



STAFF REPORT INFORMATION ONLY

Audit Findings Report – Year Ended December 31, 2024 – Toronto Public Library Board

Date: May 26, 2025
To: Toronto Public Library Board
From: City Librarian

SUMMARY

The Audited Financial Statements are prepared annually and are a requirement under the City of Toronto Act, 2006, Section 231. The Financial Statements are prepared by applying accounting standards of the Public Sector Accounting Board (PSAB) and provide a particular view of the Library's financial results as at the end of the 2024 fiscal year.

As part of their audit function, the external auditor, KPMG LLP, is required to produce a year-end report to the Toronto Public Library Board. The attached report from KPMG summarizes the results of their audit of the 2024 financial statements for Toronto Public Library (TPL).

The auditor, KPMG LLP, has provided an unqualified opinion in the Independent Auditors' Report, which means that the Financial Statements are presented fairly in all material respects.

Furthermore, the KPMG report had no audit findings, as there were no identified significant internal control deficiencies, or uncorrected or corrected audit misstatements.

The Operating and Capital Budget Monitoring Reports, presented to the Board throughout the year, are the primary tools which demonstrate how the Council-approved budgets are being managed and expended.

FINANCIAL IMPACT

KPMG's fee for the 2024 audit is \$53,000, inclusive of expenses and exclusive of Harmonized Sales Tax (2023 – \$51,000), and the fee was accrued and recorded as part of the 2024 operating results. Additionally, in 2024, KPMG's fee for the audit of the cybersecurity incident is \$6,500.

The Director, Finance & CFO has reviewed this financial impact statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

The 2024 audit findings report will support several of TPL's strategic plan objectives across all priorities including social connection, civic engagement and democracy; shared community spaces; learning and growth; and awareness and availability. The 2024 audit findings report provides the assurance needed to ensure the resources allocated to TPL are being accounted for and recorded appropriately. Furthermore, there are sufficient controls in place for these resources to be utilized as intended, to advance actions identified within TPL's strategic plan to achieve the objectives and outcomes identified within each of the priority areas.

EQUITY IMPACT STATEMENT

TPL's 2024 audit findings report provides assurance that TPL's resources are being utilized in an appropriate and transparent manner. These resources will have a positive impact on many equity-deserving groups, including newcomers and low-income families and individuals. Access to library resources and programs can increase access to learning opportunities, City information,

training and employment opportunities, as well as opportunities for civic engagement and community participation.

DECISION HISTORY

At its meeting on December 2, 2024, the Board received the report titled [Audit Plan for the Year Ending December 31, 2024](#), which outlined their approach to the audit of the 2024 financial statements for the Toronto Public Library Board.

At its meeting on May 27, 2024, the Library Board considered the report [Audit Findings Report for year ended December 31, 2023](#) and approved the 2023 Audit Findings Report.

ISSUE BACKGROUND

Under Section 139 of the [City of Toronto Act, 2006](#), the City is required to appoint an auditor licensed under the Public Accounting Act, 2004, who is responsible for annually auditing the accounts and transactions of the City and its local boards, and expressing an opinion on the financial statements of these entities based on the audit. The City issued a request for proposal for external audit services, including the Toronto Public Library Board, for the 2020 to 2024 financial statements, and [KPMG was the successful proponent](#). The fees for 2020 to 2024 will total \$245,000, inclusive of expenses and exclusive of Harmonized Sales Tax. The contract with KPMG will conclude with the audit of the December 31, 2024, financial statements. The City is currently in the process of securing a contract for audit services for the years 2025 to 2029, and TPL will continue to leverage the City audit services over that time period, once this contract is awarded.

COMMENTS

As part of the annual audit, KPMG is required to provide an annual audit findings report to the Board upon completion of the audit. KPMG's Audit Findings Report to the Board for the audit of the financial statements for the year ended December 31, 2024, is appended as Attachment 1. KPMG's report includes audit highlights; status of the audit; any significant risks, control deficiencies or other significant findings in its areas of focus; policies and practices; specific topics that would require attention; compliance with its need to maintain independence; and appendices covering various other accounting

matters that may be relevant to TPL. The purpose of KPMG's report is to assist the TPL Board in its review of the results of the audit of TPL's 2024 financial statements.

