



Demonstrating our commitment to consulting excellence

Annual declaration to the MCA

March 2018

kpmg.com/uk



Consulting excellence - annual declaration

At KPMG, excellence is always the focus of our consulting services, people and products. We are committed to the Consulting Excellence scheme, which brings the organisations that are members of the MCA together to make the industry better, with regards to reputation, public trust and access to talent. Being recognised for our commitment to Consulting Excellence helps our clients have the confidence that they will be working with a firm that strives to uphold ethical values, is committed to high standards of client service and that has consultants with the right capabilities to serve their needs. This document provides evidence on how we demonstrate Consulting Excellence throughout our practice

Contents

Pillar 01 Ethical behaviour

The KPMG way	04
Our quality and risk management approach	06
Our people strategy	07
Supply chain	09
Corporate responsibility	10

Pillar 02 Client service and value

Our client promise	14
Values and code of conduct	15
Client engagement management	16
Expert methodologies	17
Collaboration tools	18
Rewarding successes	19

Pillar 03 Professional development

Mandatory training	21
Professional and personal development	22
Wider support of individuals	23
Support for professional training	24
Conclusion	27

Pillar 01 Ethical behaviour

The KPMG way: Our values and code of conduct

Our publicly accessible code of conduct lays the expectations of ethical behaviour and compliance with professional and quality standards. It is built on the foundation of our values.

Internally, we publish several guidelines for all employees and associates of the firm to refer to. This lays out what our personal obligations are with regards to:

- Behaving in accordance to our purpose and values.
- Complying with laws, regulations and professional standards.
- Bringing to life our code of conduct in what we say and do.

More information on the code of conduct can be found here:

<https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2017/07/uk-code-of-conduct-july-2017.pdf>





Our quality and risk management approach

Our quality underpins the professional services that KPMG delivers. As stated in the KPMG core values, called the KPMG Way, above all we act with integrity. To help implement this in practice and keep high standards of quality and integrity we have a far reaching Quality and Risk Management ("QRM") team that develops, maintains and continuously improves policies and procedures. The head of QRM has a seat on the Board ensuring the right attention is paid to QRM at the top level of the organisation.

Each partner and employee has a responsibility in managing quality and risk. This responsibility includes the need to understand and adhere to our firm's policies and associated procedures in carrying out our day-to-day activities. To facilitate this understanding we have a comprehensive range of training modules as well as personalised QRM metrics to help maintain these high

standards. Our firm, as part of KPMG International, is also covered by an integrated monitoring and compliance programme to assess the relevance, adequacy, and effective operation of key quality control policies and procedures.

QRM policies and procedures cover the following (note this list is not exhaustive):

- Speaking out if we find someone has crossed a line - we maintain an independent whistleblowing hotline and have a robust policy protecting whistleblowers and preventing retaliation.
- Identifying and managing conflicts of interest.
- Complying with relevant laws, regulations and professional standards.
- Maintaining confidentiality of information.
- Avoiding inappropriate or excessive gifts or entertainment.

The board also has established an Ethics Committee to provide oversight of all matters concerning the firm's ethical conduct. For more information please refer to p55 of our **Annual Report**:

<https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2017/12/uk-annual-report-2017.pdf>



Our people strategy: “Magnet for Talent”

