



# KPMG Belgium: Our Impact Plan

**Delivering our Purpose:  
to inspire confidence and empower change.**

September 2022





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# A message from our CEO and Senior Partner, Harry Van Donink

In my three decades at KPMG, I've witnessed some transformative changes, from rapid technological advancements to societal progress. The shifts stemming from the last two years of the pandemic have risen exponentially, forcing us to be as agile and flexible as possible. The rising geopolitical tensions, social and human security threats, inflation, and the escalation of climate change, pushed each of us to rethink our paradigms and rewire how we live and work. The common thread for all the changes touches upon issues encompassing Environment, Social and Governance (ESG) matters.

As a global firm, we recognize that our role has never been so crucial amidst today's most pressing challenges. We have a part to play in shaping a more sustainable future and actively contribute to the United Nations Sustainable Development Goals. Therefore, in 2021, we launched Our Impact Plan. It is our compass to hold ourselves accountable to our ESG commitments. We want to walk the talk and bring positive change through our actions – leading by example – via four pillars. Through concrete policies, investments, and activities, we aim to put our People, Planet, Philanthropy, and Prosperity first, embedding them in all aspects of our business.

As part of our Impact Plan, we committed to being good stewards of the planet by reducing our emissions to be a CO2-neutral organization by 2026. We've moved into sustainable buildings, are transforming into a greener car fleet, and creating a holistic mobility plan on "thinking beyond the car". The S in ESG is just as important to us — after all, we are a people business. Our firm is run by passionate, talented individuals. Therefore, we need to keep investing in our best asset, our people. We're putting them first through several diversity and inclusion programs and investing in learning, development and most importantly, mental health and well-being.

Through philanthropy, we aim to support the welfare of others by contributing to the communities where we live and work through partnerships with BeCode, YouthStart, Kom op tegen Kanker and others. We know that our footprint extends beyond ourselves. We are also aiming to launch our very own KPMG Foundation, to funnel more meaningful work in our communities. We want to increase KPMG's impact on society and most importantly ensure prosperity through purposeful business practices. We want to shift the needle by working with our clients, to support their #ESG journey through our sustainability services.

These undertakings are only the beginning of our path to full sustainability. Our process is not perfect, but each aims to contribute to a positive, long-lasting global impact. We are not there yet, and it is not an easy road ahead. Regardless, we remain devoted to our goals and will continue to invest in a brighter future for our firm, people, clients, and the communities we serve.

KPMG in Belgium's commitments represent our ethos and blueprint for how we want to be known in the market — a trusted and impactful organization. We know that to achieve our ambitions, we will need engagement from our stakeholders. We are and will continue to put people and the planet as the foundation for our footprint, values, purpose and, more importantly, our contribution to society. As KPMG in Belgium's country senior partner, I am invested and committed to our actions and investments to drive the change necessary to fulfill our ESG goals. I am confident that our community will all work together, #ForBetter.



**Harry Van Donink**  
CEO and Senior Partner  
KPMG in Belgium



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# Our Impact Plan in a nutshell

## People

Our people strategy is **strongly focused on the “Employee Experience”** offering our diverse workforce a working environment that is appealing and rewarding, with continuous growth opportunities along the way.

We **respect people** for who they are and for their knowledge, skills and experience as individuals and team members.

For the 16th year in a row, we have been certified as a **Top Employer** in Belgium.

We are creating a **Diversity, Equity & Inclusion strategy, and an action plan** for KPMG in Belgium.

Our ambition is to achieve **25% female representation** by 2025 at the senior leadership level, made up of partners and directors.

Our workforce is composed of **43.5% women** and **56.5% men**.

We currently employ **46 different nationalities**.





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## Prosperity

At KPMG in Belgium, our

**workforce has grown substantially**  
over the last two years and will continue to multiply to support our growth  
strategy. By 2023, KPMG in Belgium's  
**employee headcount**  
**will exceed 2,000.**

KPMG in Belgium has also supported

**more than 50 organizations**  
over the last three years in their sustainability journey.

Over the next three years, KPMG global  
is investing a further

**US\$1.5 billion**  
in our ESG change agenda.

Simultaneously, at global level,  
KPMG is entering year three of our multi-year

**US\$5 billion global investment**  
in technology, people, and innovation.



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# Our Impact Plan in a nutshell

## Planet

We want to become a

### Net Zero

Carbon organization by 2026.

We have committed to a 1.5°C science-based target of

### 50% emissions reduction

by 2030, using 2019 as our base year.

We will set an

### Internal Carbon Price.

More than **90% of our electricity usage**  
comes **from renewable energy sources.**

We stimulate

### alternative mobility and encourage working from home:

**120** bicycles currently under lease.

**887** Olympus accounts - accounting for **2,447**  
**registrations/tickets** in May 2022.

We are transforming to a

### greener fleet:

currently, **50%** of our car offering are  
**electrified cars.**

**211 fully electric**  
**cars ordered**  
in the first half of 2022.





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# Our Impact Plan in a nutshell

## Philanthropy

At KPMG in Belgium, we believe that contributing to help others is not just about donating to a cause, but also showing up to commit time and energy to build relationships and effect change through hands-on participation. We've translated that belief into a practical target and will strive to contribute

## 3,750 collective hours of volunteering

per year through our main ESG partnerships, starting in 2022.

In Autumn 2022, we

## will launch our KPMG Foundation,

grouping all our philanthropic activities together to be even more effective in our approach.

We **work closely together with different organizations**

such as Kom op tegen Kanker, YouthStart, BeCode, and MyMachine, to amplify our impact and deliver on our commitments.

Meanwhile, at global level, KPMG has already invested

**US\$125 million** in community initiatives and will continue to do so to help accelerate positive change in society, wherever KPMG has a presence around the world.



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# About KPMG

We are a global organization of independent firms that provide professional services to companies, governments, startups, government agencies, non-profit organizations, and capital market institutions. We are present in 145 countries and territories, with more than 236,000 partners and professionals working in member firms around the world. In Belgium, we have approximately 1,900 partners and professionals.

Each KPMG member firm is an independent, separate legal entity and describes itself as such, being legally and financially responsible for its own obligations and actions. Guided by its purpose of empowering change, KPMG is a reference company in the segments in which it operates. We have shared value and inspired trust in the capital market institutions and in communities for over 100 years, transforming people and companies, while generating positive impacts that contribute to the realization of sustainable changes in our clients, governments, and civil society.

## Our Purpose

We do what matters. We inspire confidence and empower change for our clients, our people, and society. Our approach to sustainable business and innovation helps these stakeholders to fulfill their purpose and reach their full growth potential.

## Our Ambition

We want to become the most relevant professional service organization, providing the highest added value for our clients and society, while creating the best place for people to work. By doing this, we aim to realize sustainable growth.





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# What we do

We provide professional services, based on  
excellence and ethical principles, in three areas:

## Audit

We evaluate and assure the information generated by our clients through independent audit services, based on exclusive methodologies and technologies. Our professionals can help extract value from the audit, effectively communicate with stakeholders, improve efficiency, and resolve accounting issues in a timely and practical manner.

## Tax, Legal & Accountancy

We help our clients comply with the tax, legal and accountancy requirements in a world with growing legislative complexity, enhanced reporting requirements, and rapidly changing market circumstances. Our deep industrial and sectoral knowledge, coupled with our long-term vision, help our clients make decisions that create value for their businesses and society.

## Advisory

Through multidisciplinary approaches, we support companies in their strategic decisions and project development in strategic planning, ESG, mergers and acquisitions, risk management and compliance, improvement of financial and operational performances, business transformation and innovation and technology. We also operate as managed service providers.

#### Priority sectors we serve in Belgium



Banking



Insurance



Energy, Utilities & Natural  
Resources



Public Sector



Life Sciences



Real Estate, Infrastructure &  
Construction



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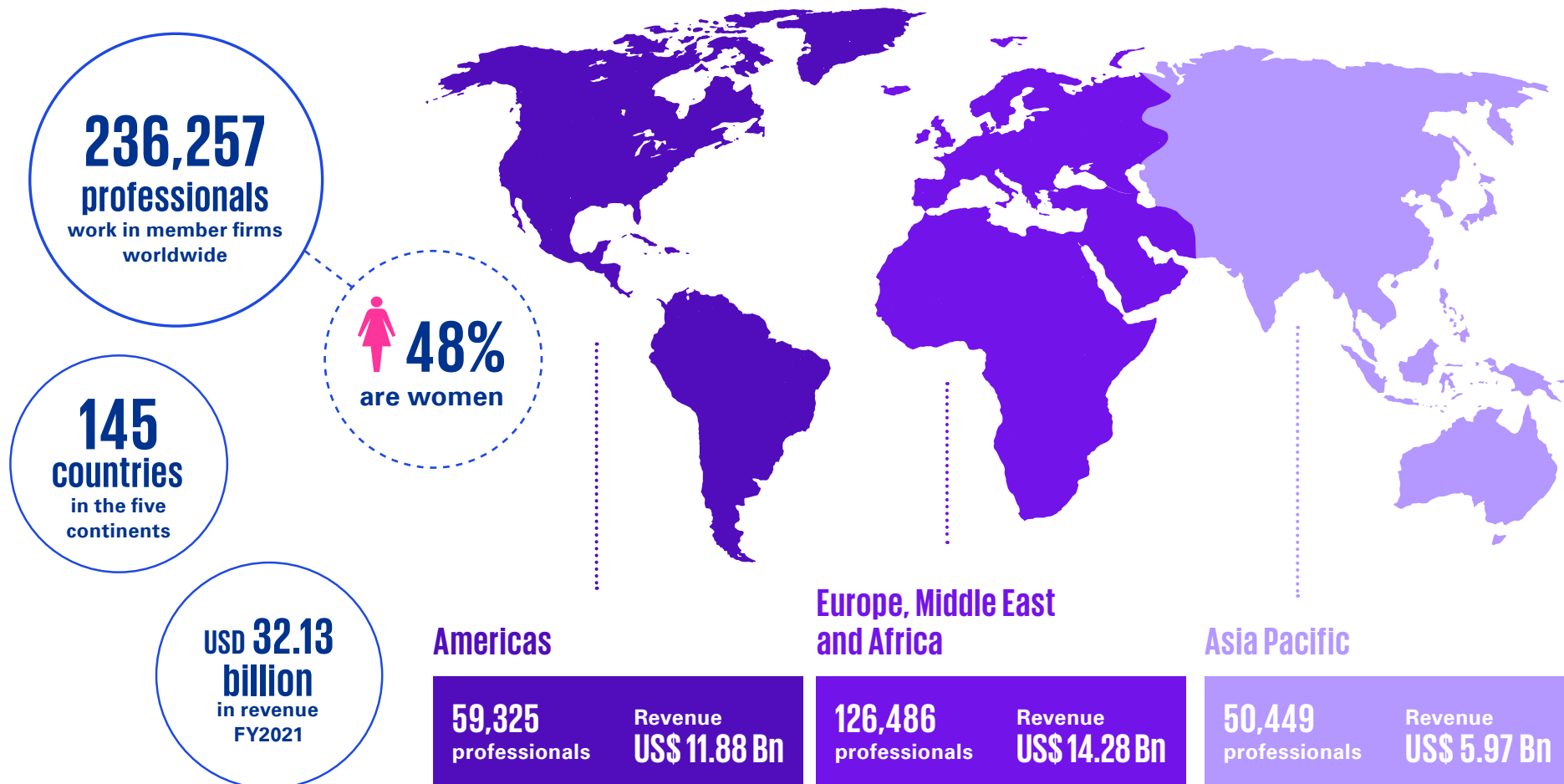
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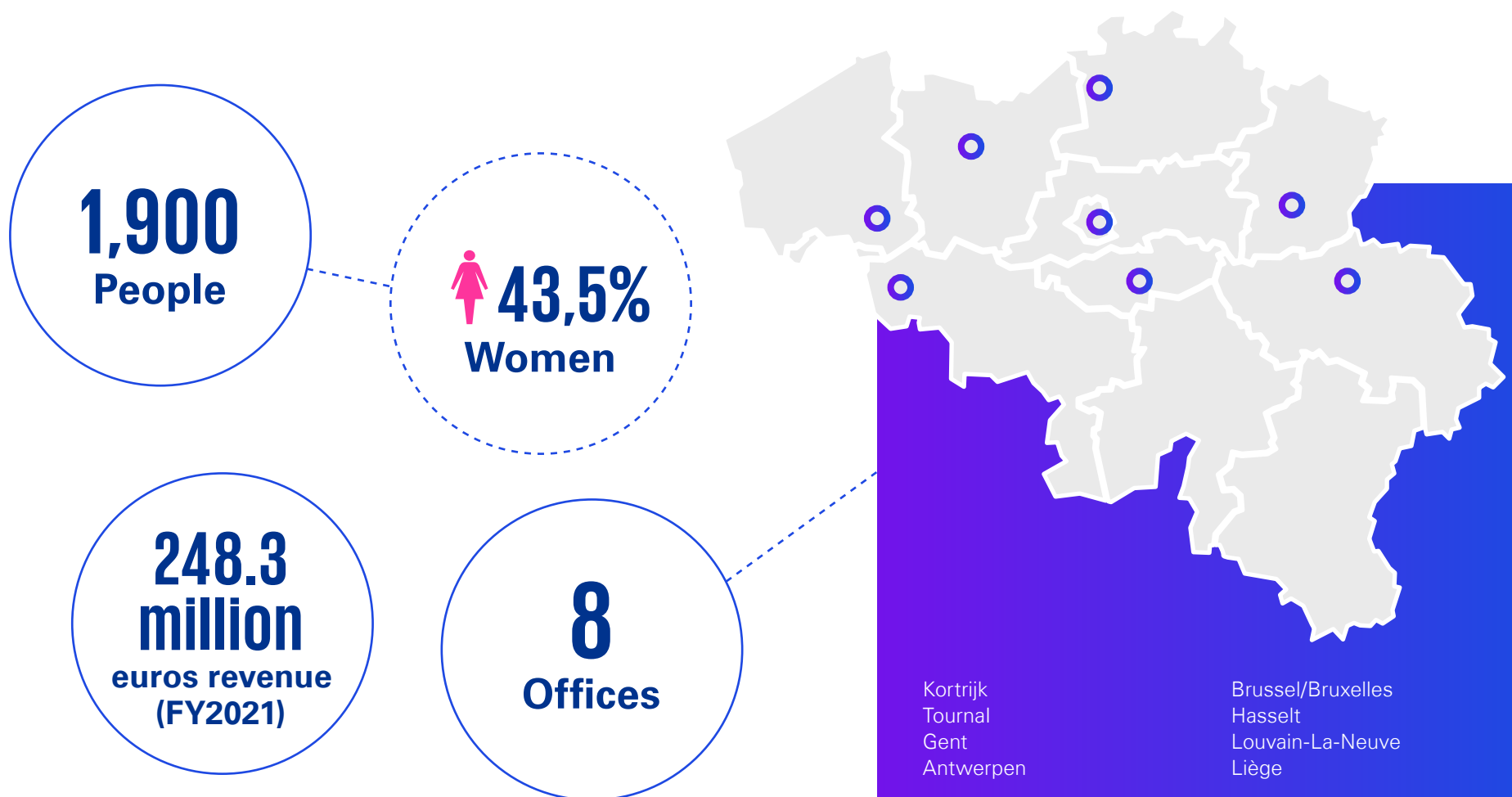
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# Our Values