In the section entitled *Audit highlights* (page 4 of Attachment 1) KPMG had no matters to report related to significant internal control deficiencies and KPMG did not identify any uncorrected and corrected audit misstatements.

In the section entitled Other Areas of Focus (page 10 of Attachment 1) KPMG noted for tangible capital assets, TPL revised its estimate of the useful lives of certain of its electronic collections, which are included within Library materials. Certain of the electronic collections have been determined to have a useful life of one or two years. These depreciable assets will now be amortized over their revised useful life. In accordance with PS 2120 Accounting Changes – this change in estimate has been applied prospectively.

KPMG will issue an unqualified opinion on the TPL 2024 financial statements when certain remaining procedural matters are completed including completion of discussions with the members of the Board, evidence of Board approval of the financial statements, receipt of the signed management representation letter dated as of May 26, 2025 (the Board meeting approval date), as well as completion of any subsequent events procedures.

The Financial Statements are prepared by applying accounting standards of the Public Sector Accounting Board (PSAB) and provide a particular view of TPL's financial results as at the end of the 2024 fiscal year. However, the operating and capital budget monitoring reports, presented to the Board throughout the year, are the primary tools which demonstrate how the Council-approved budgets are being managed and expended.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Toronto Public Library Board – Audit Findings Report for the
Year Ended December 31, 2024



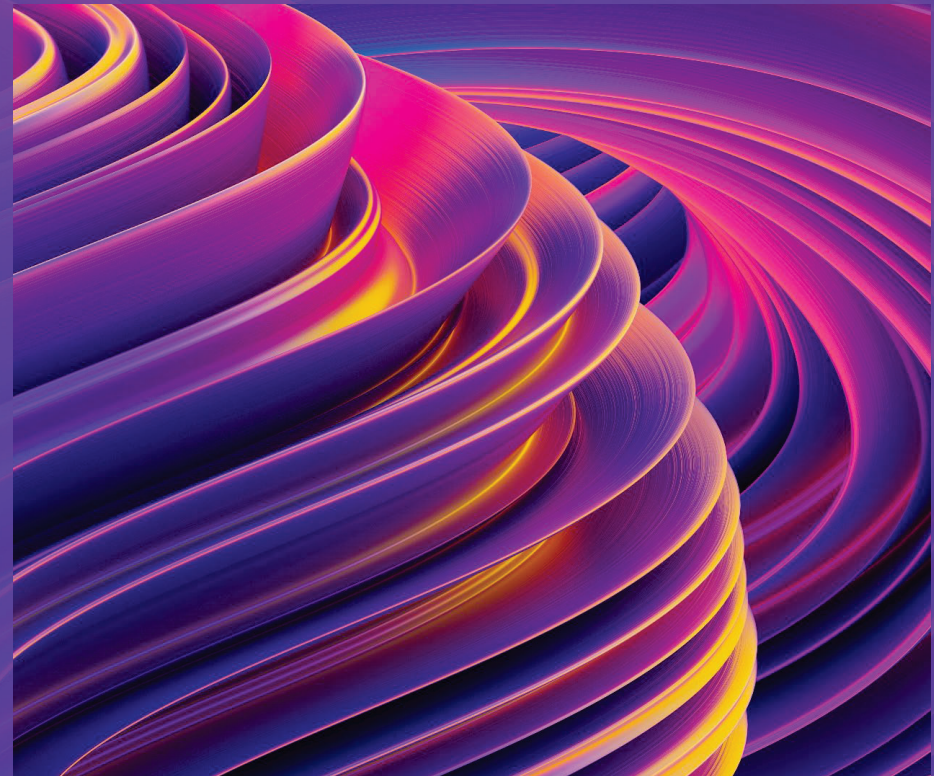
Toronto Public Library Board

Audit Findings Report
for the year ended
December 31, 2024



Prepared as of April 29, 2025 for presentation to the Board of
Directors on May 26, 2025

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement



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Digital use information

This Audit Findings Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

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12	Policies and practices	13	Specific topics	14	Independence	15	Appendices



Audit highlights




No matters to report



Matters to report – see link for details

Status

We have completed the audit of the financial statements (“financial statements”), with the exception of certain remaining outstanding procedures, which are highlighted on the ‘Status’ slide of this report.



