significant market transactions.


We set sustainability as a core principle in our AI strategy, and for the first time purchased **renewable electricity** to cover the electricity use associated with our offsite data centres.

We received a record number of applications for the third year of the **KPMG Nature Positive Challenge** – with ethical oil startup Levur claiming the top prize.

OUR PROSPERITY COMMITMENTS

How we're making a positive social and economic impact

A selection of case studies

 [Click on case study to read our stories](#)



How virtual reality is helping shape a 30-year transport strategy

Explore how cutting-edge technology met real-world community consultation for the Department of Infrastructure and Transport (DIT) to design a transport vision that speaks to everyone in South Australia.



Inside the ambitious plan to power PNG's future

In PNG, fewer than 1 in 5 people have reliable access to electricity. See how our experts are helping PNG Power reshape its future with sustainable energy and smarter systems.



AI to the rescue for emergency services in WA

Discover how generative AI is reimagining operational processes for the Department of Fire and Emergency Services (DFES), in a sector where every second counts.



Telstra's AI-driven compliance

Meet the gen AI solution delivering quality and clarity for the compliance tasks at Australia's largest telco.



The secret weapon behind Spear Foundation's success

Learn how governance improvements and social enterprise strategies are helping Spear Foundation continue its crucial programs for First Nations communities.



Building a more inclusive world


With indoor technology helping people navigate complex environments, such as airports and shopping centres, BindiMaps has called on KPMG for support.



OUR GOVERNANCE COMMITMENTS

How our Purpose and Values guide everything we do

A selection of case studies

 Click on case study to read our stories



Good governance and AI: Can they work together?

AI can solve complex challenges and unlock new possibilities for growth, but it is vital to embrace this technology in a trustworthy and ethical manner.



Shaping tomorrow's leaders: inside KPMG's first Ethical Leadership Summit

Get an inside look at how KPMG is building a culture of ethical decision-making and transforming leadership.



Using AI to help ID high-risk entries in an audit


Discover how Clara analytics AI Transaction Scoring, a world-first AI-enabled solution, allows our auditors to more accurately identify high-risk or outlier journal entries.



OUR PEOPLE COMMITMENTS

How we're creating a caring and inclusive culture

A selection of case studies

 [Click on case study to read our stories](#)



Jennifer Westacott AC returns to KPMG because of inclusive culture

Jennifer is passionate about inclusion being an important catalyst for driving innovation and good business.



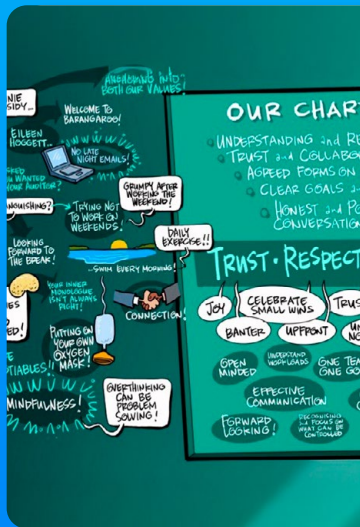
'There's always someone I can reach out to': supporting mental wellbeing

For KPMG Partner Simon Dubois, thriving means embracing his mental health journey and helping others do the same. With KPMG's ongoing support, he's proof that openness and care go hand in hand with success.



From financial services to AI maverick

What does it take to build a future-ready workforce? Meet Riley Innes and discover how innovation and upskilling are transforming work at KPMG.



Prioritising the wellbeing of both client teams and our people

In FY25, as part of our continued commitment to sustainable work practices, we partnered closely with our clients to co-design and implement ways of working that prioritise the wellbeing and sustainability of both client teams and our own people.

This collaborative effort reflects a mutual alignment that wellbeing and high performance are only possible when our people are supported to work in ways that are both purposeful and sustainable.

This approach has seen us work closely with clients to align expectations, manage workloads thoughtfully, and embed sustainable practices into project delivery – ensuring that wellbeing is not just a value we uphold internally, but a shared priority across our client relationships.



'Starting a new job can be daunting, but Kymmence made it so much easier.'

The AI persona helping new joiners

Setting our people up for success from Day 1 is our priority – that's why we created Kymmence. This AI persona helps new joiners navigate the firm, making it easy to find answers to questions such as 'When do I get paid?' or 'How do I update my personal details?'. Kymmence provides a quick and simple way to find things, right at a time when people often feel anxious and overwhelmed. Launched in February, Kymmence has been a successful addition to our onboarding approach, answering 4,000 prompts in the first month alone and another 7,000 in March as our Graduates and other new starters began their career at KPMG.