**Our values represent what we believe in and what is important to us as an organization.**

**They guide our day-to-day behaviors, informing how we act, the decisions we make, and how we work with each other and with our clients, as well as how we relate to all of our stakeholders.**



## For Better

We do what matters.



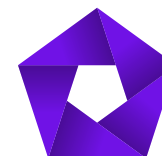
## Excellence

We never stop learning and improving.



## Integrity

We do what is right.



## Courage

We think and act boldly.



## Together

We respect each other and draw strength from our differences





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# Introduction from our Head of Sustainability, Michael Wagemans

Ensuring a sustainable world is the challenge that lies ahead for all of us. There is no alternative planet. We must go full out for sustainability if we want to leave a viable planet for our children and grandchildren. Companies can and should play an essential role in this. After all, they have a significant advantage combining corporate policies that support a more sustainable world with a business model.

As Head of Sustainability at KPMG in Belgium, I see two important drivers in the market that underpin the shift to integrated sustainability:

- **Sustainability transformation**

Sustainability has finally been conceived of as a transformation agenda, moving from the periphery to the heart of the organization. Decision-makers realize that sustainability is not only about preventing, detecting, and reducing the negative impacts of business operations; it is also about making a positive impact. It implies the full use of their organization's capability set to affect change.

- **Uniform standards for reporting and measurement**

One of the great achievements of COP26 was the announcement of the International

Sustainability Standards Boards launch, chaired by Emmanuel Faber, the late CEO of Danone. These standards will establish a common Environmental, Social, and Governance (ESG) language and eliminate the distracting social responsibility spin and greenwashing we still see today. In business, we see the same trend, with the convergence of two conversations: one on financial performance and the other on sustainability performance.

Sustainability must become part of the core strategy of companies so that it can support the long-term viability of the business. A well-founded sustainability strategy allows business leaders to adopt the right mindset when making business decisions that lead to concrete actions.

My team's mission is to support and guide organizations throughout their ESG journey, from the very early stage of strategy development to implementation, reporting, assurance, and enabling value creation. By advising our clients on more sustainable ways to operate and supporting them in their ESG transitions, we want to help accelerate change across various business sectors to benefit society.



**Michael Wagemans,**  
Head of Sustainability  
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# Material issues





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# Material Issues

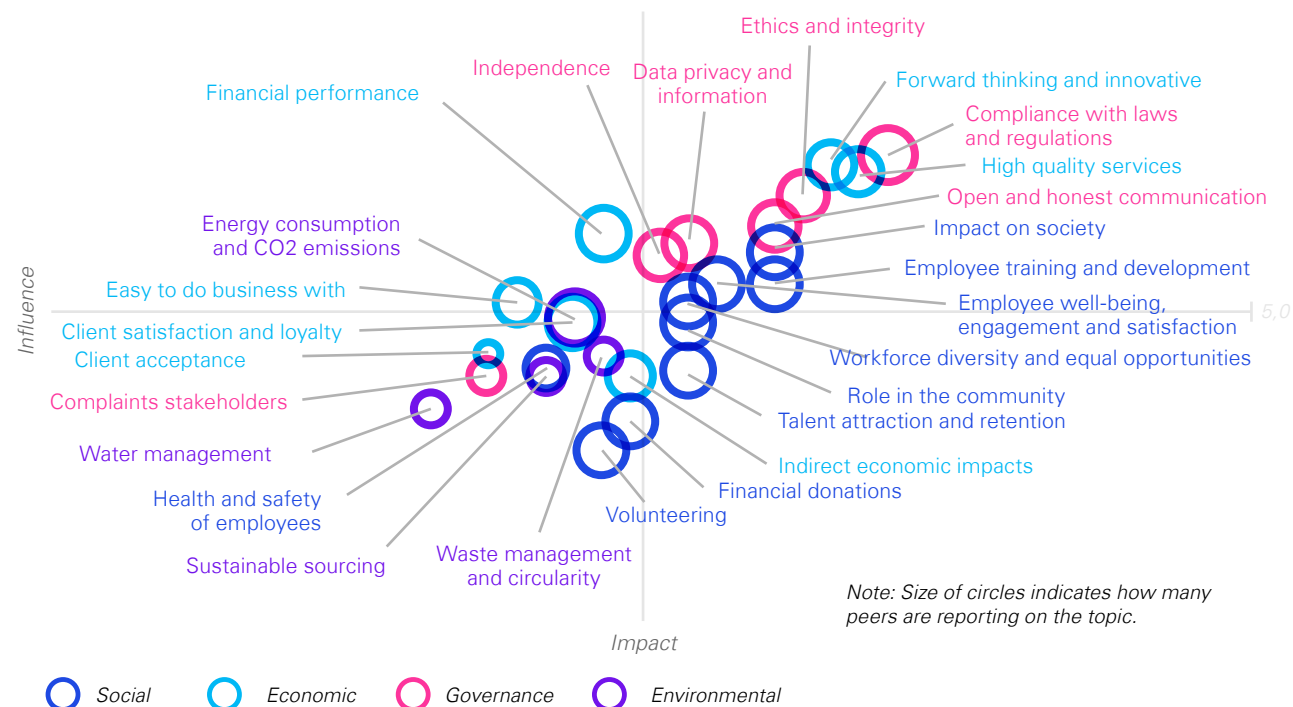
KPMG has a diverse group of stakeholders, including employees, clients, suppliers, the media, government & regulatory bodies, general public and other users of financial information, as well as investors, partners, and communities (NGOs, non-profits, universities).

Sustainability encompasses a wide range of topics and interests. As part of our methodology, we are in constant contact with our stakeholders to shape our actions and strategy. Our dialogue fundamentally covers concerns, relevant topics for KPMG in Belgium to address and expectations, which form the backbone of our policies and decisions.

Based on stakeholder input, in 2016, we conducted our first materiality analysis with a focus on stakeholder surveys and interviews. This was based on the Global Reporting Initiative (GRI) G4 guidelines.

In 2020, we reviewed and updated this analysis. We started from the list of relevant topics from the previous analysis in 2016. We then adjusted topics and definitions, based on media analysis and peer reviews.

Figure 1:  
**Materiality Matrix 2020**





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The issues that are considered most material to our stakeholders and our organization helped us develop our Impact Plan. As a result, we have prioritized the following four areas: **Planet, People, Prosperity, and Philanthropy**. In Our Impact Plan, we affirm our commitments to addressing these material issues, with transparent reporting on progress.

In drawing up our strategy and our four pillars, we also looked at the Sustainable Development Goals and selected those that are most relevant to KPMG in Belgium:



## People

All organizations are built on people, which means that how we establish relationships, trust, communicate and look out for one another determines our success. That's why our focus on people is a core priority at all times – whether it concerns our employees, the people who work for our clients and suppliers, or our wider communities.

### Employee training and development

We understand that the skills, knowledge, and capabilities of our people are central to their success and growth. We offer learning and development opportunities at all levels, providing the best development experience to attract, develop, and retain the workforce of the future.

### Employee well-being, engagement and satisfaction

To create opportunities for themselves and others, our people need to be at their best, both physically and mentally. We want to create a workplace culture that promotes and supports our employees' overall well-being, both professionally and personally.

### Workforce diversity and equal opportunities

We strongly believe that a diverse working environment and an inclusive culture adds to the sense of belonging that we all need and strive for. We want to make sure that everyone at KPMG can be their true, authentic selves. By embracing our people's differences and acting with an open mindset in every situation, we build trust, foster growth, innovation, and help to improve everyone's well-being.





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## Prosperity

For a professional service firm like KPMG, focusing on prosperity means impacting society through our service expertise and helping our clients find solutions that combine positive societal values with good business sense. By advising our clients on more sustainable ways to operate and supporting them in their ESG transitions, we help accelerate change across various business sectors to benefit society.

### Purposeful business

We focus on purposeful business, supported by our values. We have a fundamental commitment to serve the public interest and build trust. Everything we do has to be underpinned by objectivity, independence, ethics, and integrity. This applies to our commitments to leading our professions in audit quality, driving responsible tax practices, and delivering the highest quality work to advisory clients. We are continuously investing in technology and innovation to meet our stakeholders' expectations and growth objectives.

## Planet

As evidenced in the materiality matrix above, environmental topics are less material for KPMG in Belgium. Nevertheless, given that climate change poses an imminent risk to society and business, we realize that we should all take immediate action today, independent of the sector in which we operate. Therefore, we decided that planet should be an integral part of Our Impact Plan (ESG strategy). We are committed to driving a culture of sustainable practices, within our firm, our supply chain, and beyond, to help ensure a healthy planet for generations to come.