Risks and results



Significant risks

- Management override of controls. Refer to slide 7

Other areas of focus

- Refer to slide 8 to 10

Going concern matters



Policies and practices

Accounting policies and practices

No matters to report

Specific topics

Significant unusual transactions

Misstatements - uncorrected

Uncorrected misstatements


Misstatements - Corrected

Corrected misstatements

Control deficiencies


Significant deficiencies

No matters to report




Audit Quality

Learn more about how we deliver audit quality.



Independence

Statement of Compliance




The purpose of this report is to assist you, as a member of the Board of Directors, in your review of the results of our audit of the financial statements. This report is intended solely for the information and use of Management, and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

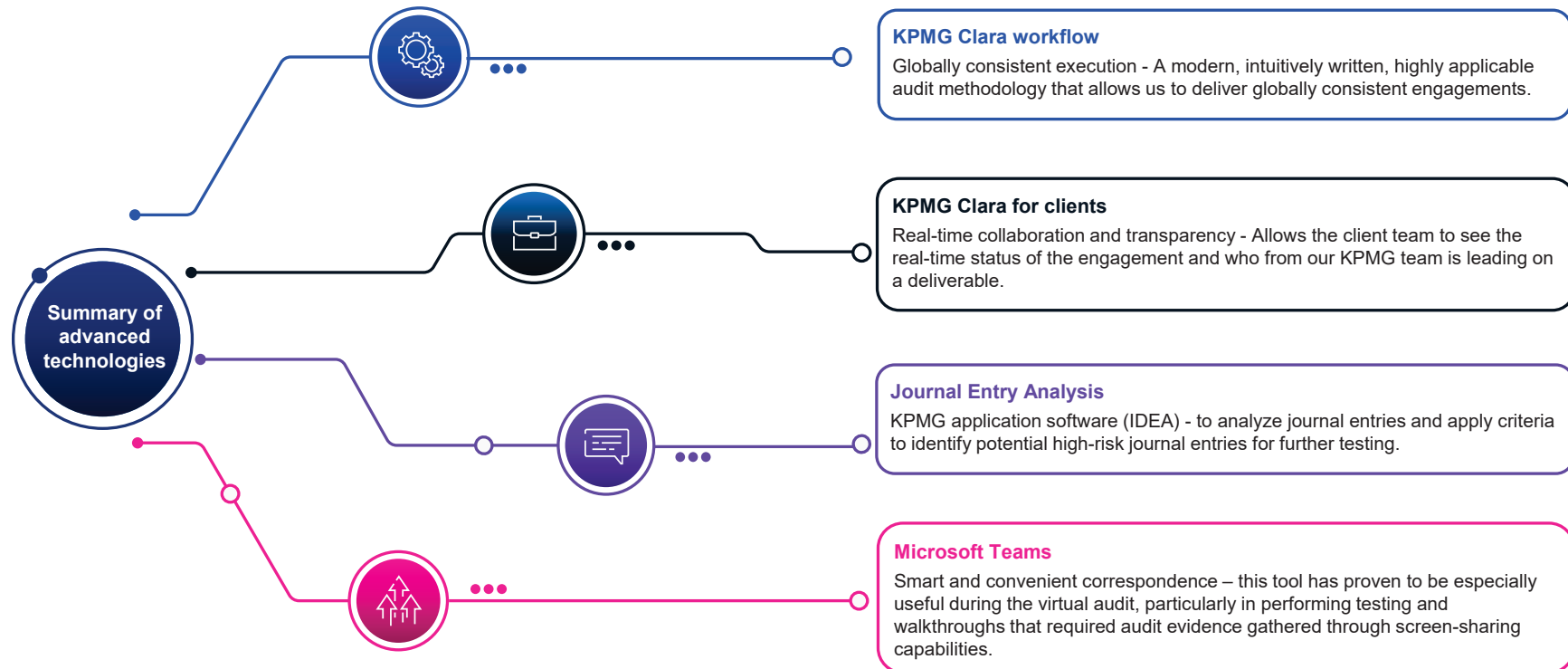


Technology highlights

KPMG Clara



As previously communicated in our audit planning report, we have utilized technology to enhance the quality and effectiveness of the audit.