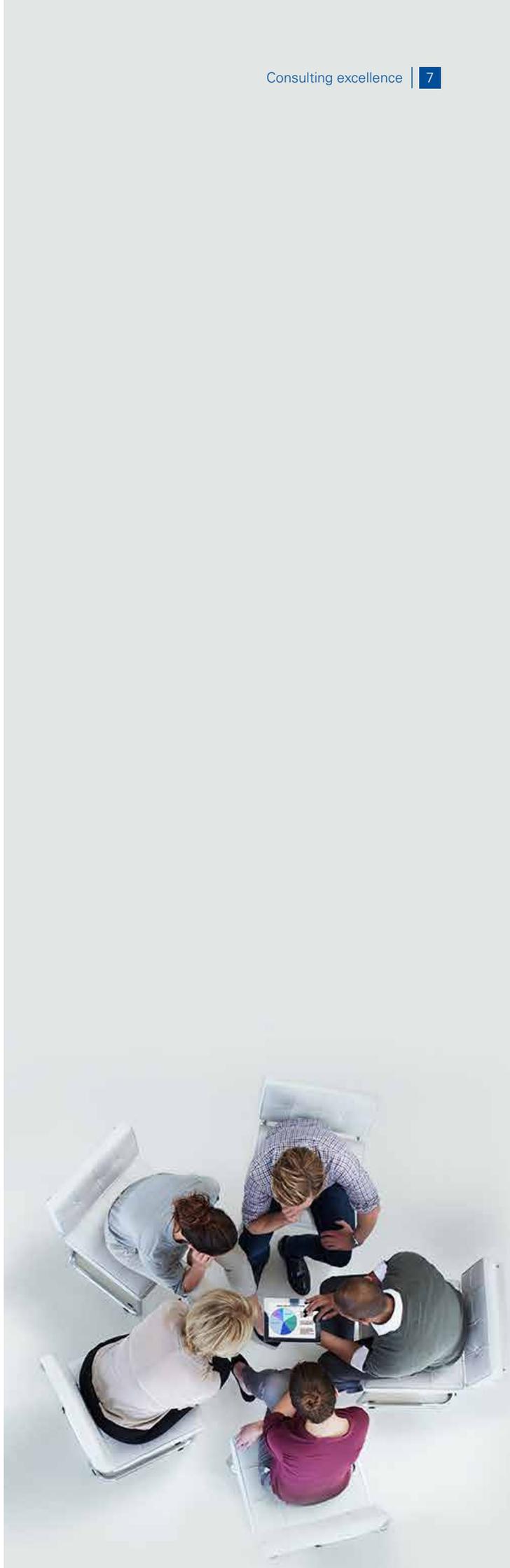
To provide a renewed focus to our people strategy, in 2017 we launched a new purpose-driven agenda called “Magnet for Talent.” Its aim is to attract and retain the very best talent and empower our existing employees to achieve great things for our clients, our communities and reach their full potential. It deliberately gets away from a process dominated approach to people that can sometimes restrict thinking and stifle achievement. At the heart of our people strategy is inclusion and diversity. We see it as a commercial imperative to make KPMG in the UK a truly inclusive and diverse place to work.

Our Chairman and Executive Committee members have signed up to achieving diversity targets by the end of 2018. Each also internally published their own action plan on how they will support it. The move has been cascaded across the firm and we actively use the target zones to challenge any unconscious biases or other factors when we plan and review our recruitment and promotions. We regularly communicate our progress on these diversity metrics to our Partner base to track our progress.

As we seek to speed up our response, within consulting we are focusing on the retention of diverse talent and ensuring our gender balance at senior manager grade and above shows greater diversity. Our “Beliefs, Biases and Behaviours” training is helping colleagues at all levels to think more carefully about unconscious bias and being more inclusive.

We’re particularly proud of a new reverse mentoring scheme involving young black and ethnic minority colleagues working with members of our Executive Committee and Inclusive Leadership Board to explain and tackle the barriers they face in progressing to senior roles in the firm. Please find further information in our **Annual Report** p40:

<https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2017/12/uk-annual-report-2017.pdf>



We also run a programme called IT's Her Future to address the gender gap in the traditionally male-dominated Technology Advisory function. The programme aims to attract, empower and strengthen the skill sets of women in technology by offering them access to the training, networks and opportunities that can help advance their careers. In a relatively short time, the program has successfully helped increase the rate of women coming into technical roles from 30 per cent to 50 per cent. This has further been reflected in the significant rise in the number of promotions of women in technology roles, with 34 per cent of mentees successfully securing promotion since the programme began. And since it's been such a success, the IT's Her Future program is being rolled out globally across our organization.

We have a number of diversity networks, each sponsored by a Partner of the firm, that allow us to embed inclusion and support our people; some examples include: African & Caribbean Network, Islamic Society, Forces in the Firm and Parenting Network.

KPMG is a member of a number of specialist diversity organisations which provide us with access to resources and support. They also provide opportunities to network and share leading practice with clients and external communities. Some of these include: Stonewall, Business Disability Forum and Business in the Community.