### Energy consumption and CO2 emissions

Decarbonization is one of the most critical pillars of any approach to tackle climate effects, protect our environment and our overall well-being. At KPMG, we firmly believe that we should lead by example, taking actions that are

rooted in evidence, with realistic, measurable timelines to achieve our goals. Decarbonization efforts are a core priority for KPMG in Belgium, with immediate and concrete steps we can take towards achieving the global 1.5°C science-based target.

### Waste management & circularity

Taking a circular approach to resource consumption is one of the most efficient ways to improve resource efficiency and reduce waste. At KPMG, we continue to monitor and improve our recycling processes and try to further reduce waste in all of our offices.

### Water management

Water is a precious resource that needs to be used thoughtfully. We are always looking for new ways to improve the efficiency of our water usage in all our KPMG offices in Belgium. To widen our impact, we also work with our clients and government to optimize water management and to reduce the impact of drought.

## Philanthropy

Philanthropy means promoting and supporting the welfare of others, looking beyond our organization to find ways to contribute to the wider communities in which we live and work. It means understanding interdependence, purposefully making connections with others, and applying our resources to help solve problems affecting our society.

### Impact on society

We're strongly committed to having a positive impact on the communities we serve. We're investing in a wide range of social initiatives with an emphasis on education and health, such as Kom op tegen Kanker, YouthStart, My Machine, and BeCode. Philanthropy sits at the heart of the initiatives we've chosen. As a 1,900-strong firm, we committed to collectively contributing 3,750 hours of volunteering per year, starting in 2022.



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# People

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





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# People

## Our commitments

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### Employee well-being, engagement, and satisfaction

- Create personal growth by developing a culture of smart innovation, high performance, and inclusive collaboration.
- Create a flexible working culture and protect the health of our people, both physically and mentally, to enable them to achieve a better work-life balance and be even more effective and productive.

2

### Workforce diversity and equal opportunities

Strive to be an inclusive employer, building trust and embracing diversity in all its dimensions. We want to achieve 25% female representation at the senior leadership level by 2025.

3

### Employee training and development

Develop a continuous learning culture on a large variety of topics, tailored to our employees' needs and ambitions.



**I strongly believe that a diverse and inclusive culture leads to better discussions, decisions and outcomes for everyone, as well as adding to that sense of belonging we all need to thrive. Since we're in a people business, it's essential to create a work environment that welcomes, respects, and supports all."**



**Isabelle Blomme**  
Head of People  
KPMG in Belgium





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# People

## Our commitments

Over the last two years, we have made tremendous progress in executing our People Strategy, already realizing the “Future of Work” today.

Our people strategy is firmly focused on the “Employee Experience,” offering our diverse workforce a working environment that is appealing, flexible, and rewarding, with continuous growth opportunities along the way.

Delivering excellence to clients and ensuring the well-being of our employees lies at the heart of this policy. Our goal is to create a caring, inclusive, and values-led culture for our people, with the following priorities:







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# People

## Employee well-being, engagement, and satisfaction

### Enhancing our Trust & Growth culture

We create personal growth by developing a culture of smart innovations, high performance, and inclusive collaboration.

Our newly defined Employee Value Proposition (EVP) comprises the compelling and differentiated people experience we want to provide. We want our employees to do work that matters, supported by a community that values care and diversity. They will learn things that will last a lifetime through the work they do, and we want to recognize them for the impact they make. By focusing on what our people need and want, we ensure that their personal and professional development are always a priority at KPMG.

Our commitment to the EVP is central to the following core values:

- Integrity: we do what matters
- Excellence: we never stop learning and improving
- Courage: we think and act boldly
- Together: we respect each other and draw strength from our differences
- For better: we do what matters

### Winning in the new reality

We are also continuously reviewing and adapting the way we work, while providing direction, flexibility, and innovative tools to meet the needs of our clients and employees.

Working at KPMG or client offices is essential for connecting with colleagues and clients. However, we also recognize the benefits and necessity of working from home, such as improved work-life balance and better mobility options, among others. To balance the advantages of both scenarios, we actively support a hybrid working model. In addition to days working from home, our employees can also work remotely from any location outside Belgium for a maximum of 20 working days per year.

We are committed to developing several initiatives to support our people's physical and mental well-being. We offer Together@KPMG – a physical health and well-being program – as well as a mental health support program, which includes coaching in response to psychosocial or stress-related challenges. To ensure confidentiality for our employees, these programs are delivered by external providers.



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# People

## Employee well-being, engagement, and satisfaction

### Our commitments in action

#### Together@KPMG

Our Together@KPMG program helps our employees attain their goals of achieving higher physical, mental, and emotional energy levels, as well as a healthier and happier lifestyle. Throughout the year, we encourage people to partake in sports and team challenges, follow inspiring sessions, lead active lifestyles and measure their progress against concrete goals. This program tests the limits of what we can achieve to help us reach success as individuals, as professionals and as #OneKPMG.

Collectively, we ran	walked	cycled
<b>72,997 km</b>	<b>22,204 km</b>	<b>261,553 km</b>
and swam	this year; a total of	
<b>1,749 km</b>	<b>547,280 km</b>	

Two important Ambassador tracks act as our main pillars of the program: our Triathlon Ambassador track and our Master Your Energy Ambassador track. This year, we had 40 ambassadors participating in the Together@KPMG program.

#### Triathlon

Every year, 20 colleagues take on the role of Triathlon Ambassadors, where they train to become true triathletes. To help them reach their Triathlon goals, our ambassadors receive regular individualized testing, coaching, and training from Energy Lab - an external organization specialized in helping people to improve their physical performance. Our Triathlon Ambassadors act as motivators for the entire firm, exemplifying what's possible when we work together towards a common goal.

We celebrate our accomplishments with a yearly KPMG Triathlon, during which all colleagues are invited to complete a triathlon (individually or in a team). This year, over 250 triathletes and almost 1,000 employees joined our Together@KPMG Triathlon event.



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## Master your Energy

Together@KPMG is much more than just sporting accomplishments. We've also prioritized mental health, well-being, and efficient management of energy levels. To help participants tackle their energy levels, we created the "Master Your Energy" program which focuses on transforming energy drains into energy gains. We challenge our Master Your Energy Ambassadors to partake in inspiring webinars, fun workshops, and insightful reflection sessions to boost the physical, mental, and emotional energy levels of our people, helping them build a sustainable, high-performance culture.



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## Employee Assistance Program

We believe that physical health and mental health deserve equal attention when it comes to ensuring the welfare of our employees. KPMG already provides a wide range of coverage, insurance, and benefits, such as hospitalization, accident, and disability insurance to all our employees. We've also introduced an Employee Assistance program, which includes a confidential support hotline run by an external provider to support mental health. The program is 100% confidential and anonymous and can be supplemented by a counseling program with our external service for prevention and protection at work, run by Attentia, where the employee can choose to receive additional support from a professional psychologist.

KPMG recognizes that in challenging times, it's completely normal to feel down or unlike yourself. So, whether it's a work or a personal situation, we highly encourage our employees to consult a certified professional via our mental health support program by AG Health.

## Health through ergonomics

We promote ergonomics through our online tools, ReFlex and Degreed. Through ReFlex, employees can order ergonomic IT equipment for working from home. At the same time, Degreed offers online training, tips, and tricks for improving ergonomics and protecting your body through good posture and work practices.

## First aid training

On an annual basis, a number of our employees are trained in first aid. In 2021, 27 employees were fully trained, and 27 employees attended a refresher course. In 2022, 15 full training sessions have been planned.





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## Feedback from our employees

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Once a year, we conduct our Global People Survey (GPS). The GPS is our way of listening to our employees. The survey helps us understand what we are doing well and what we need to improve at KPMG, with the objective of enhancing the working experience of our employees.

The GPS results are used to consider trends and performance against internal and external benchmarks. As such, the GPS is a key business metric to measure the environment and help drive business performance.

We also regularly speak with our employees from the different functions within our organization. Not only do we assess their objectives, but we also request their input on their work-life balance and welfare.





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# People

## Workforce diversity and equal opportunities

### Increasing our efforts on Inclusion, Diversity and Equity (IDE)

KPMG in Belgium strives to be an inclusive employer, to ensure equality and embrace diversity in all its dimensions. We are committed to investing in a culture of inclusive leadership and collaboration. KPMG's senior leadership reconfirmed its commitment to the Inclusion, Diversity and Equity (IDE) agenda as a cornerstone of its culture and to reinforce the KPMG values.

Our IDE agenda covers a broad variety of equally important topics, with a key focus on high impact actions regarding gender, cultural background, and generations.

Our most recent employee engagement survey showed that 76% of KPMG in Belgium employees respond positively when asked about the IDE agenda. Our employees indicate even higher positive feedback (89% of all survey participants) when asked whether they are treated with dignity and respect at work.

These strong results confirm all our IDE efforts so far and are an encouragement to continue working on the execution of an even more sustainable IDE strategy across KPMG in Belgium.







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# People

# Workforce diversity and equal opportunities

## Our commitments in action

### IDE Training Offering

Through our Degreed learning platform, we offer all employees learning opportunities about IDE awareness, including training on unconscious bias for employees and for everyone involved in recruitment for both Business and HR. Amongst others, our training focuses on what unconscious bias is about, why we all have unconscious biases, the consequences, and concrete steps to better manage them.

We also offer training to support all our employees and managers on how to become more inclusive, actively supporting an IDE culture. More specifically for our senior managers, we have included “empathic leadership” as a theme in our leadership programs.

Other training resources, available to all employees and managers, support our IDE agenda through a focus on intercultural and language training and on creating and sustaining a culture of inclusion and belonging for our LGBTQ+ community.

### Flexible career paths

We offer a flexible career path to ensure that everyone gets the opportunity to optimally match important private life events with the pace of professional growth, without any impact on career progression. While in the past, career paths were strongly linked to a strict timeline for career progress, our people can now grow and develop at a pace that fits their needs: we provide the flexibility to align the speed of their career development to their own desired work-life balance.

### Reverse mentorship

At KPMG, we want to ensure that we have a diversity of perspectives in our decision-making processes. We want to be inclusive, listen to voices from people with different job experience levels, to foster innovation and increase two-way communication.

Moreover, we want everyone to be heard and feel valued. We want to achieve this by listening to voices from various groups and job experience levels and increasing two-way communication. To fulfill all these objectives, we launched our reverse mentorship program. In 2021/22, a group of young professionals mentored our KPMG BE Management Team and People Partners over the course of nine months. Following a great outcome from the first wave of participants, the program will not only be continued, but expanded.



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## Diversity in promotion panels

Gender equity can only be achieved if there are equal opportunities for everyone. We believe that more diverse panels deliver more balanced outcomes. When it comes to promotions, we will ensure that going forward, each review panel (on My Cases) will be gender diverse.

## International community

To help international employees settle into life in Belgium and KPMG, we have created an International Community Network. The aim is to bring our international employees – composed of 46 different nationalities – together to promote integration and to create a stronger bond among people from different cultures and backgrounds. We do this through events, activities, and experience sharing.

## The Board of Young Professionals (BYP)

We believe in the importance of involving our young professionals in impactful business initiatives to share their input and ideas about strategic topics such as Inclusion & Diversity, Mobility, Environmental Impact, True Value, etc. Creating a Board of Young Professionals (BYP) has been an ideal channel for younger staff members to act as real ambassadors within our firm. The BYP helps us to deliver on our strategy for sustainable business within the organization and beyond.

The Board of Young Professionals is a group of 30 enthusiastic employees, working on several existing projects – such as YouthStart, Environment, Inclusion & Diversity – as well as brainstorming on new projects linked to sustainable business.

## IT's Her Future

IT's Her Future addresses gender diversity within technology at KPMG. We have several internal challenges and external influences that we want to overcome to become the pioneers of change for women in our industry. We want to support, inspire, encourage, and retain our female talent in Technology.

## Exactly for Women

Our EX[e]CTLY FOR WOMEN network offers women with different roles and responsibilities the opportunity to learn from peers. Through the network, we seek to develop new ideas and insights through inspiring dialogues and business events.