KPMG's software audit tools are intended to be used as internal enablement tools in conjunction with the performance of audit services. Information resulting from use of software audit tools may not be used as a basis for management's conclusions as to the fairness of presentation of its financial statements or form a part of the internal control.



Status

As of the date of this report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Completing our discussions with the Members of the Board
- Obtaining evidence of the Board of Director's approval of the financial statements
- Receipt of the signed management representation letter (dated upon evidence of the Board's approval of the financial statements)
- Completion of subsequent events procedures, up to the date of approval of the financial statements

We will update the Members of the Board on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditor's report, will be dated upon the completion of any remaining procedures.

KPMG Clara for Clients (KCc)



Real-time collaboration and transparency

We leveraged **KCc** to facilitate real-time collaboration with management and provide visual insights into the status of the audit!

On our audit we used KCc to coordinate requests with management.

[Learn more](#)



Significant risks and results



Presumption of the risk of fraud resulting from management override of controls

RISK OF



ERROR FRAUD

Significant risk

Estimate?

Key audit matter?

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

No

No

Our response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

Significant findings

- We did not note any significant control deficiencies in our evaluation of the design and implementation and test operating effectiveness of selected relevant controls over financial reporting.
- We tested manual and automated journal entries and other adjustments by using Data & Analytics routines. Using extractions from the complete general ledger, we selected a sample of journal entries meeting pre-determined high-risk criteria and verified if they were supported by proper documentation and appropriately recorded in the general ledger. We also followed the journal entry initiation and approval controls and process in place.
- We did not identify any issues or concerns after performing our review of estimates.
- We did not identify any significant unusual transactions or any specific additional risks of management override during our audit.



Other Areas of Focus

We highlight our significant findings in respect of other areas of focus as well as any additional areas of focus identified

Area of Focus	Audit Procedures
1 Cash and cash equivalents	<ul style="list-style-type: none"> • Obtained confirmations of the year-end cash and saving balances from third parties. • Reviewed bank reconciliations and vouched significant reconciliation items to supporting documentation. • Reviewed financial statements disclosures.
2 Revenue and accounts receivable	<ul style="list-style-type: none"> • Revenue recognition considerations (deferred vs. recognized). • Reconciliation of accounts receivable and review sub-ledger for credit balances. • Assessed the reasonability of the Allowance for Doubtful Accounts balance. • Selected samples from fines and user charges, donations and other grants, and other revenue. Agreed to supporting documentation and ensured revenue recognition was appropriate.
3 Deferred revenue	<ul style="list-style-type: none"> • Inquired of management on the nature of various deferral revenue. • Selected samples of inflows for deferred revenues, agreed to supporting documentation and ensured appropriate deferrals were made. • Selected samples of outflow for deferred revenues, agreed to supporting documentation and ensured appropriate revenue recognitions or refund reversals were made.

We did not identify any notable findings related to risk of error associated with the above mentioned areas of focus.



Other Areas of Focus

Area of Focus

Audit Procedures

4

Due to/from the City, City of Toronto Revenue and Province of Ontario Revenue



- Obtained an understanding over the revenue recognition policy and controls in place.
- Obtained confirmation from City of Toronto to ensure existence, accuracy and completeness of the intercompany receivable/payable balance and revenue received.
- Obtained grant approval letters to ensure the existence, accuracy and completeness of Province of Ontario Revenue received.

5

Accounts payable and operating expenses



- Performed a search for unrecorded liabilities by extracting lists of subsequent payments and accounts payable details and selected samples for testing.
- Selected a sample of expense transactions and agree to original invoices to ensure the proper classification of expenses.
- Reviewed supporting documentation for significant accruals.

