



Building Future-Ready ESG Leaders: KPMG's Multi-Tiered Learning Strategy

KPMG Global Services Private Limited

Best Custom Content

November 2024



Company Background



Company-at-a-Glance - KPMG Global Services Private Limited	
Headquarters	Gurugram, India
Year Founded	2010
Revenue	N/A
Employees	c.22K+
Global Scale (Regions that you operate in or provide services to)	KPMG Global Services (KGS) India works with over 80+ KPMG firms across the globe.
Customers/Output, etc. (Key customers and services offered)	KGS provides a range of Advisory, Tax and Audit support services to KPMG firms around the world.
Industry	ITeS [IT-enabled Services]
Stock Symbol	N/A



Website	https://kpmg.com/in/en/home/services/kpmg-global-services.html
----------------	---

Budget and Timeframe

Budget and Timeframe	
Overall budget	NA
Number of (HR, Learning, Talent) employees involved with the implementation?	2 L&D team members
Number of Operations or Subject Matter Expert employees involved with the implementation?	5 subject matter experts from the business
Number of contractors involved with implementation	NA
Timeframe to implement	Four months
Start date of the program	April – Dec’2023

Fit to the Needs

ESG background and its impact on the world

ESG - Environment, Social, Governance, concept was first coined in early 20th century in a report from the United Nations – titled ‘Who Cares Wins’, which had the first mainstream mention of ESG in the modern context.

The report laid the importance of ESG and encouraged all business stakeholders to embrace ESG long-term. In parallel, the attention towards the issues around climate, sustainability, diversity at workplace has also increased internationally.

This triggered governments worldwide to update their laws to emphasize and focus on ESG. Globally, there has been an increased focus to implement environmental laws due to the urgency of the climate crisis, the UN's persistent red flag on sustainability and through international forums like COP, G20 Summits.

The rise of ESG has created new areas of expertise and consulting services, that can help consulting organizations to develop and implement effective ESG strategies.



Why is ESG important for KPMG?

ESG has become a revolution across markets and represents an opportunity for KPMG. Our clients are aiming to invest a significant percentage of their revenues towards becoming more sustainable. This affects every single client of the firm, in every sector, and in every geography.

This calls for an urgent need for us to embed ESG perspectives into every service we provide and invest at unprecedented levels in new capabilities.

We must also lead by example (which is one of our core values), which impacts how we operate ourselves as a business, carrying through, and progressively enhancing the commitments in **Our Impact Plan**. We aim to take this forward with logical actions and truly become a purpose-led business.

KPMG’s Global ESG focus

At KPMG, we are deeply committed to supporting our communities, while helping businesses of all sizes drive sustainable and measurable change.

In 2021, KPMG launched a multi-year program aimed at accelerating global solutions for ESG issues, and to support clients in their own sustainability efforts, including plans to invest over \$1.5 billion in its initiatives to further embed ESG in the organization and client solutions.

Our global ESG Strategy directs towards putting the Environmental, Social and Governance agenda at the heart of everything we do. We see ESG as the watermark running through our global organization; from empowering our people to become agents of positive change, to the services with our clients and our partnerships with critical stakeholders.

What is ESG and why does it matter?

‘ESG isn’t something you do. It’s everything you do and how you do it.’

It integrates risks and opportunities related to environment, society, and governance into a firm’s strategy to create value and build long term financial sustainability. Some key factors considered include:

Environmental	Social	Governance
Our impact on the world around us <ul style="list-style-type: none"> • Climate Change • Greenhouse gas (GHC) emissions • Resource depletion, including water • Waste and pollution 	Our contributor to the communities we operate in <ul style="list-style-type: none"> • Working conditions , including slavery and child labor • Impact on local communities • Conflict regions • Health and safety • Employee relations and diversity • Product mis-selling • Data protection 	How we conduct ourselves and stand up for what is right <ul style="list-style-type: none"> • Executive pay • Bribery and corruption • Political lobbying and donations • Board diversity and structure • Tax strategy • Data breaches



Overall Goals for ESG at KGS:

- KGS is deeply committed to supporting our communities, while helping businesses of all sizes drive sustainable and measurable change.
- In line with global KPMG vision, the aim is to make significant investment to focus on our ESG agenda to make a positive difference, globally.

KPMG - Our Impact Plan

The 'Our Impact Plan' document outlines the commitment for KPMG in four specific areas - People, Planet and Prosperity & Governance. Each commitment has a set of action plans. The focus is to make and meet commitments in KPMG's Impact Plan that take them ahead of the competition and draws others to follow.

Our Impact Plan (OIP) is based on the strategic direction of the global KPMG OIP Plan. The OIP team comprises representatives from different departments who are responsible for managing Environmental, Social and Governance (ESG) issues and driving change under four key pillars – People, Planet, Prosperity and Governance.