## Flanders Classics Women

In February 2020, the Flanders Classics Women – Closing the Gap initiative launched a multi-year plan to support women's cycling with additional funds to help professionalize the sport. KPMG and Flanders Classics Women share the same goal: to increase the representation of women and improve their performance – both in the boardroom, in decisions and deals, and on the cycling track. KPMG's support allows Flanders Classics to equalize the prize money between men's and women's races.



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# People

## Employee training and development

### Developing our leadership and workforce for the future

For KPMG in Belgium, learning and development (L&D) is one of the main pillars of our sustainability strategy. We understand that the skills, knowledge, and capabilities of our people are central to our success and future growth. We offer learning opportunities at all levels, providing the best development experience to attract, develop, and retain our workforce for the future.

Our employees have a personal development plan tailored to their individual needs and ambitions from the moment they start. Through a plethora of courses, KPMG is also evolving towards a continuous, self-directed, self-paced environment, where learning is possible on many topics, when the need arises. Some of our courses include classes on empathy, energy management, unconscious bias, focus management, systems thinking, inclusive leadership, ESG, and digital mindset. A more sustainability-focused L&D framework is being developed and will be available for our people 24/7.

To support our L&D transformation, we are investing in L&D tooling to create a learning ecosystem across our international KPMG Network, leveraging the full knowledge and expertise of our global community. Aside from tooling, we believe learning clusters are the way forward on how to structure and organize our L&D initiatives. Learning clusters go a step further than blended learning, as they provide a set of learning items that enable our people to learn when, where, and how they want or need to learn.

We are also working with our broader community to offer innovative coaching and mentoring programs, as well as opportunities to participate in global partnerships that help build skills, knowledge, and progress across a lifetime. By embracing our role as educators, we are making a significant contribution towards achieving UN Sustainable Development Goal 4: ensuring inclusive and equitable quality education.





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# People

## Employee training and development

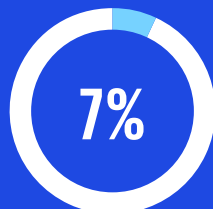
### Workplace education in figures:



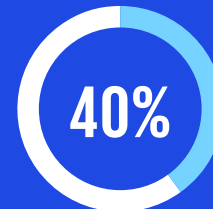
Our Leadership Development Program  
consists of **7** different learning tracks.



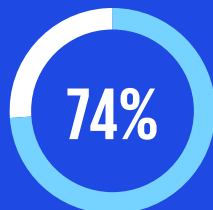
Over **150 colleagues**  
participate in our mentorship  
programs each year.



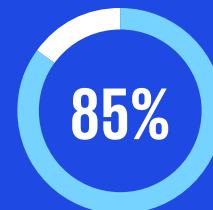
Our people invest, on average, 7% of their  
annual time in formal learning, including both  
technical and human skills.



On average, 40% of our workforce follow self-  
paced learning courses per month.



In 2020-21, 74% of our Global People Survey  
respondents indicated that they are satisfied  
with the firm's L&D programs.



of our people indicate colleagues are  
doing a good job when it comes to sharing  
knowledge and expertise.





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# People

## Employee training and development

### Our commitments in action

#### Directors Milestone Program

As our directors regularly experience opportunities and challenges that require the very best leadership, we launched the Directors Milestones Program. Through this program, we want to equip our directors for success in their leadership journey, helping them to grow further – both on a personal and company level – to deliver impact and connect with key stakeholders and peers.

Throughout the entire program, there is also a focus on digital, exposing our directors to a broad range of digital possibilities and opportunities to ultimately change their way of thinking and working.

#### Digital academy

This academy is a blended learning trajectory for all KPMG employees looking to become more digitally savvy. Apart from the general introduction plan, this trajectory includes five key themes: Digital Business Models, Data & Analytics, Digital Business Applications, Cyber Security, and New Technologies.

The “Professional in a Digital World” learning program focuses on generating more awareness and insight around key digital topics to seek #Excellence for our clients, have the #Courage to challenge the status quo and do it #Together.

#### Coaching and mentorship program

We strongly believe people perform better, achieve greater satisfaction in their careers, advance faster and often choose to stay in their organizations when they are supported by coaches. This is why we put in place a system whereby we appoint a buddy for each graduate starter. This buddy guides a new joiner in a very informal way through their day-to-day KPMG life. In addition to a buddy, every new joiner (graduate or experienced) gets a coach who supports and advises them with respect to performance development. On top of that we have also introduced Mentorship@KPMG. This program aims to connect people from different areas of expertise, reinforce the mentee’s career development, as well as the mentor’s leadership capabilities.



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## Environmental, Social, and Governance (ESG) training

As part of KPMG's Global ESG Plan – a multi-year investment to strengthen our Environmental, Social and Governance (ESG) offering – the organization is rolling out ESG training for all 227,000 colleagues globally. This is being done to ensure that everyone is empowered to be an agent of positive change. As part of this training, KPMG is working with three leading global academic institutions, the University of Cambridge Judge Business School, the NYU Stern Executive Education and EBS Universität:

- The University of Cambridge Judge Business School partnership will build ESG skills, including the development of a learning framework and solutions to be applied across the KPMG global organization, led by the business school faculty and other experts associated with the school, beginning with hundreds of business leaders, with the ambition of reaching all KPMG people around the globe.
- The NYU Stern Executive Education collaboration will see the co-creation of a sustainability program for KPMG in the form of executive education.
- The ESG Expert Training, in collaboration with EBS Universität, will bring together the know-how of our internal ESG experts and academic professionals from renowned international institutions. The training gives a consistent baseline of ESG knowledge that will enable our partners and directors to understand and offer ESG solutions, while providing relevant information on how best to respond to ESG challenges.

In addition to the KPMG Global training program, KPMG in Belgium entered an exclusive multi-year partnership with the Antwerp Management School (AMS) to provide ESG/sustainability training to the full KPMG Belgium workforce. Developed in close collaboration with AMS, the course will equip KPMG staff with fundamental sustainability principles through in-class and virtual learning sessions. Participants will learn about sustainability-driven innovations and be able to identify the societal impact for our clients and others.

In addition to ESG training, we share learning opportunities and best practices on a regular basis via our internal communication channels.

## Data privacy and ethical behavior training

To ensure that we keep providing quality professional services, we count on our Partners and employees' continuous efforts to help us protect KPMG's most important asset: credibility with our markets, clients, and with legislative and regulatory bodies. All KPMG Partners, directors and employees are therefore required to complete a set of web-based training sessions, which contribute to achieving this goal:

- Acting with Integrity training: focusing on the core value of integrity.
- Information Protection Fundamentals training: focusing on KPMG's policies and procedures, which help to protect our people, confidential information of our clients, as well as our brand and physical property.
- Cloud Confident Training: focusing on understanding the risks of using cloud services, recognizing safe and trusted cloud providers, and using cloud technologies in line with our policies.

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# Prosperity

Increase KPMG's impact on society through purposeful business practices.





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# Prosperity

## Our commitments

Increase KPMG's positive impact on society by extending our involvement in business projects that have a positive societal and environmental impact.



**Our mission is to support and guide organizations throughout their Environmental, Social and Governance (ESG) journeys, from the very early stages of strategy development to implementation, reporting, assurance and enabling value creation. By advising our clients on more sustainable ways to operate and supporting them in their ESG transitions, we want to help accelerate change across a variety of business sectors, to benefit society as a whole."**



**Jorn Verbeeck**  
Senior Manager Advisory  
KPMG in Belgium





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## Prosperity

# Making an impact through our services

For a professional services firm like KPMG, focusing on prosperity means impacting society through our service expertise and helping our clients find solutions that combine positive societal values with good business sense. As a firm, we can directly improve our sustainability and social contributions by reducing our negative impact on the planet and positively affecting the lives of the people with whom we interact. However, KPMG's indirect impact on society is considerably more significant. By advising our clients on more sustainable ways to operate and supporting them in their ESG transitions, we help accelerate change across various business sectors to benefit society.

At KPMG, we focus on purposeful business, supported by our values. We have a fundamental commitment to serving the public interest and building trust. Everything we do has to be underpinned by objectivity, independence, ethics, and integrity; from our commitment to leading our professions in audit quality and driving responsible tax practices to delivering the highest quality work to advisory clients. Through our audit and tax services, KPMG firms aim to help businesses run fairly and transparently. Through KPMG Impact and our advisory services, we strive to help clients become more effective and resilient in the face of rising volatility and complexity. In turn, this fosters more comprehensive economic growth and prosperity.

We always seek to act with a clear purpose, inspiring confidence and empowering change for our people, clients, and society. By living our values — Integrity, Courage, Excellence, Together, and For Better — we believe we're driving purposeful business, fostering prosperity on as broad a scale as possible, and helping to address the most significant issues facing our planet. Building on these values, our KPMG Impact plan will drive a more substantial focus on the contribution of our activities and support the achievement of the SDGs.





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## Prosperity

# Investing in audit quality

Quality and integrity are the foundations that strengthen trust in the clients we serve. Audit quality is fundamental and is the key measure on which our professional reputation stands. We're committed to ensuring our approach to audit quality evolves as the audit itself continues to be reshaped with new technologies and methods that create a better experience for clients.

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



## Responsible Tax

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

KPMG delivers targeted approaches to help tax leaders embrace their role in ESG through resources such as our tax impact reporting methodology, which helps clients assess their existing tax governance, access relevant tax data, and prepare transparency reports.

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



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## Prosperity

# Our step-by-step approach to sustainable business

At KPMG, we have a high-level approach that helps our clients act on sustainable challenges and opportunities. We can summarize the approach in four steps:



# 01

## Strategy

being clear about what you  
want to accomplish



# 02

## Implementation

using all assets and capabilities to  
make it a reality



# 03

## Reporting

being transparent and honest  
about your accomplishments



# 04

## Assurance

validating your achievements  
and reports

When our clients engage in these four steps in a serious and diligent manner, then we can talk about integrated sustainability.



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## Prosperity

# Making an impact through our services

### Step 1: Develop your sustainability strategy

**The key to sustainability lies in the right strategy. It's not just about the right objectives and action points, it's about getting everyone on board to tell the same story.**

## Sustainability at Arvesta

What once started as a small company has grown into a strong player with over 120 years of expertise in the agricultural and horticultural sector. Today, Arvesta is Belgium's largest full-service partner for farmers and horticulturists with a strong international network and an intense focus on sustainability and innovation.

*"At Arvesta it is our ambition to build the agriculture of the future in a sustainable and innovative way. The last few years, with the support of KPMG, we took some major steps in our sustainability journey," says Stéphanie Deleul, Communication Manager and Spokesperson at Arvesta. "We started our journey with the development of our sustainability strategy. We defined the relevant topics for our company*

*and sector and determined how we can make an impact with regards to sustainability. As a result of this strategy exercise, mission and vision statements were developed, and an impact map was drawn up in which more than 30 qualitative commitments were included, grouped in three pillars: Sustainable agriculture and horticulture, Sustainable business, and Caring for our people and consumers."*

*"Through consultation with various business stakeholders, 10 measurable priority objectives were defined. These topics objectively indicate what we are aiming for in the short and longer term. To ensure that we make progress on our sustainability commitments, a sustainability dashboard was developed this year. The dashboard consolidates information from across the entire organization and facilitates conversations about sustainability within Arvesta. This data is also used in our activity report that we publish every year."*

*"Arvesta will continue its sustainability journey to grow towards a more sustainable future. The next big step is making an inventory of the greenhouse gas emissions within Arvesta, aligned with the GHG Protocol. This exercise will require intensive cooperation with various business stakeholders."*





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KPMG supported Arvesta throughout their entire sustainability journey. Our specialists worked shoulder-to-shoulder with the Arvesta team, from setting the sustainability vision and ambition, to developing the strategic roadmap, defining sustainability priorities, and setting up monitoring systems. Now we are helping them to establish their greenhouse gas emissions inventory. We are proud to contribute to a more sustainable future for Arvesta and the agricultural sector.

## Step 2: Integration of the sustainability strategy

**At some point, strategy must be translated into practice. Integrating sustainability into an organization can be challenging. KPIs and commitment ensure success, while both core operations and support services play an important role.**

### EcoWerf Energie NV builds new fermentation plant

Those who doubt the financial importance of a sustainable approach should look at the strategy employed by EcoWerf for inspiration. This publicly-owned player decided to set up EcoWerf Energie NV to build a fermentation plant. This made it easier to obtain financing from banks.