6

Legal claim liability



- Reviewed Board meeting minutes.
- Discussed any outstanding litigations and claims with management.
- Obtained direct confirmation with the City and third party legal counsel.
- Evaluated whether significant contingent liabilities are appropriately disclosed and/or recorded.

We did not identify any notable findings related to risk of error associated with the above mentioned areas of focus.



Other Areas of Focus

Area of Focus

Audit Procedures

7

Tangible capital assets



- **Change in estimate:** During 2024, the Library revised its estimate of the useful lives of certain of its electronic collections, which are included within, Library materials. Certain of the electronic collections have been determined to have a useful life of one or two years. These depreciable assets will now be amortized over their revised useful life. In accordance with PS 2120 Accounting Changes – this change in estimate has been applied prospectively. The change in estimate has had the effect of increasing amortization expense by \$15,199,993 in 2024.
- Selected a sample of additions and agreed to original invoices to ensure proper accounting treatment.
- Assessed the reasonableness of amortization expense, change in estimate and resulting increase in amortization.
- Useful lives are based on corporate policies and did not change from prior year, except for the change in estimate describe above. KPMG reviewed the useful lives used in amortization calculation and ensured that all were in line with the Board's policy. The estimation uncertainty related to useful lives does not result in a risk of material misstatement.
- Reviewed the financial statement note disclosures.

8

Employee future benefits



- Obtained confirmation of balances directly with third party actuaries.
- Evaluated the data, method and assumptions applied in the valuations and perform trend analysis on the liability.
- Evaluated the discount rate in comparison with rates issued by the Canadian Institute of Actuaries and KPMG LLP.
- Assessed the qualifications, competence and objectivity of the actuaries as required by the Canadian auditing standards.
- Reviewed the financial statement note disclosures.

We did not identify any notable findings related to risk of error associated with the above mentioned areas of focus.



Control deficiencies

Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to the Entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting

A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.



Accounting policies and practices



Initial selection of significant accounting policies and practices

The following new accounting standards came into effect for the year ended December 31, 2024 and were implemented by the Library:

- PS 3400 Revenue, PS 3160 Public private partnerships,
- The new Public Sector Guideline 8 Purchased intangibles.

Impact on adoption of new accounting policies are disclosed in Note 1(m) to the financial statements.



Description of new or revised significant accounting policies and practices

Change in estimate and the impact on the financial statements is disclosed in Notes 2 to the financial statements.



Significant qualitative aspects

Significant accounting policies and estimates are disclosed in Note 1 to the financial statements.



Specific topics

We have highlighted the following that we would like to bring to your attention:

Matter	Finding
Illegal acts, including noncompliance with laws and regulations, or fraud	No matters to report
Other information in documents containing the audited financial statements	No matters to report
Significant difficulties encountered during the audit	No matters to report
Difficult or contentious matters for which the auditor consulted	No matters to report
Management's consultation with other accountants	No matters to report
Disagreements with management	No matters to report
Related parties	No matters to report
Significant issues in connection with our appointment or retention	No matters to report
Other matters that are relevant matters of governance interest	No matters to report



Independence

As a firm, we are committed to being and being seen to be independent. We have strict rules and protocols to maintain our independence that meet or exceed those of the IESBA Code¹ and CPA Code. The following are the actions or safeguards applied to reduce or eliminate threats to an acceptable level:



Dedicated ethics & independence partners



Process for reporting breaches of professional standards and policy, and documented disciplinary policy



Ethics, independence and integrity training for all staff



International proprietary system used to evaluate and document threats to independence and those arising from conflicts of interest



Operating policies, procedures and guidance contained in our quality & risk management manual



Mandated procedures for evaluating independence of prospective audit clients



Restricted investments and relationships



Annual ethics and independence confirmation for staff

Statement of compliance

We confirm that, as of the date of this communication, **we are independent** of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada.



