

Global Reporting Initiative content index

Standard	Disclosure	Section				
GRI 2: General disclosures 2021						
The organisation and its reporting practices						
2-1	Organisational details	Our business				
2-2	Entities included in the organization's sustainability reporting	About this report				
2-3	Reporting period, frequency and contact point	About this report, Reporting principles				
2-4	Restatements of information	n/a				
2-5	External assurance	Independent auditor's report, Reporting principles – External assurance				
Activities and workers						
2-6	Activities, value chain and other business relationships	Our approach to value creation				
2-7	Employees	Organisational structure				
2-8	Workers who are not employees	n/a				
Governance						
2-9	Governance structure and composition	Governance, Members of our Board of Management, Supervisory Board report				
2-10	Nomination and selection of the highest governance body	Governance, Supervisory Board report				
2-11	Chair of the highest governance body	Governance				
2-12	Role of the highest governance body in overseeing the management impacts	n/a				
2-13	Delegation of responsibility for managing impacts	n/a				
2-14	Role of the highest governance body in sustainability reporting	n/a				
2-15	Conflicts of interest	Functioning of the Supervisory Board - Independence				
2-16	Communication of critical concerns	Governance - Code of conduct and other internal controls, Public trust - Our performance				
2-17	Collective knowledge of the highest governance body	Supervisory Board report				
2-18	Evaluation of the performance of the highest governance body	Functioning of the Supervisory Board – Board evaluation				
2-19	Remuneration policies	Remuneration report				
2-20	Process to determine remuneration	Remuneration report				
2-21	Annual total compensation ratio	n/a				

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Standard	Disclosure	Section				
GRI 2: General disclosures 2021						
Strategy, policies and practices						
2-22	Statement on sustainable development strategy	Letter from our CEO				
2-23	Policy commitments	Public trust – Our performance, Governance – Code of conduct and other internal controls				
2-24	Embedding policy commitments	Public trust – Our performance, Governance				
2-25	Process to remediate negative impacts	n/a				
2-26	Mechanisms for seeking advice and raising concerns	Governance – Code of conduct and other internal controls				
2-27	Compliance with laws and regulations	Governance – External regulation				
2-28	Membership associations	n/a				
Stakeholder engagement						
2-29	Approach to stakeholder engagement	Stakeholder dialogue				
2-30	Collective bargaining agreements	n/a				
GRI 3: Material topics 2021						
3-1	Process to determine material topics	Strategy & value creation – Materiality				
3-2	List of material topics	Strategy & value creation - Materiality, Reporting principles - Materiality assessment				
3-3	Management of material topics	Strategic pillars				

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Strategic pillar	Material topic	GRI disclosure	Section
	Integrity & independence	205-1 Operations assessed for risks related to corruption205-2 Communication and training about anti-corruption policies and procedures205-3 Confirmed incidents of corruption and actions taken	People – Our performance People – Our performance People – Our performance
Public trust	Quality & transparency	KPMG – AQIs	Public trust - Audit quality indicators
	Societal impact	203-1 Infrastructure investments and services supported203-2 Significant indirect economic impacts	n/a (through Advisory engagements) n/a
	Being a good employer	401-1 New employee hires and employee turnover401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees401-3 Parental leave	n/a n/a n/a
People	Inclusion & diversity	405-1 Diversity of governance bodies and employees405-2 Ratio of basic salary and remuneration of women to men406-1 Incidents of discrimination and corrective actions taken	People, Members of our Board of Management, Functioning of the Supervisory Board People n/a
	Talent development	404-1 Average hours of training per year per employee404-2 Programs for upgrading employee skills and transition assistance programs404-3 Percentage of employees receiving regular performance and career development reviews	People – Our performance Digital & innovation - Our performance Remuneration report
Clients	Client satisfaction	KPMG - NPS	Clients – Our performance
Digital & innovation	Vision & thought leadership	KPMG	CEO Letter, throughout the report
	Innovation	KPMG	Digital & innovation - Our performance
	Partnerships & alliances	KPMG	Digital & innovation - Our performance
Financial strength	Sustainable profit	 201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change 201-3 Defined benefit plan obligations and other retirement plans 201-4 Financial assistance received from government 	n/a n/a n/a n/a n/a

(n/a: not applicable)



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