The key focus areas under the key pillars of Our Impact Plan revolve around these 28 focus areas.

KPMG's global impact areas

KPMG has identified 28 focus areas, globally. Of these, KGS has earmarked five areas of immediate intervention, while continuing our current effort on the others.

Planet	People	Prosperity	Governance
<ul style="list-style-type: none"> Air quality and reduction of air pollution Energy management, energy efficiency and renewable energy Green House Gas (GHG) emissions and emissions reduction targets (e.g., travel) Materials sourcing, efficiency and circular economy Water & wastewater management Waste management including solid waste (e.g., paper and food) and e-waste 	<ul style="list-style-type: none"> Inclusion, diversity & equity (including representation, dignity, fairness and equality) Employee benefits including salaries, perks and bonuses Employee engagement Employee health, safety and wellbeing KPMG culture and values Labor practices Lifelong learning Talent attraction and retention Wage level and living/ fair wages (contractors, suppliers and third parties) 	<ul style="list-style-type: none"> Contribution to local economic development (e.g., local sourcing) Environmental and social impact of employee migration Investment in digital innovation, emerging domains, and better products and services Long term value creation by integrating 'Our Impact' into management and offerings Social investment including philanthropy, volunteering and NGO partnerships Tax compliance and transparency 	<ul style="list-style-type: none"> Business ethics (including anti-bribery and corruption, anti-retaliation, conflicts of interest and independence) Business model resilience, and risk and opportunity oversight (including People, Planet and Prosperity) Client satisfaction and delivery quality Collective 'Impact Plan' knowledge of KGS LT Corporate governance (including KGS LT diversity, conduct, and compensation) Data privacy and cybersecurity Legal and regulatory environment and compliance

ESG Learning at KGS

The ESG Learning plan stems out as a result of KPMG's Global ESG strategy which details what they aim to do across the different functions, regions, and member firms worldwide – embedding ESG in their existing services and developing new ones in line with the market demand.

In line with our global focus on ESG to serve our clients and our promise to our people as a part of OIP, has resulted in a dedicated focus on ESG Learning.

The importance and need to create a learning for ESG at KGS is fueled by two key factors:

- To honour its commitment to ESG as detailed in its 'Our Impact Plan'
- To create robust, relevant and updated ESG-based solutions for clients.



Message from CHRO and L&D Head on ESG Learning

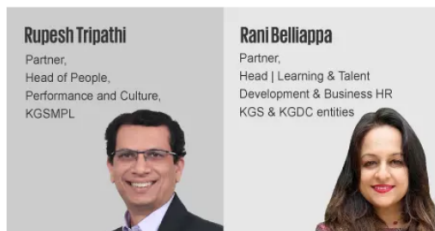
Welcome to ESG Learning!

At KGS, our impact forms the cornerstone of all our actions and decisions with regard to our clients, communities and colleagues. It's no surprise that ESG capabilities are in high demand across the network. We are committed towards cultivating a team of specialists with diverse backgrounds and experience through hiring and outreach programs.

While we continue to expand our capabilities, we will remain steadfast in our goal to expand awareness about ESG and what we do at KPMG through showcase sessions, knowledge sharing, L&D efforts and more.

In line with our endeavor to enhance ESG knowledge, awareness and build capabilities, we are happy to bring to you a dedicated learning page which is a combination of KPMG Impact plan, market insights, podcast and relevant learning pathways.

We invite you to explore the page below and learn for a lifetime!



Creation of the ESG Council:

It was pertinent for learning team to have the right subject matter experts who could collaborate to design and curate the relevant curriculum for KGS professionals which not only provides foundational learning but also enables the deep dive learning into ESG aspects or pillars. This gave birth to 'ESG Learning Council'.

The below responsibilities were defined for the council.

- Define the guiding principles of ESG learning at KGS
- Defining the outcomes to be achieved through the learning platform
- Identify the key aspects to be driven in terms of ESG awareness
- Detailing the thematic learning for each pillar – Environment, Social and Governance.

The ESG Council consisted of several stakeholders including KGS Subject Matter Experts, KGS L&D Leadership team, Global L&D Leadership Team, POC from Ivy League institutions and selected KGS members.

With the partnership and guidance of the ESG Council, the **ESG Learning approach** was designed.

ESG Learning Approach

The ESG Learning approach is based on a **three-tiered model** to cater to the needs of varied audience and addressing different business needs.



The three-tiered model are: Foundational Learning, Deeper Learning and Leadership Learning.



Foundational Learning: aimed to cover all members at KGS to attain a foundational level understanding of ESG , why is it important and build awareness on KPMG ‘Our Impact Plan’.

Deeper Learning: aimed at professionals aligned to ESG business teams to enable niche ESG skills and capabilities, helping them to deliver high quality ESG services and solutions to the clients.

Leadership Learning: focused at building strategic and leadership skills in senior leadership members leading ESG client teams.