OUR PLANET COMMITMENTS

How we're supporting the transition to net zero

A selection of case studies

 [Click on case study to read our stories](#)



Saving Pacific Island Nations from rising tides

Climate change poses a significant threat to low-lying Pacific Island nations.

Learn how we're helping improve these nations' readiness to access the world's largest climate fund to help build long-term resilience to climate change.



Rainforest rescue: the startup on a mission to end palm oil deforestation

Meet KPMG Nature Positive Challenge winner Levur – crafting sustainable oils that could reshape industries and protect the planet.

Find out how we are helping them scale.



Nestlé's path to net zero

Find out how we're helping this global company prepare for their first regulatory Sustainability Report in line with the new Australian Sustainability Reporting Standards.



Decarbonising mining? How APA Group is changing the game

Learn how APA Group's renewable energy strategy is tackling mining's biggest sustainability challenge head-on.





01

Trust in AI: global insights 2025

April 2025



02

KPMG CEO Outlook 2024

September 2024



03

Transforming the enterprise of the future

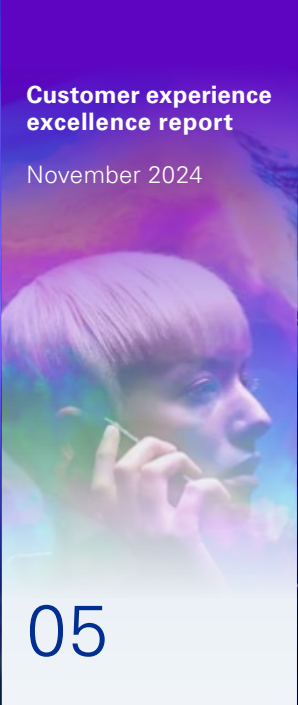
August 2024



04

Global tech report 2024

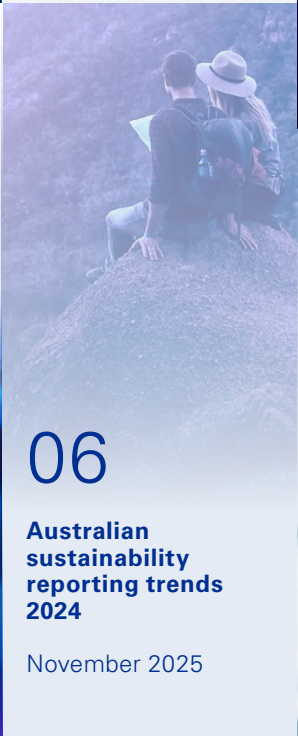
October 2024



05

Customer experience excellence report

November 2024



06

Australian sustainability reporting trends 2024

November 2025



07

AI adoption in the workplace

January 2025



08

Keeping us up at night

January 2025



09

The human side of energy transition

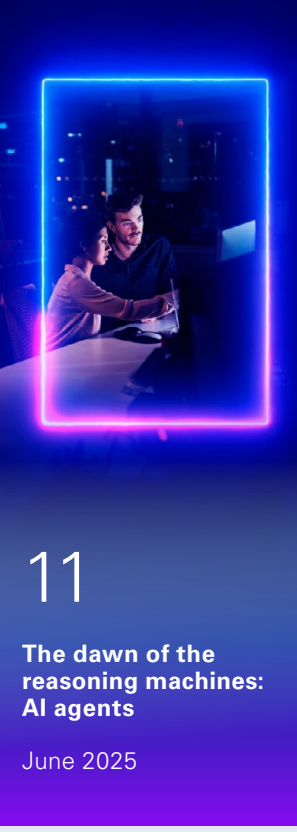
March 2025



10

Trusted AI governance

October 2024



11

The dawn of the reasoning machines: AI agents

June 2025



12

Aged care market analysis 2025

June 2025

Our thought leadership

We know our clients value our insights into the issues that affect them and the markets and communities they operate in. In FY25, we delivered a diversity of reports into key market and sector issues, with a particular focus on the technological changes that are shaping our futures. Some of our key insights reports are included here.



Click each image for more information

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Advocating for our community

We are proud to contribute to debates that are shaping the future of many sectors of the Australian economy and welcome opportunities to contribute to public policy development through our participation in consultations, reviews and inquiries.