Finally, our annual Global People Survey allows our people to give us their views on the firm, which helps shape and inform the People initiatives we adopt.

Supply chain

KPMG UK has been committed to sustainable procurement practices since 2006 and continues to progress the approach. In 2011, the UK Chairman launched our supplier engagement programme to our strategic suppliers, which focused on three key sustainability issues: reporting and reducing carbon emissions, supporting diverse suppliers and paying the Living Wage to all applicable contractor and sub-contractor staff. We have developed dashboard reporting that tracks not only how well we are performing, but also how well our suppliers are performing with regard to improving their sustainability reporting and performance.

Our sustainable procurement programme helps us leverage the procurement process and select suppliers who share our goals regarding corporate responsibility and diversity. The programme includes specifying sustainable products, selecting sustainable suppliers and engaging them in supporting our Supplier Code of Conduct.

Our Supplier Code of Conduct, launched in 2008, is based on the 10 principles of the UN Global Compact, covering labour and human rights, environmental protection and anti-corruption standards.

The sustainable procurement programme helps us to manage the environmental and social risk in our supply chain.



Corporate responsibility

Our approach to Corporate Responsibility starts with a simple premise: responsible, diverse and inclusive businesses are more successful.

This means being responsible in our work, towards our people and in the communities where we operate. Being responsible helps us to attract, develop and retain the talented people we need to succeed, to better understand and help our clients, and build public trust.

We're proud to have played a leading role in promoting greater social mobility, an issue that has a significant impact on the UK's competitiveness but which, in recent years, has proved increasingly intractable for policymakers. Social Mobility is the golden thread that runs throughout our Corporate Responsibility approach. KPMG aims to **promote lifelong learning and increase numeracy and literacy skills to drive opportunity for people from lower socio-economic backgrounds across the UK.**

KPMG's corporate responsibility impact sits across four main areas:

- **Education** – equipping the next generation of talent with skills for the jobs of the future.
- **Employment** – building new routes into employment, including work experience, apprenticeships and graduate programmes.
- **Engagement** – working with colleagues, clients, suppliers, and third sector partners to agitate for systemic change.
- **Strategic philanthropy** – fundraising and the work of the KPMG Foundation on helping the hardest to reach young people.

Social mobility

Tackling educational and social mobility challenges dominates our volunteering efforts. Everyone in the Firm has **six days per year** to bring their skills and experiences to deliver social impact.

Last year, through our Corporate Responsibility activities we reached over 17,000 beneficiaries and 80% of our volunteering and pro bono efforts were focused on social mobility-related projects.

- We are proud to be the first Firm in the UK to comprehensively map the socio-economic make-up of our workforce in an effort to better understand the barriers to progression within KPMG in the UK.
- Our Inclusive Leadership Board, led by our Deputy Chair, Melanie Richards, has the job of tracking our performance and challenging our leadership to make faster progress on inclusion and diversity.
- We've won widespread recognition for our work. We came second in the first Social Mobility Employer Index and we were thrilled to receive The Queen's Award for Enterprise for Promoting Opportunity (through social mobility).

Literacy

Since 2012, KPMG has had a strategic charity relationship with the National Literacy Trust, particularly to help drive policy development and increase business engagement with literacy.

Research and reports:

- **2009:** The long term costs of illiteracy difficulties (2nd edition)
- **2013:** Report on youth literacy and employability
- **Upcoming:** Economic costs of poor literacy progress report

KPMG has led the development of the Vision for Literacy Business Pledge with the National Literacy Trust and the wider National Literacy Forum (18 literacy and child poverty charities). The initiative is the first of its kind to unite the business community behind a common challenge: to boost literacy levels in the UK by businesses taking action within their workforce, within the local community and by contributing to the national campaign. 44 businesses signed up to the Pledge in 2016, increasing to 51 signatories in 2017 and 63 in 2018.