EcoWerf, an intermunicipal waste specialist active in the eastern part of Flemish Brabant, has been focusing on sustainable waste management

for years. *“We want to close cycles as much as possible and ensure that the most polluting sources of waste do not end up in them,”* says EcoWerf’s General Manager, Jonathan De Witte. *“We do that through prevention, selective collection, and recycling, among other things. We want to reduce what remains as much as possible.”*

#### Easier financing

That last wish led EcoWerf to the idea of fermenting GFT waste and processing the biogas into electricity and heat. *“One quarter of the energy produced will serve our own needs,”* says Jonathan De Witte. *“We inject whatever we don’t use into the grid. In this way, we participate in the energy transition.”*

For financing, EcoWerf opted to create a new company. *“After all, EcoWerf chose to build up limited equity,”* says Jonathan De Witte. *“Through the public limited company (the NV), we can arrange financing through the banks. The local authorities provide the guarantee. After all, they own 100% of the NV. However, it also makes it possible to include private partners. For example, we could admit an energy producer to the capital,”* explains Jonathan De Witte.

The use of the corporate form required the necessary attention to the fiscal parameters when drawing up the financial plan. After all, the tax context is different from the one in which an intermunicipal company operates.



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A multidisciplinary KPMG team assisted EcoWerf with the legal, financial, and tax aspects leading to the incorporation of Ecowerf Energie NV and the fermentation plant. The fermentation plant is currently under construction and will become operational in 2023. The self-generation of electricity and heat will reduce the CO2 footprint of EcoWerf by 5,000 tons of CO2 per year. In this way, the project contributes to Flanders' climate goals.

We are actively supporting companies and helping their sustainability transitions succeed, leveraging our expertise in sustainable supply chains, digital and technology transformation, sustainability support, ESG due diligence, people and change, transforming assets and infrastructure, and ESG-related tax and legal advice.



## Step 3: Sustainability reporting

**As the saying goes, “what gets measured, gets managed”. Reporting is crucial in communicating sustainability progress, both internally and externally. Stakeholders expect businesses to take responsibility for their actions and operate in a sustainable way. This drives a demand for increased accountability and transparency on the environmental, social, and governance impacts of the organization. More importantly, sustainability reporting will probably soon become obligatory for quite a number of companies.**

## House of HR reports transparently on sustainability goals

That House of HR focuses primarily on the social aspects of its sustainability strategy is no surprise. By doing so, it takes reporting very seriously.

*“Integrating people into society and having them contribute through a job is sustainable in itself,” says Rika Coppens, CEO. In that regard, HR services provider House of HR – operating from Roeselare mainly in Belgium, the Netherlands, France, and Germany – already has the right DNA. “Yet we noticed that CSR was becoming increasingly prominent in our way of working,” says Rika. “We felt it was important to make clear in our reports what we wanted to focus on. This also allowed us to align all the different departments and companies within the group.”*



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House of HR started an exercise in the second half of 2020 that led to a focus on some of the UN's sustainability goals (SDGs).

*"It makes sense that we chose social aspects in particular, including health and well-being, equality and quality education," says Rika.*

The strategy led to the definition of KPIs, whose evolution will henceforth be reported in the annual report. Rika is very satisfied with the reporting requirements that House of HR imposes on itself: *"In addition to getting everyone on the same page, this is also a way of saying what the company stands for. And it encourages you to be honest with yourself."*

According to Rika, companies can no longer avoid reporting their sustainability progress. *"It is becoming increasingly important,"* she concludes. *"Banks are increasingly working with ESG bonds. At the same time, in this "war for talent" era, it is also an important differentiator for attracting people."*

We offer companies support with their reporting on sustainability – in line with standards such as GRI, SASB, or TCFD – and leveraging these insights to make informed decisions on their sustainability journey.

Our purpose is to guide our clients through frameworks and standards – such as GRI and CSRD – to develop compliant, balanced, and impactful reports, which are responsive to the interests and needs of their stakeholders, and bring competitive, reputational advantages to our clients. This is where KPMG can make a clear impact.

## Step 4:

# Attestation of sustainability reporting

**Credibility is a key factor in sustainability. Attestation of the reporting by an external party helps to validate the reliability of the information shared by a company. It is not yet mandatory, but that may soon change for quite a few organizations.**

## AB InBev chooses to have sustainability reporting attested

**Although attestation of sustainability reporting may not yet be mandatory, AB InBev sees it as its responsibility to have key elements validated by an auditor.**

Like many other large companies, AB InBev has a sustainability strategy that includes a focus on the environment, packaging materials, and water consumption. The new 2018 strategy also took the attestation process one step further. *"We have had our efforts for key topics and indicators attested by an independent party for some time,"* says Virginia Covo Naranjo, Global Director Sustainability Climate Action at AB InBev. *"But the new strategy added additional indicators, including external data for the first time. Data from suppliers, for example."*





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### Time-intensive process

An attestation is a crucial process in which an external party certifies your figures are reliable (or not). That risk can be somewhat overcome by calling for a readiness assessment beforehand. *“I can really recommend it,”* Virginia Covo Naranjo points out. *“It’s a stress test for your reporting system and processes. Are you ready to be attested? When it comes to certifying a specific KPI, a readiness assessment makes management systems even more robust.”*

Attestation is time-consuming, according to Virginia Covo Naranjo. *“Think of it as a journey,”* she says. *“If you need two readiness assessments for a certain KPI, so be it: as long as you’re making progress and continuing to learn. Choosing a good auditor, who is involved quickly in the process, is also crucial.”*

We provide assurance for compliance with sustainability reporting frameworks and specific Key Performance Indicators. We can ensure completeness and accuracy of ESG information and indicators disclosed in the corporate reports or assess the readiness for sustainability reporting.

Stakeholders and investors are increasingly requesting robust, accurate, and comparable sustainability information and indicators, as a basis for their economic decision-making. By providing assurance for this information, KPMG plays a crucial role in the market, enabling our clients to communicate in a transparent and balanced manner with their stakeholders, while meeting the needs of the market for qualitative and reliable information.







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## Prosperity

# Guide to Sustainable Business

When it comes to sustainability, we all have a role to play. Consumers understand that their choices can make a real difference, legislators realize that their policies can create a positive impact, and companies realize that they can do good when they re-think 'business-as-usual' approaches.

As business managers often struggle to plan and execute on sustainability challenges and opportunities, in collaboration with Trends and Trends-Tendances, we launched the Guide to Sustainable Business. This accessible publication includes a step-by-step approach to help steer companies in the right direction on their sustainability journeys. In May, we also organized a well-attended evening event dedicated to the publication of the Guide, featuring, among others, well-known business school professor and sustainability expert, Prof. Dr. Wayne Visser.

We are very pleased that the Guide for Sustainable Business received Gold accolades in the category 'Best Use of Print Media' at the Native Advertising Awards 2022.



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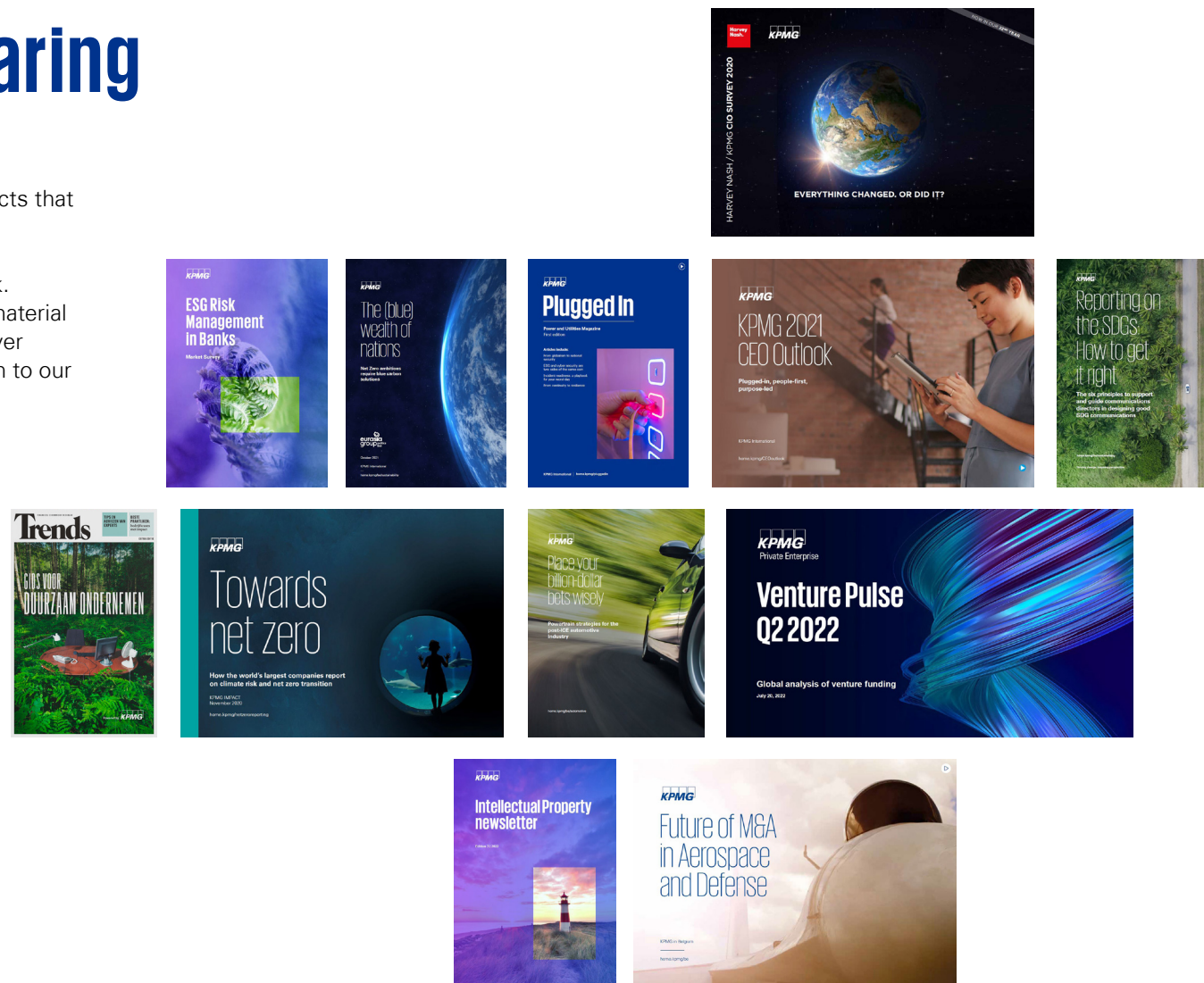
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# Prosperity Knowledge sharing

To contribute to debates on complex subjects that we deal with in the business world, we periodically publish a vast repertoire of information, created by the KPMG network. Publishing thought leaderships and other material highlighting our expertise allows us to deliver service excellence and valuable information to our customers through different channels.





The background of the entire page is a photograph of three wind turbines standing in a field of tall, golden-brown grass. The sky is a vibrant blue with scattered white clouds. The turbines are white and have three blades each. The largest turbine is on the right, and two smaller ones are to its left.

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# Planet

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





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# Planet

## Our commitments

1

### Decarbonization

Become a net zero carbon organization by 2026  
Achieve 1.5°C science-based target (50% emission reduction) by 2030

2

### Waste and circularity

Improve recycling and further reduce waste in all offices

3

### Water management

Efficient water usage in all our KPMG offices in Belgium

“

**Decarbonization is one of the key elements in any sustainability strategy but there is no one-size-fits-all answer to reducing carbon emissions. At KPMG in Belgium, we take a holistic and multi-disciplinary approach to supporting our clients on their decarbonization journey. The experience gained from developing and implementing our own Impact Plan helps us to address the many challenges our clients face, such as correctly mapping their emissions, defining ambitious yet realistic targets, and finding appropriate renewable energy sourcing alternatives.”**



**Karen Beullens**  
Senior Manager Advisor  
KPMG in Belgium





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# Planet Decarbonization

At KPMG in Belgium, decarbonization is a core priority that underpins our broader Impact Plan. In line with our purpose-based approach, we also firmly believe that we should lead by example, taking actions that are rooted in evidence, with realistic, measurable timelines for achieving our goals.