ESG Learning approach @ KGS

ESG Learning is aimed at a three-pronged approach - creating awareness, providing relevant learning, thereby building capabilities across the organization.

Awareness	+	Learning	=	Outcome
<p>Understand: Robust ‘ESG Learning page’ on KGS Virtual Academy with over 5,000 page views.</p> <p>Learn: Capability building through global level offerings combined with an institutionalized learning charter at KGS.</p>		<p>Foundational Learning:</p> <ul style="list-style-type: none"> • ESG 101 Foundations • ESG 201 Foundations • Continued focus on awareness on Impact initiative <p>Deeper Learning:</p> <ul style="list-style-type: none"> • Building deeper subject-matter capabilities in colleagues • Formal learning from premier institutes • Opportunity to pursue ESG certifications • Curated relevant self-paced learning pathways <p>Leadership Learning:</p> <ul style="list-style-type: none"> • Power talks for leadership on key ESG topics • Courses with premier global institutes 		<p>– Building a fungible pool with ESG knowledge and subject-matter expertise across domains to support MF engagements.</p>

Objectives:

The customized learning content for ESG at KGS is based on the ‘Impact Plan’ and overall goals for ESG. The learning objectives are:

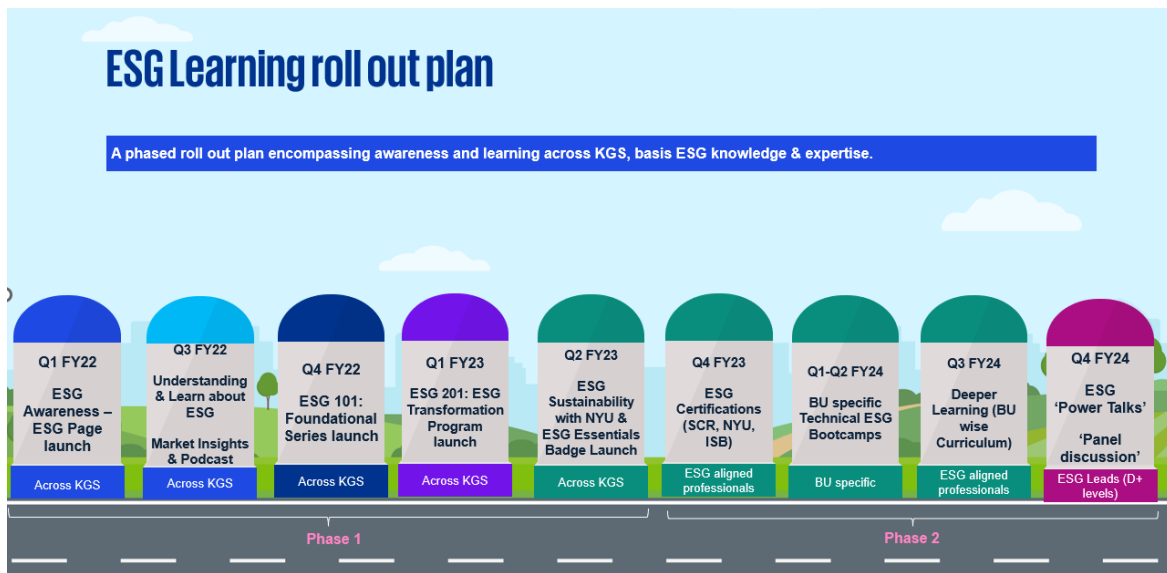
1. Create general awareness and literacy about ESG amongst all the professionals at KGS



2. Integrate ESG in all aspects and roles at KGS seamlessly
3. Upskill professionals to bring more clientele to KGS on ESG services.

ESG Learning Charter:

Based on the ESG Learning approach, the ESG Learning Charter was formulated, which is a phased-out plan to achieve the set objectives of the approach.

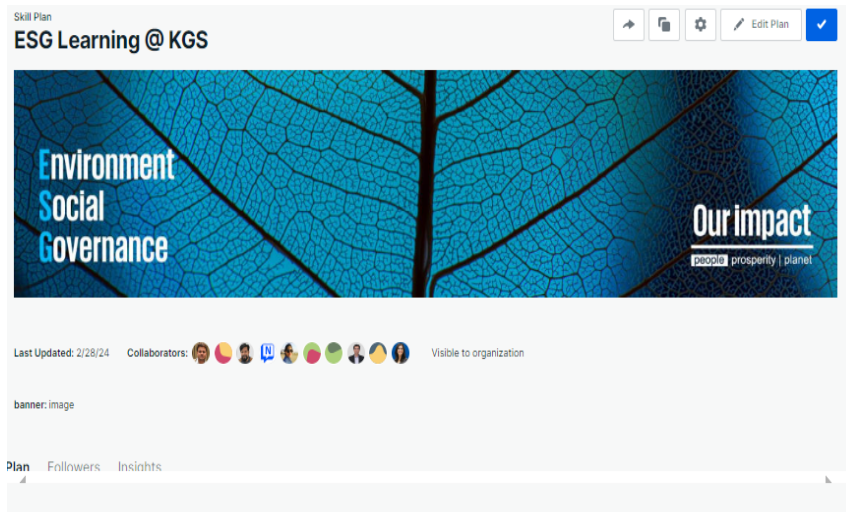


The Learning Charter is planned out for launch in two-phases. The year 1 and 2 of launch was the Phase 1 of the plan focussed on achieving awareness around Impact Plan and ESG concepts and build literacy on ESG foundations.