KPMG also work directly with young people to improve their reading, writing, listening and oracy skills. Last year, KPMG volunteers gave almost 1,000 hours in support of activity specifically aimed at improving literacy in less advantaged communities and through the KPMG Family for Literacy programme donated more than 3,500 books to help replenish school libraries

Numeracy

Since 2017, KPMG has worked with National Numeracy as a lead corporate sponsor, supporting the charity's 2017 report on the Essentials of Numeracy and as Founding Supporter of the inaugural National Numeracy Day in 2018.

The FEA is a coalition of organisations from across education, charities and business, working to tackle educational inequality. KPMG UK are a corporate sponsor and co-chair of the working group for numeracy. The aim of group is to close the math's attainment gap in Early Years / Primary aged students.

Research and reports:

- **Every child a chance trust** – The long term costs of numeracy difficulties 2009
- **2017**: Supported the FEA / 'Achievement for All report, 'Closing the attainment gap in maths
- **2017**: Supported National Numeracy's report 'The Essentials of Numeracy
- **2015 - 2017**: Supported the development of FEA's annual 'Report Card' designed to identify and reduce educational inequality including numeracy attainment for low income students.

As Founding Supporter of the inaugural National Numeracy Day, 16 May 2018, KPMG will play a leading role in helping reframe attitudes to numeracy through a celebration of the importance of numbers in everyday life. The day will bring together individuals, employers, educators and supporters from across the UK to help us improve numeracy levels and drive sustained and collaborative action on numeracy:

www.numeracyday.com

KPMG currently run Number Partner volunteering programmes in primary schools, as well as Maths tutoring programmes with partners including Action Tutoring and the Access Project. As part of National Numeracy Day celebrations, numeracy toolkits for teachers and business volunteers developed by KPMG will be shared with 3,000 schools via Free the Children, with a pilot offering facilitated sessions by the charity in three Opportunity Areas, supporting nine schools.

KPMG will continue to expand numeracy programmes in schools, linking this provision to broader outreach programmes around Tech, STEM and the changing world of work.



Lifelong learning

A lack of basic skills at a young age holds people back from being able to take full advantage of lifelong learning opportunities and in turn benefit from economic and technological progress.

Last year, KPMG worked with over 130 schools and colleges across the UK, supporting more than 9,000 young people to help generate a lifelong learning mindset - sharing experience of the world of work, improving skills and increasing academic achievement. For example, our annual employability road show, 'WorkReady' reaches 2,000 students across the UK each summer. Targeted at social mobility coldspots and informed by insights across KPMG and our client base, the workshop allows young people to learn about the importance of lifelong learning in the context of technological change and innovation.

The Corporate Responsibility team work closely with our Student Recruitment colleagues to increase access to opportunities at KPMG for students from the least advantaged backgrounds, providing for example volunteer mentor support for students from social mobility coldspots enrolled on the KPMG Discovery residential programme.

To increase impact in lifelong learning KPMG are:

- Creating a Client Collaboration Unit for Education & Skills to work with clients and wider business to support lifelong learning.
- Expanding KPMG's schools programmes to provide targeted support lifelong learning in areas of low social mobility across the country (e.g. KPMG are a cornerstone employer for Norwich and East Cambridgeshire / Fenland)
- Internally, KPMG will monitor the progression pathways of KPMG staff, particularly looking at the progression of people from lower socio-economic backgrounds within the firm: this will help KPMG understand whether the lifelong learning opportunities available within the firm are delivering on its commitment to social mobility.

Employment

It's vital that our work in communities ties in closely with our efforts to recruit, retain and develop talented people from as diverse a range of backgrounds as possible.

Alongside our formal work experience programmes, we ran a pilot of the Social Mobility Foundation's 'One+1' Campaign where colleagues offering informal work experience also provided a matched placement for someone without access to professional networks. We are now rolling this initiative out nationally to make it business as usual for any informal work experience place offered.

April 2017 saw the launch of the Government's new apprenticeship levy, with the aim of providing 3 million new apprenticeships across sectors. Our KPMG360° apprenticeship scheme specifically targets young people from disadvantaged backgrounds and offers them an alternative way into the profession to the traditional university graduate route. We worked with the Open University to help employers manage their training needs as the new levy was introduced.