In FY25 we made contributions to more than 30 government and parliamentary consultations, that we hope will help positively shape the future of the Australian economy and community. Some of our significant submissions are included here.



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01

Introducing mandatory guardrails for AI in high-risk settings

October 2024

02

The cost of coming back 2.0 – Striving for a fairer financial deal for working mothers

November 2024

03

Strategic Examination of Research and Development

April 2025

05

Inquiry into prevalence, causes and impacts of loneliness in New South Wales

October 2024

06

Tax Laws Amendment (Incentivising Food Donations to Charitable Organisations) Bill

October 2024

04

Productivity Inquiry – Harnessing data and digital technology

June 2025

07

Critical Minerals and Hydrogen Production Tax Incentive Consultation Papers

July 2024

08

Payday super exposure draft

April 2025

Our leadership and governance

At KPMG, governance is not just a system of oversight. It is the foundation that enables us to lead with purpose, uphold trust and respond decisively to complex challenges.

This year, we have proactively evolved our approach to governance to continue to meet the needs of a fast-changing environment. Building on last year's advances, which included increasing the number of independent directors appointed to our Board, we refreshed our National Board and National Executive Committee. This brings new expertise in digital transformation, risk and regulation. Our risk governance leadership was expanded with a fully dedicated Chief Risk Officer and Head of Office of General Counsel on our National Executive Committee.

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National Chairman

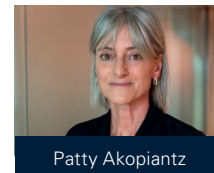


Martin Sheppard is the National Chairman of KPMG Australia. Appointed to this role from 1 September 2023, Martin is responsible for holding the firm to the highest professional standards of governance, quality and integrity, and the overall strategic positioning of the firm. Martin Sheppard was appointed Chairman of KPMG Asia Pacific, effective 1 October 2025.

CEO



Andrew Yates was appointed CEO of KPMG Australia on 1 July 2021. As CEO, he is responsible for the firm's strategy, culture and operations, and leads the principal executive body of the firm, the National Executive Committee (NEC).



Patty Akopiantz



Mike Baird AO



Jane Hemstrich AO



Michael Ebeid

Our Board

Our National Board oversees management of the firm and comprises the National Chairman, the CEO and ten other members including three independent directors, Patty Akopiantz, Mike Baird AO and Jane Hemstrich AO. It is responsible for oversight and monitoring of the firm's management to drive growth and long-term prosperity of the firm while engendering trust from the firm's partners, people, clients and the wider community. Michael Ebeid is an independent adviser to KPMG Australia's National Board, focusing on technology, digital transformation and culture.

National Executive Committee (NEC)

The NEC drives the execution of the strategy approved by the Board, and establishes processes to monitor and enforce policy compliance.

About Our Impact reporting

'Our Story' is a condensed, companion piece to our full Impact reporting suite.

[Our Impact Plan](#) provides an annual opportunity for KPMG Australia to bring together voluntary disclosures on our ESG commitments and actions across four important categories: Prosperity, Governance, People and Planet. The report, released August 2025, covers the activities of KPMG Australia, KPMG Fiji and KPMG Papua New Guinea for the financial year ending 30 June 2025.

Our impact reporting has been prepared in alignment with the WEF IBC Stakeholder Capitalism Metrics and in accordance with the Global Reporting Initiative (GRI) Standards, so you can be confident we are reporting in the same way as many other leading organisations around the world. We also share our progress against our longstanding commitment to the UN Global Compact Principles and the UN Sustainable Development Goals.

Detailed mapping to these frameworks – including our GRI Index – can be found in [Our Impact Plan 2025 Databook](#), which contains our reported data. Limited assurance has been completed over key data – firm-wide revenue, taxes paid and people metrics – as we progress to fully audited accounts.

Accompanying the release of Our Impact Plan, we have also released our [Climate Risk Report](#), [Modern Slavery Statement](#) and [Transparency Report](#) for 2025.

This is the fifth year we have released our impact reporting. Like many of our client organisations, we continue to evolve our sustainability and regulatory reporting to align with best practice.

If your organisation would like to discuss our reporting journey or seek advice on your own sustainability reporting, we would welcome a conversation.



Adrian King
Partner in Charge,
ESG Advisory & Assurance



Daniel Camilleri
Partner,
Audit & Assurance

Related reporting



[Click above to view full report](#)

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