Awareness was accomplished by the launch of:

- ESG Learning Page
- ESG 101 Foundational Series

ESG Learning Page: aimed at proving a **one-stop platform** for learning resources, market insights, ESG trends, awareness on our impact plan and specially curated ESG learning pathways.



Welcome to ESG Learning!

At KGS, our impact forms the cornerstone of all our actions and decisions with regard to our clients, communities and colleagues. It's no surprise that ESG capabilities are in high demand across the network. We are committed towards cultivating a team of specialists with diverse backgrounds and experience through hiring and outreach programs.

While we continue to expand our capabilities, we will remain steadfast in our goal to expand awareness about ESG and what we do at KPMG through showcase sessions, knowledge sharing, L&D efforts and more.

In line with our endeavor to enhance ESG knowledge, awareness and build capabilities, we are happy to bring to you a dedicated learning page which is a combination of KPMG Impact plan, market insights, podcast and relevant learning pathways.

We invite you to explore the page below and learn for a lifetime!

The page has shown high adoption by professionals across the firm with over **6,000 unique views** since its launch and receives high returning views from professionals for reference to various ESG resources.

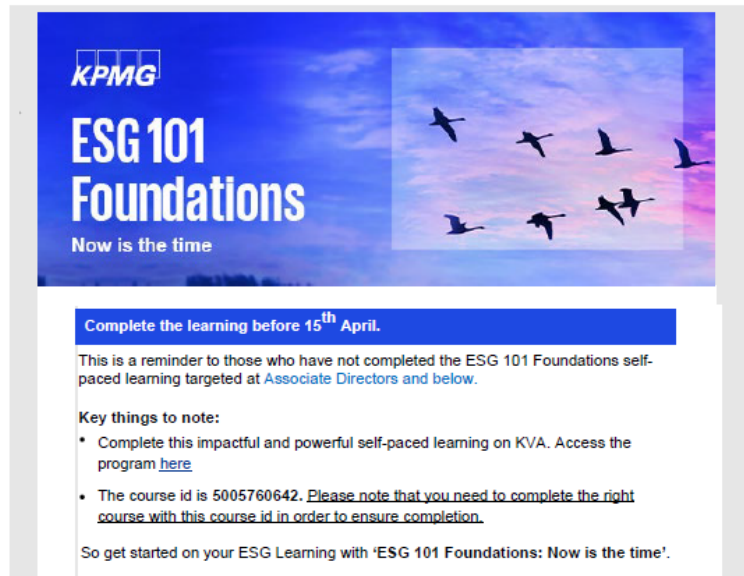
The page is a good reference point for both, someone new to ESG and a seasoned ESG professional with topics like : What is ESG and why does it matter? KPMG's Global ESG Strategy, Video series on our ESG Functional Strategies and ESG Solutions, Learning modules and Badges. (ESG page journey in attached PPT)

ESG 101: Foundational Series

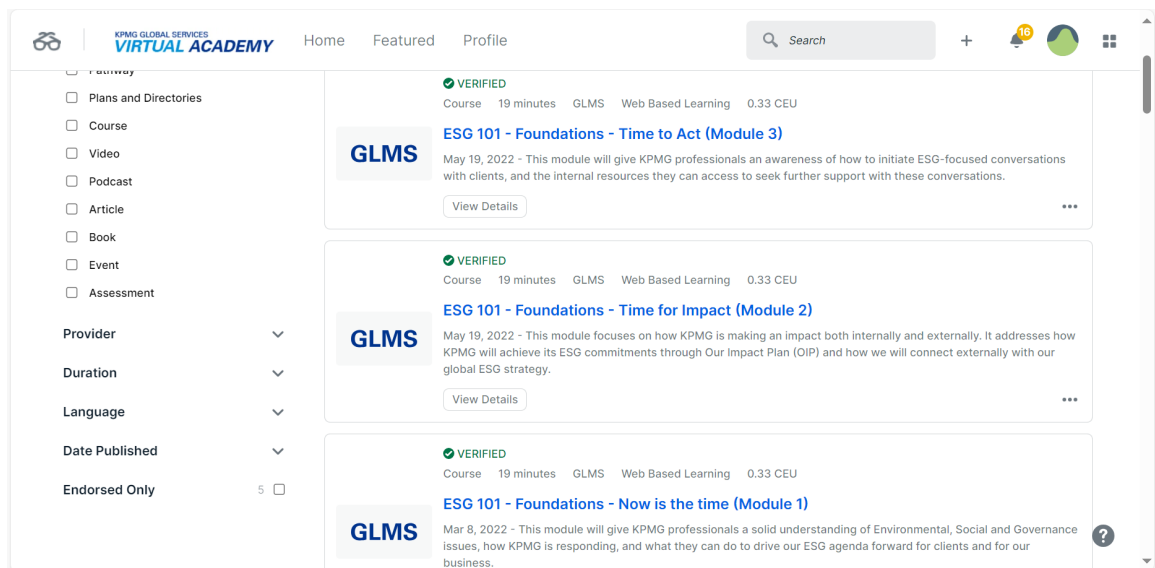
To augment ESG awareness, a course was built on - **ESG 101 Foundational Series**, which is a three-module course launched as a mandatory learning for all professionals across KGS. We worked with subject matter experts to build the course content and include knowledge checks on the course. The course included real pictures on climate, environment to make it realistic and relatable.