Living wage

We were one of the first companies in the UK to pay the living wage and helped found the Living Wage Foundation. Paying the living wage is not only a matter of fairness, but delivers improvements in productivity, recruitment and staff retention.

We continue to campaign on this issue across the business community, focusing on the benefits of being a Living Wage employer. We support the Foundation in delivering its message through our annual Living Wage Report, which suggests 5.5 million people in the UK are earning less than the real Living Wage today. We also sponsored a parliamentary reception alongside Aviva and Nationwide to raise awareness of the Foundation's work across all political parties and held a senior business roundtable with the Mayor of Greater Manchester, Andy Burnham, to highlight the role employers can play in addressing the critical issue of in-work poverty.

KPMG foundation

The KPMG Foundation, set up in 2001, is an independent grant-giving organisation, funded by KPMG in the UK.

Focusing on early years interventions, in FY17 the KPMG Foundation gave £943,079 in grants to 13 education and social projects aimed at children and young people in care, on the edge of care or leaving care, and those who are living in the most deprived families.

The Foundation is providing funding to the Family Rights Group to work with seven local authorities to implement Lifelong Links.

The Foundation is also working with Barnardo's to reduce the number of children vulnerable to sexual exploitation in Rotherham.

Environment

Environment excellence is very important to KPMG, both in our own operations and in the advice and services we supply to clients. We also encourage our people to carry over these principles into their own homes and lives and we contribute actively to the debate on the national and international stage. Our aim is to achieve a low carbon business through reducing our energy consumption and CO2 emissions. We strive to avoid unnecessary travel and minimise waste by creating new sustainable offices and engaging on environmental matters with our suppliers and clients.

As part of this commitment and in order to robustly manage our environmental impacts and identify risks, we operate an environmental management system (EMS) which is certified to ISO14001 standard.

We strive for transparency in our reporting and our efforts have been recognised by CDP. We were recently awarded an 'A' rating for our Supply Chain Climate Change Disclosure, a score which demonstrates our leadership in this area.

Our environmental aims:

- We're reducing our energy consumption and associated CO2 emissions
- We're avoiding any unnecessary travel and considering alternatives to travel wherever possible
- We're operating in a resource-efficient manner and minimising waste, and no longer send any waste to landfill.
- We're reporting our emissions in a transparent way
- We're focusing on supply chain management to reduce environmental impacts through a number of collaborative projects
- We're creating new sustainable offices
- We're using our knowledge and voice

You can find out more about our approach to Corporate Responsibility in:

<https://home.kpmg.com/uk/en/home/about/corporate-responsibility/kpmg-spring.html>

and p37 of our **Annual Report**:

<https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2017/12/uk-annual-report-2017.pdf>



Pillar 02 Client service and value

Our client promise

We are committed to providing the highest standards in consulting services to our clients. That is made clear in our Client Promise: 'With passion and purpose, we work shoulder to shoulder with you, integrating innovative approaches and deep expertise to deliver real results'.

Our operating model and underlying processes and procedures ensure that we can consistently maintain a client sales and service delivery lifecycle that delivers the outcomes the clients seek and need while managing engagement risks.

KPMG is also committed to ensuring that we stay at the forefront of good governance. Across Management Consulting we therefore comply with the principles of the Audit Firm Governance Code.

Specifically, this requires us to ensure that we always deliver high-quality services to our clients, exercise objectivity, demonstrate our professional competence and act with due care. We preserve client confidentiality, have regard for the wider public interest in our decision-making and, last but by no means least, always uphold our core value of integrity.

We demonstrate Consulting Excellence on client service and value first through our Code of Conduct, which describe our commitments to clients, second through our client engagement management policies and associated processes, and third through the wealth of tools and methods that we have accumulated over the years that ultimately provide a large part of the value that our clients seek when they come to us.



Values and code of conduct

We apply our Values and Code of Conduct in all our dealings, including with our clients. We know that in order to achieve our vision of being the Clear Choice, we need to both live by KPMG's Values and comply with our professional, ethical and quality standards at all times. One without the other is not enough.