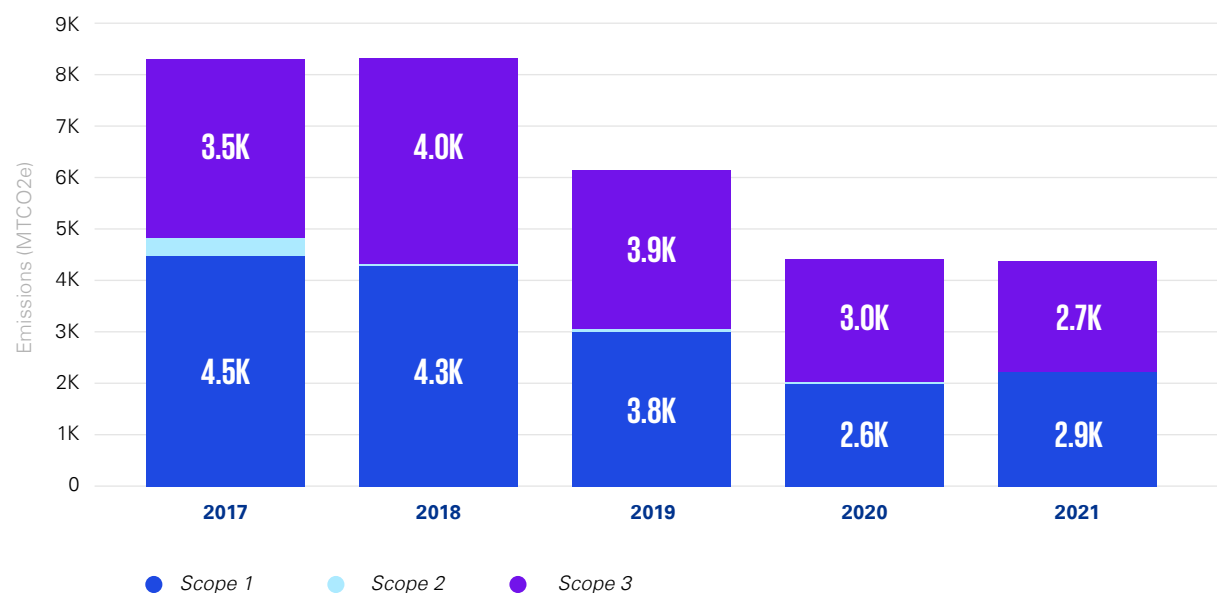
KPMG in Belgium is committed to actions that contribute to achieving the global 1.5°C science-based target as expressed in the UN Sustainable Development Goals (SDG 12). In practical terms, this means improving our impact on climate change through more sustainable consumption and allocation of resources, as well as conscious emissions-reducing initiatives, starting with:

- Reducing our direct and indirect emissions (scope 1, 2 and 3) by 50% by 2030 compared to 2019, in line with the UN's 1.5° science-based target for global warming.
- Supporting solutions to offset our carbon footprint and become a net-zero organization by 2026.

Since 2019, our emissions have fallen by 27% across KPMG in Belgium, which is a 40% reduction per individual, during which time the size of our workforce also increased. While this is in

large part attributed to the COVID-19 pandemic, it's also a result of efficiencies within our operations, such as the move to more sustainable offices and the transformation of our mobility.

Figure 2:  
**GHG emission per year**





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# Planet Decarbonization

The reduction of our greenhouse gas (GHG) emissions is partially explained by the significant decrease of our scope 1 emissions related to our company car fleet. Due to the COVID-19 pandemic, we shifted our work from home policy. We've kept our flexible working policies, striking the right balance between staying connected with our clients and peers. The pandemic also decreased our international travel. In 2021, our total business flights only accounted for 10% of the total travel in 2019. Finally, our move to more sustainable offices, starting in 2017, contributed to our reduced environmental impact. GHG emissions related to our buildings dropped by an astounding 84% in 2020 compared to 2017.

As a result, we are ahead of schedule on our 1.5°C science-based target for GHG emissions reduction by almost 20%. It is clear that the COVID-19 pandemic helped our emissions reduction agenda. As we adjust to post-pandemic planning, we are currently modifying our way of working to maximally leverage these emission reductions going forward.





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# Planet Decarbonization

## Our commitments in action

### Move to a greener fleet

Before the pandemic, almost half of our CO2 emissions (48.5%) came from our car fleet, which is why we've decided to accelerate our ambition to transition to a green(er) fleet and invest further in fully electric vehicles (EVs).

In 2021, we launched a pilot program to test electrification solutions for our fleet. The primary purpose was to assess charging options at home and on the road, considering our employees' needs and experiences. The pilot program had a positive outcome. By the end of 2021, we adjusted our entire fleet offering and now at least 50% of the vehicle options that our employees can choose from are electric models.

In the first half of 2022, we ordered 211 fully electric cars. This represents 40% of all orders placed by employees renewing their lease. However, to achieve our decarbonization goals faster, we are suggesting that more employees choose a fully electric car.

To encourage our people to choose full EV options, KPMG will install a home charging point for the employee whenever feasible, and will reimburse all costs related to charging of the vehicle at home. Employees who cannot charge at home can charge their car at the office or at public charging stations.

Despite challenges like lead times and limited public charging stations, we will continue to increase the share of electric cars in the KPMG fleet.

### Promote alternative mobility and working from home

At KPMG, we encourage our employees to use alternative mobility solutions (train/tram/bus/bike) for commuting and professional travel. All these solutions are embedded in our Flex Reward plan, which can be activated by the employee in function of their individual needs.

The structure of our flexible compensation system is simple. The year-end premium is estimated and activated in our Flex Reward plan every January. Throughout the year, employees can decide to invest (part of) this amount in alternative mobility solutions. Sustainable alternatives, such as leasing bikes and the Olympus Mobility app, are a popular choice. KPMG also promotes the use of alternative solutions by providing a financial incentive for each day that an employee travels by alternative means of transport. That money is earned in addition to their current budget, which enables them to earn back (part of) the investment they initially made.

Next to the alternative mobility solutions that we offer, working from home (with a target of 25% of time worked at home by 2025) also impacts the travel behavior of our employees.

The Flex Reward plan is not designed to reduce the number of cars, but to decrease car usage, and to minimize our CO2 emissions. In addition to our transition to a greener fleet, we will continue to promote alternative mobility, with a commitment to increase our commutes through other forms of mobility by 10% by 2025.



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**We notice that mobility is playing an increasingly crucial role in companies' remuneration policies. Employees expect employers to be innovative with mobility and offer various alternative mobility solutions. If the employer succeeds in introducing an attractive and flexible mobility plan, this will undoubtedly positively impact the employer branding of the company. However, it is essential to implement this in a well-thought-out and future-proof manner, considering all the fiscal, legal and practical consequences. Finally, once the plan has been introduced, it is important to communicate it as clearly as possible to all target groups."**



**Olivier Vanneste**  
Tax Partner  
KPMG in Belgium

## Our KPMG buildings and 100% renewable energy

Through the design of our buildings, their locations, and operations, we want to reduce our CO2 emissions and try to have a more positive impact on our climate. By improving our natural work environments, we seek to enhance our employees' experience and working conditions.

Our "Post-X" office in Antwerp is qualified as a passive building. Additionally, our "Passport" office in Brussels received a BREEAM Very Good certificate for a Sustainable Built Environment.

BREEAM is the world's leading sustainability assessment method for master planning projects, infrastructure, and buildings. It recognizes and reflects the value in higher performing assets across the built environment lifecycle, from new construction to in-use and refurbishment.

In addition, we continue to encourage our building proprietors to opt for 100% renewable energy in their energy contracts. Today, we are proud to report that more than 90% of our total energy consumption comes from renewable sources.





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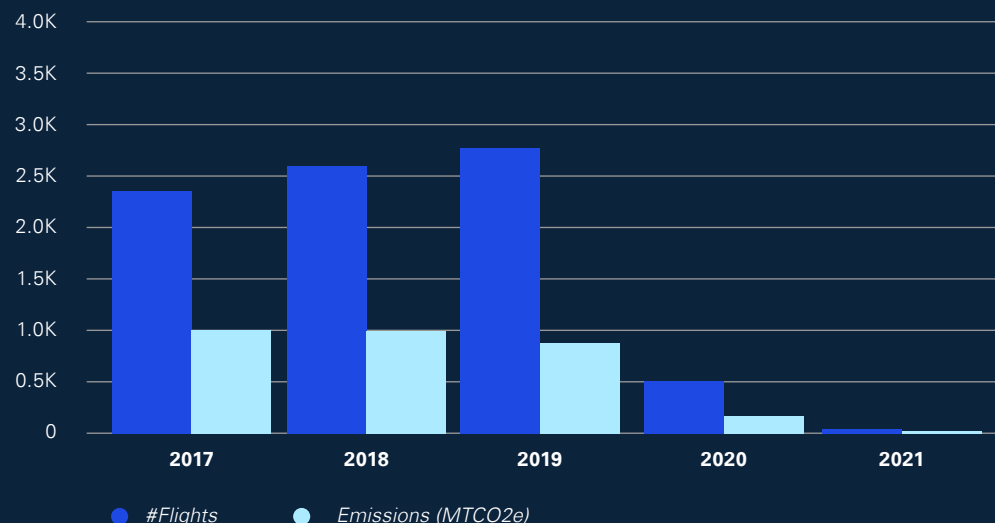


## Business travel

To decrease our CO2 emissions linked to business travel, we aim to choose sustainable alternatives in the future consciously. With the COVID-19 pandemic, our business travel significantly dropped by 90% between 2019 and 2021.

Figure 3:

### Evolution over time for # Flights and Emissions (MTCO2e)



To sustain lower CO2 emissions from our business-related travel in the future, we analyzed our travel policy and updated it in 2022. From now on, travel by rail for trips of less than 400 km is mandatory for business travel. We will also limit bookings for business travel, whenever possible.

<sup>1</sup> According to BOS+ and literature:

**Opbrengsttabellen Nederland 2018:** <https://www.wageningenacademic.com/doi/book/10.3920/978-90-8686-876-6>

**Biomassa-expansiefactor:** Inge Vande Walle, N VAN CAMP, D PERRIN, Raoul Lemeur (UGent), Kris Verheyen (UGent), B VAN WESEMAEL and E LAITAT (2005) ANNALS OF FOREST SCIENCE. 62(8). p.853-864: <https://biblio.ugent.be/publication/339146>

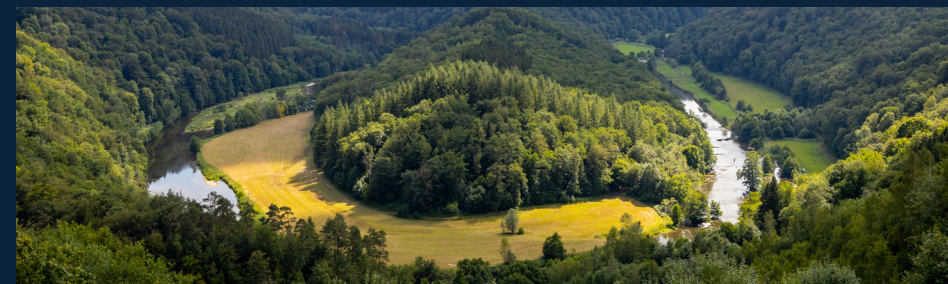
**CO2-equivalent van 1 kubieke meter hout:** <https://houtinfo.be/nl/het-bos-en-het-hout/koolstofdioxyde/>

## KPMG Forest

KPMG is collaborating with the Flemish organization BOS+ to plant our own KPMG Forest. BOS+ is helping us look for 1ha of land to plant trees on, for and with our colleagues.