Launch Email Communication



Once the module was released on our internal digital platform KVA (KGS Virtual Academy), KGS colleagues access the course as shown in screenshot below. It provides a brief about the module (name, course duration, description)



This is a **series of three self-paced mandatory learning module** created to ensure that the members are aligned with the ESG philosophy at KGS. The



learning team worked closely with the ESG Learning Council to create the three interacting and engaging modules.

Learning Objectives:

- Train KPMG colleagues on the basics of KPMG's 'Our Impact Plan (OIP)', ESG and Sustainable Development Goals (SDGs)
- Mainstream ESG into all existing KPMG Knowledge Management (KM) structures to ensure that the firm is more widely capturing and disseminating relevant ESG experience
- Leverage existing best practices in utilizing digital workspace communities to effectively drive collaboration and knowledge.

Program Design:

The **ESG 101 Foundation learning** program consists of three online modules:

Module 1 – Now is the Time

- Understanding ESG issues
- How KPMG responds to ESG
- Driving ESG for clients and businesses

Module 2 – Time to Impact

- Impact by KPMG on ESG – Internally and Externally
- Achieving ESG commitments through KPMG's OIP
- Connecting KPMG Global ESG strategy externally

Module 3 – Time to Act

- How to initiate ESG-focused conversations with clients
- Internal resources – Supporting ESG conversations with clients.

Within 2 months of the launch of ESG 101 Foundation series, we had more than 95% completion, which is the first time in the history of learning & development at KGS. Professionals were drawn towards this learning by the sheer interactivity of the module.



From: [Redacted]
Sent: [Redacted]
To: Sharma, Pooja <poojasharma4@kpmg.com>
Subject: ESG-101 | GLMS training

Hi Pooja,

Hope you are doing good 😊

I completed the ESG 101 training today and really loved the look and feel of this training.

The second half of the phase 2 was aimed at achieving deeper ESG understanding.

This phase focused on deeper knowledge of ESG principles, frameworks, ESG related terminologies, and specific concepts surrounding ESG. This level creates a more specific picture of how individuals can perform their activities and roles within the framework and guidelines of ESG.

This was achieved with the launch of:

- Market Insights & Podcast section on KVA Page
- ESG 201: ESG Transformation Program launch
- ESG Sustainability with NYU
- ESG Essentials Badge Launch

Objective:

ESG 201 course – created in **partnership with Cambridge** is designed to equip learners with essential knowledge and tools to confidently assist client conversations enabling KPMG to make global impact. **The course is 8 hours** long with preview to some real time challenges through interactive video, conversations with climate experts etc., knowledge checks embedded. The learning team worked extensively with the ESG Learning council in identifying and finalizing the below topics. ESG world is massive and can get very overwhelming for anyone who is looking to build fundamental knowledge and gradually move towards one layer of learning on each topic/aspect.

Topics covered:

- ESG and Systems Transformation



- ESG and Organizational Change
- ESG and Individual Agency
- Building a Net Zero World
- Leveraging Sustainable Finance
- Powering a Circular Economy
- Mapping the Social Landscape
- Creating Positive Social Impact
- Driving Accountable Governance
- Transforming Ethics

ESG Sustainability Essentials with NYU Stern:

Objective:

This course is design for 12.7 hours with the objective of expanding on fundamental ESG knowledge, understanding client challenges and how to address, thereby enhancing **literacy** of KPMG professionals in the domain of corporate sustainability.

Topics covered:

- Current trends driving business strategy and uptake of sustainability
- Operationalizing sustainability
- ESG materiality: Crafting a sustainability strategy
- Measuring ESG performance and impact
- Climate change and business strategy
- Human capital and sustainability
- Monetizing the value of sustainability
- Sustainability as a driver of better performance.