Our values

We lead by example



We work together



We respect the individual



We seek the facts and provide insight



We are open and honest in our communication



We are committed to our communities



Above all we act with integrity



Client engagement management

We follow a well-defined approach to shaping and delivering our client engagements. The approach is underpinned by our Values and Code of Conduct and is extensively documented (through manuals and a dedicated web portal), monitored (through a dedicated quality assurance team) and shared among all our client facing people (through training, mentoring and coaching).

The process usually starts with a discussion with our clients on what their needs are, what we can realistically do to meet them, over what timeframe, and what expertise would be most relevant and valuable to them. We provide challenge to our clients when we feel this can improve their outcomes, say in adopting a different approach to address a cost reduction challenge if it would have more enduring long-term benefits. We continue discussions until we reach agreement on the scope of our services. This would include our agreed ways of working, as well as our roles, accountabilities and responsibilities during the engagement.

Internally we carry out some upfront QRM checks to ensure we can indeed deliver the work proposed and are not professionally conflicted.

Once the engagement begins we work closely with the client team. When we are engaged to deliver large scale change we work to transfer our knowledge and skills to the client team, slowly rolling off such that they are able to operate self-sufficiently once our contract ends. This is an important measure of our success and contributes to building long-lasting client relationships.

Ensuring we have regular contact with our client sponsor during engagements is very important to us. This allows us to listen to any concerns and make any changes as a result.

We document any agreed changes in scope within variations to the contract to ensure transparency and accountability is maintained.

We also provide details of our billing, work done, services and deliverables provided within that time frame. This approach is designed to create the necessary transparency such that our clients can have confidence they are receiving the value from the services they signed up to.

As an engagement reaches its end, we do a final check to help ensure the client has received all the deliverables, that necessary handovers and knowledge transfers have taken place and that the client is satisfied with the work. We seek client feedback regularly with a final review as part of our engagement closure process. Our Client Council also takes consideration of the client service review processes to anticipate and influence client issues.

Internally we carry out engagement reviews to ensure that the proper QRM process has been followed and to help maintain our high standards. We incorporate the feedback into our practice management as part of our continuous improvement process. This helps us better understand what aspects of our services are most valued by our clients and allows us to highlight them in subsequent engagements, through case studies, testimonials and credentials.

For further information, please refer to p57 of our **Annual Report**:

<https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2017/12/uk-annual-report-2017.pdf>

Expert methodologies

We always strive to improve the value we can deliver to our clients. Our methodologies, toolkits and Thought Leadership are ways of doing that. Through them we aim to ensure there are consistently high standards in the way we approach recurrent client issues (e.g. cost optimisation) and they are a culmination of continuous improvement in providing a service. Our strengths, in say cost optimisation or cloud technology transformation, lie not only in our expert people, but also in the wealth of methods and tools that have been iteratively improved over many engagements to deliver our service. They also act as a powerful way of speedily training our young consultants, making the thought leadership and methods readily available to them learning on the job, as well as holding specific training on certain methodologies that will allow them to perform at the high level our clients demand from a KPMG consultant. To make all of these resources available we invest time in our own research and innovation, including tapping into well regarded research providers such as Gartner for Technology or working with universities and other companies through joint ventures and alliances.



Collaboration tools

To maintain leading practice and tap into a wide talent pool we invest and make use of collaboration tools. Our knowledge and collaboration platform for Management Consulting called Source allows us to have all our methods, leading practice benchmarks, project management and process modelling toolkits, in one place and encourages all our people to share their own improvements and create linkages across the firm so as to not reinvent the wheel every time.





Rewarding successes

We make a habit of rewarding special achievements as a way of incentivising innovation, continuous improvement and adherence to our high standards. We do this by building in client and engagement feedback as a key requirement into our performance management process. We also make use of special recognition awards, which can be in the form of small cash amounts and time off, to reward instances of exceptional performance. Locally our engagement teams regularly reward their teams in different ways, be it feedback or events to mark major milestones and achievements. As a firm we also publicise these achievements through email, newsletter and leadership communications. In that way all our people get to learn about our collective successes and the behaviours that led to them.

Pillar 03 Professional development

The success of KPMG depends upon the quality of our people, which is why we train and develop our client service and support staff throughout their careers, and have highly-structured counselling and learning and development programmes to support this commitment. This helps ensure that the firm's business needs are met through the development of our people.