The project entails two primary goals. Firstly, it will offset a (small) part of our CO2 emissions. Although the offset is mainly symbolic, in its first 20 years of growth, a Flemish forest captures 8.8 tons of CO2 per hectare per year<sup>1</sup>. Through this project, we aim to contribute to protect biodiversity and increase spaces for nature to thrive.

Secondly, and most importantly, planting the KPMG forest will help increase awareness of our sustainability efforts and the positive effects of creating natural space. As one of our sustainability projects, we aim to use the launch and tree-planting moments to educate our communities on biodiversity and the importance of creating more forests in Belgium. Besides the immediate benefits of forest stewardship, KPMG aims to leverage this project as an opportunity for our people to connect with one another, through nature.





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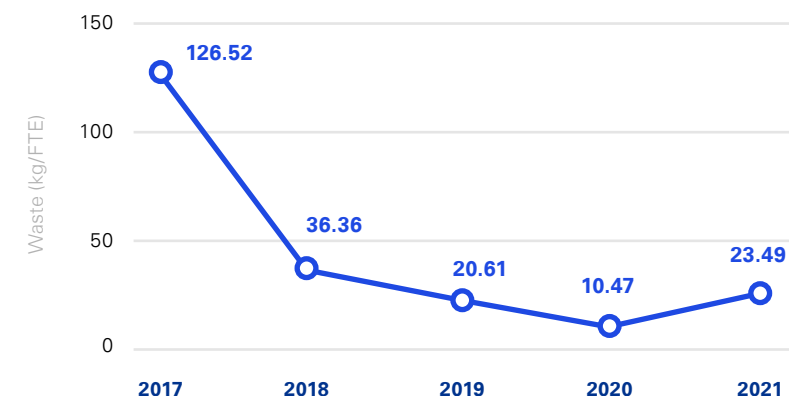
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## Waste management

Taking a circular approach to resource consumption is one of the most efficient ways to reduce waste and improve resource efficiency. At KPMG in Belgium, we do this by looking for alternatives that can turn small changes into a big cumulative impact, such as:

- Installing flooring in our Zaventem HQ made of 100% regenerated ECONYL® yarn, which is sourced from recycled fishing nets and other waste materials. The carpet tile backing also includes recycled material, and KPMG ensured that the total production of the carpet tiles was made CO2 neutral by participating in modulyss' CO2-reducing CO2RE carbon capture initiative.
- Actively recycling all paper, cans, plastic, batteries, and glass in all our offices. Since we adopted a paperless approach in 2017, we have reduced paper waste from 84 tons in 2017 to 4 tons in 2019 (before COVID) and 1.5 tons in 2021.
- Encouraging employees to switch from mugs and disposable cups to using Green Earth cups, which do not contain a plastic coating, can be easily recycled and have a lower overall environmental impact from production to disposal. As our employees consume about 1.2 million coffee cups per year, simple improvements like this can make a big impact.
- Recycling our printer toners and ink cartridges, as well as looking for ways to maximize the lifespan use of our ICT equipment. So far, we've done this by donating laptops to schools so that children without IT equipment at home could continue to learn remotely during the COVID-19 pandemic, and by working with organizations such as Close the Gap – a social enterprise that provides high-quality, refurbished IT equipment for social and educational projects in emerging and developing countries.

Figure 4:  
**Relative waste production over time**





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# Planet Water management

Due to high population density and sizeable paved surface areas, fresh, potable water is increasingly scarce in Belgium. As a large organization, we recognize our collective footprint and are committed to finding new ways to improve the efficiency of our water usage in all our offices. Since 2017, our water consumption has decreased by 35%, from 7,071 m<sup>3</sup> in 2017 to 4,602 m<sup>3</sup> in 2021. Meanwhile, our employee count grew approximately 50% in the same period. Even with this increase in KPMG in Belgium's employee headcount, we were able to reduce our water consumption.

Beyond our operational capacities, KPMG also contributed to the Flemish government's plan to reduce the effect of drought in extreme water scarcity, together with a consortium of research and academic organizations. The result of this exercise (het Vlaams Reactief Afwegingskader voor Waterschaarste) is currently being implemented. Moreover, the project provides an up-to-date view of the potential reactive measures that policymakers can implement during a crisis. As such, the framework provides objective data to decision-makers when they most need it.

At the same time, KPMG is also contributing to proactive water management: we are supporting the Coördinatiecommissie Integraal Waterbeleid (CIW) with the management of the Blue Deal program, aimed at transforming our water system to a more (climate) resilient and sustainable system through more sustainable water management, more efficient and circular water use and various innovative partnerships.



**Adapting our water system to mitigate risks from climate change is a tremendous challenge. We need to consider both the risks of water scarcity and the risk of floods, which requires extensive collaboration. We're proud to contribute to the redesign of our water systems by supporting governments, water distribution companies, and corporates."**



**Kobe Geryl**  
Manager Advisor  
KPMG in Belgium



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# Planet

## Our sustainable procurement policy

Within KPMG in Belgium, a sustainable procurement policy was established to integrate the principles of corporate social responsibility (CSR) into our company's procurement processes and decisions. As such, we hope to realize our sustainability commitments by working together with our suppliers.

First, we expect all vendors to adhere to our Supplier Code of Conduct, which requires them to assess the carbon footprint of their products and services. We also try to reduce demand by consuming less as well as integrating sustainability criteria in our tenders and evaluating the ESG efforts of our suppliers. To boost our decarbonization journey, KPMG in Belgium applies an Internal Carbon Price (ICP). This means that we apply an additional cost for the carbon emissions of a specific KPMG business case or expense in our internal accounting and allocate the funds collected to a separate decarbonization fund. This decarbonization fund is strictly dedicated to supporting our decarbonization journey and can only be used to finance actions, such as investing in nature-based solutions or technology-based carbon removals. To underline our implementation of sustainability criteria throughout our organization, KPMG in Belgium is also committed to achieving and maintaining Ecovadis certification for our sustainability practices.



**A sustainable procurement policy is not only important for KPMG but also for other organizations, which is why KPMG also supports clients in setting up sustainable procurement policies. An organization with a sustainable procurement policy uses its purchasing power and influence to improve the social and environmental performance of the entire product chain in cooperation with its suppliers and customers."**



**Julia Van Dyck**  
Senior Advisor in Sustainable Procurement  
KPMG in Belgium





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# Philanthropy

Establish partnerships that reinforce our ESG strategy and help us achieve our commitments.



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# Philanthropy

## Our commitments

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### Volunteering

- 3,750 collective hours of volunteering per year, starting in 2022
- Focusing on our main ESG partnerships
- Integrating smaller projects selected by our employees

2

### Complementary partnerships

We look for partners whose values are aligned with our own, with complementary knowledge, skills, and resources, and with whom we can work together to amplify our impact and deliver on our commitments.

“

**As a firm with almost 1,900 skillful, passionate, and hard-working people, I believe we can contribute meaningfully to our communities. Our philanthropic initiatives reflect the causes close to our people's hearts, which is why we've chosen to partner with organizations where we can involve our people to advance youth development, cancer research and mentorship, among others. During the pandemic, I saw the significant impact we can achieve when we all pitch in for our broader communities. I am glad we can continue to do good, #Together #ForBetter.”**



**Stefanie Pauwels**  
Head of Markets  
KPMG in Belgium





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## Philanthropy

# Our main partnerships

### Kom op tegen Kanker

KPMG is a proud sponsor of the 1,000km bike ride for Kom op tegen Kanker (KOTK), as well as the 100km run for Kom op tegen Kanker. Sadly, we all know someone who has faced cancer. One way to contribute to finding cures for cancer is to support research. KPMG uses its community and network to do our part in raising awareness and funds to support KOTK.

Each year, our KPMG cycling and running teams participate in sport events that raise funds for cancer research, with the support of all our employees and their families. Because #Together, as one KPMG family, we can make a real difference.

We see this as an important contribution to the work Kom op tegen Kanker accomplishes and are proud to be part of this initiative to improve the health of so many.



**I'm proud to participate in the KOTK events under the flag of KPMG to raise funds for further research. Alongside my colleagues, we hope to raise further awareness for cancer, as well as contribute financially to the scientific research necessary to fight this disease. I strongly believe that KPMG and its people can make a difference in the fight against cancer."**



**Sanne Vandebroek**  
Executive Director  
KPMG Audit





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## BeCode

BeCode is the first Artificial Intelligence (AI) school in Belgium. It was launched in Brussels as a joint initiative by BeCode, Microsoft, and five founding partners: Cronos Groep, Delaware, Faktion, KPMG and Xylos. As one of the founding partners, we proudly support this initiative to overcome a shortage of AI experts in Belgium, recognizing that the skills and knowledge needed in today's world are changing. BeCode is open to everyone, regardless of background or employment history. The program offers a chance for motivated people to learn digital skills that can lead to exciting career paths in the growing AI sector.

As part of the training, KPMG Lighthouse provides challenging and relevant data science cases. Working on these cases, BeCode students have the opportunity to address these challenges in a group setting, guided by our AI experts. We also offer students a three-month internship at KPMG: an excellent opportunity to gain real experience and to explore challenging topics.



**The great thing about BeCode is that they focus on inclusivity: the initiative is open to everyone, including people who are currently under-represented in the labor market, and who might face challenges when looking for a job. BeCode and their partners, including KPMG, offer the students the opportunity to get in contact with real clients, real use cases, and real companies. It's more than just a technical boot camp, it's really a jump start for a technical career."**



**Jonas Vanden Brande**  
Technology Advisory  
KPMG Advisory





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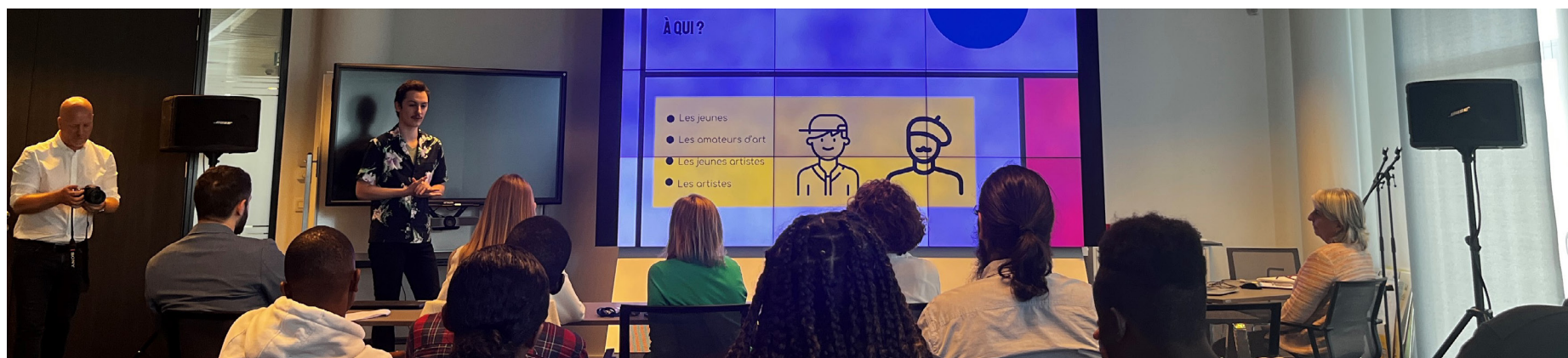


## YouthStart

Learning and developing are focal points in our Impact Plan. On that basis, we will continue to work closely with YouthStart to develop the talents and entrepreneurial skills of youth and young adults.

YouthStart is a non-profit organization focused on integrating youth and young adults, experiencing difficulties entering the professional and social world. It helps them get back on track and stimulates their entrepreneurial spirit by offering courses on basic principles of entrepreneurship.

Following the program of hands-on training and motivational coaching sessions, a certification ceremony is held, during which the young adults must present their business case, including a concept and an overview of the financials, to a jury. As a sponsor of YouthStart we have the opportunity to be part of this important moment as a member of the jury. It represents an exciting moment for the young adults, as well as for the trainers and the jury members.