To encourage, motivate and promote the adoption of these courses, we also launched a educational badge called '**ESG Essentials Badge**' in partnership with Credly. KGS Learning team worked closely with the Global team to secure an agreement with Credly.

Credly is the end-to-end solution for creating, issuing and managing digital credentials.



Upon successfully completing ESG 201 or ESG NYU module (based on completion of learning and assessment), individuals would be provided with a lifetime badge from Credly, which they could also share with their colleagues and post on social media. This credential would not only help our professionals upskill themselves, but add to their profile. This really create a wave of excitement across the organization and in less than a month we had more than 500 professionals earn the badge.

Launch email for ESG Essentials:

A detailed process and outline was shared with participants on what is a Credly badge, how to earn it and how it can help our professionals.

ESG 201: Cambridge Transformation Curriculum
 This course equips you with essential ESG knowledge and tools necessary to confidently assist client conversations, enabling KPMG to make a global impact.
Duration - 8 hr

ESG Sustainability Essentials with NYU Stern
 This program expands upon foundational ESG knowledge, helping employees understand client challenges and how to address them, thereby enhancing the literacy of KPMG professionals in the domain of corporate sustainability.
Duration - 12.75 hr

To explore these courses, we recommend you visit [ESG Learning @ KVA](#).

1. Log into your account on www.credly.com
2. Select the ESG Essentials Credly Badge you wish to share
3. Click on the green "Share" button at the top of the page
4. You will be directed to the "Share Badge" screen, where different tabs will guide you to connect your social media accounts and share your badge.



Screenshot of Credly website for ESG badge

ESG Literacy Essentials
Issued by [KPMG International](#)

Earners of this badge have covered the essentials of Environmental, Social and Governance (ESG) topics to build a foundational level of knowledge and understanding. Earners have also gained a foundational understanding of current ESG trends including the application of ESG strategy within organizations, sustainable finance, and regulatory policies. They are also familiar with the tools needed to achieve impact on a global stage.

Skills

Client Conversations | ESG | ESG assurance | ESG Reporting | ESG Strategy | ESG trends

Earning Criteria

- Successfully completed either the ESG 201 learning program from Cambridge University, or
- Successfully completed the ESG Sustainability essentials learning program from New York University

Standards

Disclaimer
This badge has been awarded based on KPMG's internal achievement criteria at the time the badge was attained. KPMG does not make any representation that our digital badges are a measure or guarantee of quality or expertise, and they should not be relied upon as such.

The badge earners, who made this significant investment in their ESG Learning, were recognized at firm level, encouraging the others to get started on their ESG learning journey.



ESG Essentials Badge Adoption: The badge was very highly adopted and shown over **1,000 professionals** earning the badge in the first few months of its launch. This in itself is a testimony of the commitment by professionals towards upskilling on ESG skills.

Posts on LinkedIn with ESG Essentials badge:



Arunima Gupta · 2nd
 Consultant at KPMG Global Services (KGS)
 3mo · Edited · 🌐

+ Follow ...

The idea of ESG and sustainability have always resonated with me and I am delighted to complete my learnings around 'ESG literacy essentials'. The 'ESG 201: Cambridge transformational curriculum' has helped in expanding my knowledge on this topic, the key issues and challenges and how they can be addressed. Thanks to the L&D team for curating such an insightful course. #sustainability #ESGbadge



ESG Literacy Essentials was issued by KPMG International to Arunima Gupta.
 credly.com · 1 min read

Nimisha Setia · 2nd
 Analyst | KPMG Global Servic...
 5mo · Edited · 🌐

+ Follow ...

I am delighted to have completed my learnings around "ESG Literacy Essentials" and received a badge from KPMG

The 'ESG Sustainability Essentials with NYU Stern School of Business, New York University' program expanded upon foundational ESG knowledge and helped understand the key client challenges and how to address them.

Many thanks to the L&D and ESG team for curating such insightful courses.

#KPMGGlobalServices #KGS #KPMG #ESG #ESG #ESGessentials #NYU #NYUstern



ESG Literacy Essentials was issued by KPMG International to Nimisha Setia.
 credly.com · 1 min read

Phase 2

After achieving the objectives of the phase 1 of enabling awareness and building foundational skills on ESG, the next phase was focussed on achieving deep-dive learning.

The deep-dive learning is driven by three pillars of Impact Plan - People, Planet, Prosperity. With liasion and direction from the pillar champions and SMEs from all ESG aligned business teams (ESG Learning Council), the key topics of focus from three pillars were identified.

The deeper level of learning is thought through to be achieved from a multi-modal approach with a balanced mix of different learning methodologies like – self-paced learning, instructor-led learning, technical bootcamps, digital learning repository, expert talk sessions (external and internal SME) and certifications.