For all our people, we operate a very focused approach to learning and development that looks at providing the right skills, both technical and personal, at the appropriate point in their careers. This may involve formal courses, coaching or personal development activities. Everyone is encouraged to identify their own requirements in discussion with their managers and in line with their goals, which are refreshed every year





Mandatory training

KPMG regularly provides all client-facing personnel with relevant training on anti-bribery policies and compliance with laws (particularly the UK and US legislation), regulations and professional standards. KPMG also provides non-client-facing personnel who work in finance, procurement or sales and marketing departments, and who are at the manager level and above, with appropriate training. All new partners and employees receive such training, as applicable, within three months of their joining the firm. The most recent training was provided in October 2017.

Professional and personal development

We offer a range of blended learning courses to all of our people, including:

- **Transition programmes** – such as Values Day for new joiners, and promotion milestone events to support individuals who have been recently promoted to transition to their new roles.
- **The Academy** – provides a mix of informal and formal development opportunities for junior colleagues, e.g. building networks with peers and senior leaders at specific events, developing a structured work shadowing relationship with a senior sponsor, attending monthly virtual Skills Build sessions.
- **Modular skills development programmes** – such as the people leadership modules offered at manager and senior manager level and the Director Leadership programme.
- **Core Consulting Skills training** – this aims to impart the key competencies and methods that any consultant will need to successfully operate.

In addition to that, engagement managers also attend Advisory Engagement Management training to help ensure they reach the required competency levels to successfully deliver client engagements in accordance with our policies and procedures.

Wider support of individuals

Under our 'Managing for Excellence' programme, each employee has both a performance manager ('PM') who is responsible for their performance development, and a Performance Leader ('PL') who deals with career development and wider pastoral care. Career planning takes place formally once a year. The cycle starts with our new financial year, where the firm's objectives are cascaded to all our people and we incorporate those into our individual goals for the year. The yearly goals contain a mix of business and personal development objectives and PMs work with their people throughout the year to monitor progress.

PMs and PLs also support requests for flexible or 'intelligent' working, to suit the needs of their people.

We also have more specific professional development paths that reflect the range of specialist skills required to serve our clients. For example, in 2016 we launched an innovative and exciting three year Management Consulting Technology Learning Pathway that offers a flexible, yet structured approach to learning that aims to equip our consultants with up to date and relevant technical, business and client delivery skills and abilities in an engaging and multidisciplinary manner. We developed this programme to be better able to meet a continual demand in the market for new IT skills. This is indicative of an industry continually innovating itself with new technologies, new products and new approaches and due to its fast changing nature, there is no one technology qualification that would meet the needs of our consulting practise or be updated at the rate we required.

Our new three year programme is an innovative blend of elearning and face-to-face classroom training based around KPMG intellectual property. A KPMG accredited Technology Certification (KTC) will be issued at the end of the 3 year course to all consultants that complete all required technical training, submit an Opinion Paper that will be assessed and marked and a 10 minute presentation showcasing skills learnt within the context of client and internal project work.

We have a number of leaders that serve as role models for intelligent working, many receiving awards from Timewise Power Part Time.

All people can access either formal or on-the-job coaching as required. For example our in-house coaching team provides valued coaching to our maternity returners to best prepare them for returning to work.

Mental Health and Wellbeing is also something we are particularly attuned to. In the past year we have provided all people managers with mandatory training on how to manage for the health and wellbeing of their staff. We make professional counselling services available to anyone that would benefit.

Support for professional training

The firm gives graduates financial support and time-off to study for an appropriate professional qualification (e.g. CIMA, ITIL, LEAN). Graduates are supported through this by the Professional Qualifications Team. There are additional professional accreditations that our non-graduates have access to on a more individual basis. We encourage wider networking via membership of trade and professional bodies or participation in trade conferences.

For further information on professional development initiatives, please refer to our **Annual Report** p133:

<https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2017/12/uk-annual-report-2017.pdf>

Conclusion

We hope that the evidence cited above for each of the three pillars will have provided you with the confidence that KPMG lives Consulting Excellence every day.



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