**This year, I participated in several YouthStart certification ceremonies as a member of the advisory board. It was so motivating to see the ideas and enthusiasm of the YouthStart participants, and I was excited to see their work. The entrepreneurial spirit that I saw in these young people is boundless and deserves recognition!"**



**Rebecca Vercoutere**  
Senior Manager Advisor  
KPMG Advisory



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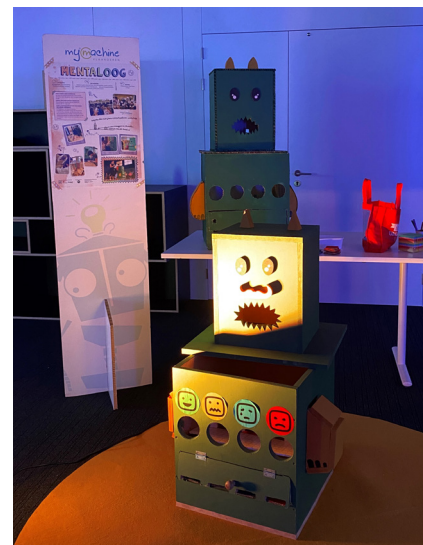
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## My Machine

My Machine is a non-profit organization that connects people across generations. In My Machine, the cooperation and interaction among the three educational levels is central. The whole process is based on co-creation and collaboration among students of all educational levels, who work together as equals to create “dream machines” during one school year. Different generations work together on ideation, co-creation, conception, and the development of prototypes.

As KPMG volunteers, we offer the skills we apply in daily professional life, both to the organization, as such, and to the young people who participate in the various projects. Our employees also experience the ideation and co-creation process that the children and students use to go from an idea to a dream machine within a limited time and budget.



**What most attracts me to My Machine is the fact that young people, children, and students, are stimulated to be creative, to co-create and to use their capabilities to their fullest to create a dream machine.”**



**Jeroen Gobbin**  
Partner  
KPMG Tax, Legal and Accountancy





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## Our Impact activities for Ukraine

We condemn the Russian government's military invasion of Ukraine in violation of international law. The KPMG network has withdrawn its local offices from Russia and Belarus. During this difficult time, all of us at KPMG in Belgium are united in our support for the people of Ukraine, and all of those across the region who have been affected by this senseless military action.

Driven by our values and as part of Our Impact Plan, KPMG is working closely with our colleagues to do everything we can to help people and communities in need. On a global level, KPMG firms worldwide have pulled resources together to contribute to the UNICEF Ukraine fund. On a local level, we provide colleagues who join KPMG in Belgium from Ukraine with all the support they need to ensure their integration in Belgium and into our firm.

In addition, we have taken several smaller initiatives to support Ukrainian communities in Belgium:

- We helped Ukrainian children to go to school by offering them a laptop bag with a laptop and school material;
- We offer our employees the opportunity to volunteer their time and skills in helping meet the needs of the Ukrainian community in Belgium;
- We also offer Ukrainians outside of our KPMG community the opportunity to participate in an integration program, to enable them to find a job in Belgium and secure an income. We organize an intensive English language course, an intercultural training day on "Working and living in Belgium", an employment solicitation workshop and a tax workshop.

We will continue to find ways to improve the lives of Ukrainian people here in Belgium and support those who still struggle to integrate, helping them rebuild their lives.





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## Philanthropy

# KPMG Foundation

Giving back to our communities, #Together #ForBetter, is an important part of Our Impact Plan, our values, and our culture. We will create a KPMG Foundation, grouping all our philanthropic activities in Belgium, including our volunteering work, our main ESG partnerships, disaster relief and smaller volunteering projects proposed by our employees.

Our previous approach is changing through the centralization of our initiatives under the umbrella of the KPMG Foundation. This will allow us to pool and leverage our resources, while providing greater flexibility and opportunity for employees to demonstrate leadership, contribute their ideas, and propose new ESG projects more effectively.

By giving every employee the opportunity to submit a volunteer work project via The KPMG Foundation, we want everyone to get actively involved and make an impact. Because only #Together, as #OneKPMG, can we make a real difference.



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# Governance

Our Purpose and Values lie at the heart of the way we do things.

1

**We do the right thing, the right way, always.**

2

**We do what matters.**

For over 150 years, we've inspired confidence by building trust, while empowering change to shape a better future. Our Purpose is rooted in rich history, built on our role to protect the public interest while creating a better future for our people, clients, and stakeholders.

The immense pressures on business and society are rapidly evolving. And with the new challenges facing the world, acting with purpose has never been so relevant. To inspire confidence and empower change, we need to consider the economic, environmental, and social impact of our activities, align our financial and societal performance as part of a shift toward stakeholder capitalism and have strong governance in place to oversee all our activities.

Working with the World Economic Forum to set the IBC metrics for ESG reporting is one example of how we're using our experience and knowledge to help shape the future of sustainable business. This work is part of the wider role we believe we must play to support the development of harmonized, consistent, and credible information on sustainability matters. We've accepted roles at the International Integrated Reporting Council (IIRC), FSB Taskforce on Climate-related Financial Disclosures, and the Taskforce for Nature-related Disclosures (TNFD), among others.



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# Governance

## Our structure and governance

KPMG has a strong governance structure for overseeing our activities, setting policies, and aligning our strategy with our Purpose. KPMG International Limited acts as the coordinating entity for the overall benefit of the KPMG global organization. Its governance bodies are comprised of the Global Council, the Global Board, the Global Management Team (GMT) and Global Steering Groups. Further details about KPMG International including the structure and governance, can be found in our [2021 Transparency Report](#).

Figure 5:  
**KPMG International structure and governance**



### The Global Board

The Global Board is the principal governance and oversight body of KPMG International, currently consisting of 24 members from diverse geographies that reflect KPMG's global presence. The key responsibilities of the Global Board include approving strategy, protecting, and enhancing the KPMG brand and reputation, overseeing the GMT, and approving significant policies with which KPMG firms must comply. It also approves the admittance or termination of KPMG firms as members of our global organization. Find out more about our Global Governance in our [Transparency Report 2021](#).

The tenure of our Global Chairman and CEO is limited to two terms of four years, while our Regional Chairs' terms on the Global Board are limited to their term of office in their regional role. Tenure for our other Global Board members is two years, with members eligible to be appointed for one or more additional terms. All members of the Global Board are executive members; it has no independent members.

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

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





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Board members have either economic/finance-related degrees and/or accounting qualifications and all have experience in running national KPMG practices, which entails consideration of economic, social, and environmental issues. Many Global Board members are involved in senior roles with non-profit organizations in areas such as education, inclusion, and diversity, as well as in national and international professional bodies and business associations. Some Global Board members have environmental competencies. The Global Board receives regular updates and education on economic, environmental, and social issues, as part of its role in considering and approving KPMG International's various significant projects in these areas, many of which have been outlined here in our Impact Plan.

There are four female Global Board members and five members of the Global Board that identify as members of underrepresented social groups.

### Regional Board

Each firm is part of one of three regions (the Americas, ASPAC, and EMA). Each region has a Regional Board comprising a regional chairperson, regional chief operating officer, representation from any sub-regions and other members, as appropriate. Each Regional Board focuses specifically on the needs of member firms within their region and assists in the implementation of KPMG International's policies and processes within the region.

Further details about KPMG International including the governance arrangements, can be found in the "Governance and Leadership" section of the 2021 KPMG International Transparency Report.





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## Governance

# Associating with the right clients and engagements

Our global client and engagement acceptance and continuance processes and policies help us to identify and evaluate potential risks, ethics, independence, or conflicts of interest issues. Prior to taking action, KPMG firms are required to evaluate whether to accept or continue a client relationship or perform a specific engagement. Where client or engagement acceptance or continuance decisions pose significant risks, additional approvals are required. Read more in our Global [Transparency Report 2021](#).



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## Governance

# Setting the highest standards of ethical conduct

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

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

In our Global Code of Conduct, which we regularly review and update, we clearly state that we don't tolerate illegal or unethical behavior within KPMG, nor 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 are required to have processes to assess prospective clients, sub-contractors, and suppliers in relation to bribery and corruption. KPMG firms must also assess their bribery and corruption environment annually, as well as establish and maintain processes to monitor, manage and control the interactions of the firm, its personnel, its agents with government entities and government officials, to ensure compliance with applicable law and regulation to maintain public trust. Find out more about KPMG International's position on bribery and corruption [here](#).

KPMG International develops Code of Conduct training for everyone at KPMG. Everyone is required to confirm their understanding of, and compliance with, the Code of Conduct on joining KPMG and annually after that. KPMG firms are required to monitor our people's completion of this training, as well as the completion of training on bribery and compliance with laws, regulations, and professional standards. Any individuals contracted to provide services to KPMG firms should also undertake applicable ethics training.

Additionally, KPMG firms and professional accountants are 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 has policies and procedures to enable KPMG firms and their people to comply with these standards.





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## Governance

# Committing to change within the organization

KPMG established a global procurement ESG working group, a planet council, a prosperity council, and Heads of Our Impact Plan in all our Global Board countries, with the aim of driving progress across the commitments the global organization has made in Our Impact Plan.

## Governance

# Addressing modern slavery risks

Over the past year, we formed a working group to address modern slavery risks. This group, which includes representation from the International Office of the General Counsel, Global Procurement and Corporate Affairs, meets monthly to focus our efforts on addressing risk and opportunities. The Committee's work is overseen by the GMT, with regular reporting to the Global Board. Our formalized accountability structure for human rights and modern slavery will be a foundational step in increasing our maturity.





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## Governance

# Speaking up, safely

KPMG has a comprehensive approach to monitoring and reporting any illegal or unethical acts. Our Global Code of Conduct and policies and procedures set out a clear process for anyone seeking advice or wanting to report illegal or unethical behavior, and we openly encourage a culture of speaking up without any fear of reprisal. We prohibit retaliatory behavior when our people report ethical issues, breaches, or suspected breaches in good faith. KPMG firms are required to have reporting mechanisms for individuals to report any illegal or unethical acts that take place internally or externally, with clear policies on when to escalate reported incidents to Global or Regional leadership.

Supporting our speak-up culture, KPMG in Belgium and KPMG International have a hotline that can be used for reporting any suspected instances of unethical behavior. The service is managed by a third party and is available to all KPMG people, clients, and other third parties. This is in addition to other mechanisms that may exist within our KPMG firms.

## Governance

# Supporting those charged with governance

In recognition of the demanding and important role that board members play in leading outstanding governance, and the challenges that they face in meeting their responsibilities, KPMG in Belgium's Board Leadership Center (BLC) aims to help board members enhance their commitment and ability to help drive long-term sustainability and boost stakeholder confidence.

The BLC in Belgium forms part of a global network, operating in more than 40 countries and territories, through which KPMG firms engage with directors and business leaders to help articulate their challenges and promote continuous improvement of public and private company governance. Drawing on insights from KPMG professionals and subject matter experts both within Belgium and worldwide, the BLC delivers practical thought leadership — on risk and strategy, talent and technology, globalization and compliance, financial reporting, audit quality, and more — all through a board lens.

**An example of the support and insights the BLC provides can be found here.**



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# Achieving sustainability through commitment and connection

At KPMG in Belgium, we believe that one-off actions are not enough. Serious commitment to making an impact means continuous effort, building on the decisions and actions of yesterday, consistently implementing effective behaviors and choices today, and leveraging that momentum to secure a healthier and more prosperous future for all.

None of this happens in isolation. The SDGs were developed with stakeholders from all corners of society and the economy in mind. As a professional services provider, we are privileged to be able to reach and collaborate with a wide range of stakeholders and actors in different sectors, which gives us opportunities to foster and support positive change.

We work shoulder-to-shoulder with companies and organizations to transform their business and operations, so that they can better anticipate ESG-related risks and opportunities, and act on sustainable innovations that are not only good for their bottom-line, but also for society and the planet.

No matter how complex the organization, or its size, KPMG's multidisciplinary approach enables us to be effective allies, by helping our clients and partners achieve the needed cultural shifts and buy-in across all levels of the organization, working towards a smooth transition to a more sustainable future.

**At KPMG, we do what matters. We inspire confidence and empower change for our clients, our people, and society. Our approach to sustainable business and innovation helps them to fulfill their purpose and reach their full growth potential.**



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