Deep dive learning can be better understood by having a deeper look at the approach of one of the business in KGS which worked heavily on the ESG client side – Deal Advisory & Strategy (DA&S).

The ESG Learning approach at DA&S was laid out after thorough understanding of the business needs. ESG being a new and niche skill in the industry had its challenges of having a limited pool available in the market to hire and hence, the need to upskill the existing workforce with 0-2 years of related industry experience was identified.

The role of learning team was very critical here.



The team worked closely with SMEs and leadership team at DA&S to lay out a DA&S specific ESG learning curriculum. The curriculum was a repository and guiding pathway for ESG aligned professionals to upskill.

The DA&S specific learning curriculum was focused into four areas: ESG Reporting, ESG Strategy, ESG CR&DS (Climate Risk & Decarbonization Strategy) and ESG Analytics.

This **interactive pdf** was **~35 pager robust and comprehensive curriculum** was designed and curated along with SMEs, providing learning offerings through multiple platforms:

- Instructor-led offerings
- Self-paced learning on internal LMS(Learning Mgmt. System)
- Self-paced learning on KVA (KGS Virtual Academy)
- Certifications





Multiple certification opportunities identified:

Instructor-led Sessions	Self-paced Learning on GLMS	Self-paced Learning on DA&S@KVA	Self-paced Learning on Focus	Certifications
<h2>Certifications</h2> <p>If you are interested in any of the below certifications, kindly discuss with your SN Lead and take approval from Shambhavi Misra to assess the relevance and know next steps.</p>				
Technical Topic	Course Description			
<u>Sustainability and Climate Risk (SCR) Certificate</u>	Professionals who complete this certificate will gain the knowledge to become climate risk leaders, obtain the skills to advance effective change and be able to lead their organization's incorporation of sustainability standards.			
<u>FSA Level 1 – SASB</u>	Gain a common language to communicate financially material sustainability information to professionals across capital markets			
<u>FSA Level 2 – SASB</u>	Identify the link between ESG metrics and a company's revenues/expenses, assets/liabilities and cost of capital			
<u>GRI Certification – GRI</u>	Professional Certification program provides a unique opportunity to gain expertise and global recognition in sustainability reporting with the GRI Standards.			
<u>ESG Investing Certificate – CFA</u>	The CFA Institute Certificate in ESG Investing offers you both practical application and technical knowledge in the fast-growing field of ESG investing — an opportunity to both accelerate progress and demonstrate purpose.			

ESG Glossary:

In addition, for the ease of professionals a five-pager **ESG Glossary** was created. This was very useful as everyone was trying to understand the new terminologies.

Sample below:

Glossary of ESG Learning Topics

	Instructor led sessions	Description
ESG Strategy/DD	ESG materiality*	Understanding the material/ key topics of the client, in tandem with its industry/ sector. Channelizing the ESG strategy with due consideration of the materiality focus of the company.
	ESG DD	Conducting an outside in analysis for a company (target), along with comparison with the peers to assess its current standing, and alignment with the acquirer's ESG strategy as applicable.
	ESG Benchmarking	Assessment of companies by conducting a comparison of different parameters across environment, social and governance domain.
	KODA (KPMG Org. Design Analyzer)*	Conducting an analysis of the company based on Diversity, equity and inclusion parameters and how KODA helps in quick analysis of workforce statistics.
	ESG Strategy Roadmap	Developing a short, medium and long term ESG strategy and roadmap for the company, based on its current ESG initiatives and commitments for the future.
ESG CR&DS - Advanced	Instructor led sessions	Description
	Life Cycle Analysis (LCA)	Introduction to Life cycle management, tools and Life cycle assessment, Why LCA, LCA methodologies and terminologies, impact method and impact interpretation, reporting
ESG Analytics	Instructor led sessions	Description
	ESG Frameworks	Analyzing various reporting frameworks and reporting done by Target company to identify gap areas and improvement opportunities.
	Outside-in ESG Digital assessment of material topics	This would cover analyzing customer and employee sentiment as well as identifying material topics based on media publications.



In-person ESG Bootcamp:

Further, the newly hired and other ESG aligned professionals underwent a **five day ESG Bootcamp, to build core ESG skills**. The bootcamp, designed by the learning team along with SMEs, included several essential topics including a comprehensive core consulting skills and problem-solving workshop. Professional deep dive into key business areas i.e. Climate Risk, Reporting, ESG Analytics, ESG Strategy, and Deals.

This received excellent feedback from participants (video testimony attached) and also well received by leadership as a significant value add in skill-building.

As a token of appreciation all the participants were also provided with sustainable goodies.

Screenshot of mailer communication on ESG Bootcamp.



Hi everyone,

The wait is finally over! We are excited to announce a focussed programme to enhance our understanding of the ESG ecosystem at KPMG. Led by trainers from within the network, KPMG is organizing an **ESG Bootcamp** exclusively for members of the DA&S ESG community.



This bootcamp will create an opportunity to delve into the diverse areas of ESG at DAS and gain a **holistic view of the various offerings and solutions within our business unit and the wider ecosystem**. The sessions will be conducted by subject matter experts from respective service networks and provide valuable insights and help you connect the dots between our work and the broader ESG landscape.

Make sure the dates for the programme are reflected in your calendar:

3rd July to 6th July 2023

The schedule & logistics for each day's sessions will be shared separately. So, keep an eye out for the next email with more details!



ESG at Leadership Level:

Leadership drives the culture, values and purpose of any organization. Hence it is necessary and essential to ensure that the leadership team is aligned, aware, able and alert to the challenges and opportunities that come with ESG. Here the learning is more in the form of interactions and insights from industry experts and leaders in ESG.

To better equip leaders to understand and tackle the challenges of implementing ESG strategy effectively, the below interventions were planned for the leadership group:

- **‘ESG Power talks’** were organized for Directors to Partners, where the focus of the talk was to bring a blend of internal perspective on KPMG ESG vision, Impact plan, solutions etc. along with external perspective by industry-experts on the below topics:
 - Climate resilience & circular economy
 - ESG Global Trends
 - Climate Modelling and resilience
 - Sustainability accounting
 - AI & ESG
- Individual certifications for Directors to Partners were also availed from what the learning team had curated, for ESG related courses. For example, the KGS Chief Operating Officer pursued a certification with ISB Hyderabad. Upon completion, the COO was able to contribute significantly to KGS’s commitment to ESG.

Certifications:

- Sustainability Essentials program in partnership with NYU was offered to 50 nominated professionals across the firm, who are aligned to ESG client teams.
- The COO pursued ESG Certification through ISB Hyderabad and shared a testimonial hosted on ESG page, inspiring professionals to delve in ESG Learning. (screenshot below)



"When you know better you do better." -- Maya Angelou

The journey of learning never stops, especially if you are passionate about something. Over the last few years, I have developed a deep awareness of the immediate need for us to be sustainable and ensure that we are mindful of our environment. I was, therefore, delighted when I got the opportunity to attend a three-day program at ISB on 'Building Sustainable Organizations.' It included three modules attended by a small, focused cohort of 11 professionals from different organizations and industries. Here are some of my learnings from the program:

- The concept that scarcity is not the issue, and that economics, innovation or alternatives can be channeled to narrow the perceived gap
- The concept of 'complex adaptive systems' and how a change in one component will impact some of the other components
- Sustainability is a 'Collective Action Problem.' It's a concern that has significant action requirements, and there is benefit if all partners contribute.

The program was an eye opener on many levels and really made me think about the actions we take as an organization and the impact those actions have. My learning journey continues, and I hope you embark on yours as well, especially if this conversation is something you are passionate about.

Happy learning!

A testimonial on various ESG Learning completed by the Global COO of ESG Advisory. (screenshot below).



I truly believe that to be relevant professionally today there is no other way but to be a lifelong student. My journey of lifelong learning on ESG started seven years ago with my involvement in our citizenship efforts. Since that time I have done no. of courses at Oxford around Social Finance & Impact Investing as well as One year program in Public Policy at Takshashila Institute in Bangalore. Recently I got certified as the Sustainability & Climate Risk Professional from the Global Association of Risk Professionals (GARP) body. And I am now pursuing short courses conducted by UNPRI (United Nations Principles for Responsible Investment) in Advanced Responsible Investing. Each of these courses has added a different dimension of understanding given the vast canvas of E, S & G. I encourage all who are serious about their ESG journey to immerse themselves in deep learning on these topics.

Screenshots

Overall

The customized content for ESG Learning at KGS has had an impact on several members. This can be ascertained with the engagement numbers below:

- Over 6,000 people have accessed the ESG Page
- Over 18,000 people completed the mandatory course - ESG 101
- 1,200 KGS professionals completed the course ESG 201
- Over 1,000 colleagues have achieved the ESG Essentials Credly Badge
- This has resulted in initiating more conversations on ESG to external stakeholders and also bringing in more client work.

The ESG learning team has contributed significantly in building a workforce which is not only more aware on what is ESG, how it impacts and how they can contribute to the organization along with their roles.



Most of the professionals feel very passionately about the topic and continue to invest heavily in their learning and development on the related topics. This has started a new wave in the organization with more and more professionals willing to contribute to the ESG and Impact agenda.

This has also helped enhance and elevate the brand of the organization as millennials and GenZ workforces choose sustainability as a key factors in choosing where they want to work and keep it as top priority while making career choices.

The learning team is continuing to drive more focus on pillar wise learning and continues to build deeper focus on People, Planet and Prosperity Pillars of KGS.



About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Membership

Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.



ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.



AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.