¹ International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards)

Appendices

A

Required communications

B

Audit Quality

C

New auditing standards

D

New accounting standards

E

Insights

F

Environmental, social and governance (ESG)

G

Technology





Appendix A: Other required communications



Engagement terms

A copy of the engagement letter and any subsequent amendments has been provided to the Audit Committee.



CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Regulatory Oversight Report: 2023 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2024 Interim Inspections Results](#)
- [CPAB Regulatory Oversight Report: 2024 Annual Inspections Results](#)



Appendix B: Audit quality - How do we deliver audit quality?

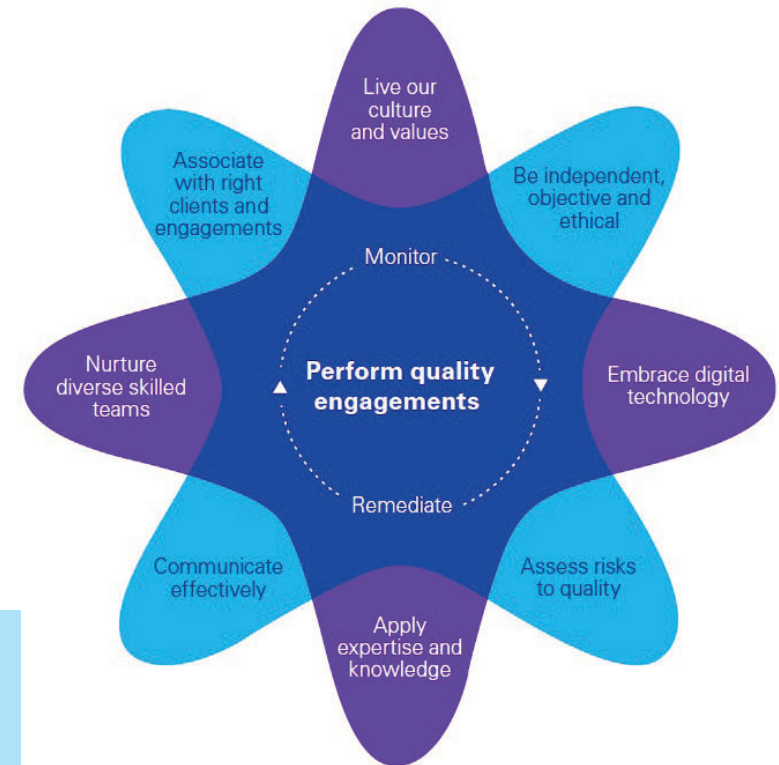
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Learn more about our system of quality management and our firm's statement on the effectiveness of our SoQM:

 [KPMG Canada Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.



Appendix C: Newly effective and upcoming changes to auditing standards

Effective for periods beginning on or after December 15, 2023

ISA 600/CAS 600

.....
Revised special considerations – Audits of group financial statements

Effective for periods beginning on or after December 15, 2024

ISA 260/CAS 260

.....
Communications with those charged with governance

ISA 700/CAS 700

.....
Forming an opinion and reporting on the financial statements



Appendix D: Future Changes in accounting standards

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted. The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.
Financial Statement Presentation	<ul style="list-style-type: none"> The proposed section PS 1202 Financial statement presentation will replace the current section PS 1201 Financial statement presentation. PS 1202 Financial statement presentation will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted. The proposed section includes the following: <ul style="list-style-type: none"> Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. Separating liabilities into financial liabilities and non-financial liabilities. Restructuring the statement of financial position to present total assets followed by total liabilities. Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. A new provision whereby an entity can use an amended budget in certain circumstances. Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position. The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model.



Appendix D: Future Changes in accounting standards (continued)

Standard	Summary and implications
Employee benefits	<ul style="list-style-type: none"> • The Public Sector Accounting Board has initiated a review of sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. • The intention is to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard. • Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. • PS3251, Employee Benefits, will replace the current section PS 3250 and PS 3255. The proposed section is currently undergoing discussions where further changes are expected as a result of the re-exposure comments. Effective date is currently not determined.



Appendix: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.

Accelerate - The key issues driving the audit committee agenda

Discover the most pressing risks and opportunities that face audit committees, boards and management teams.

Sustainability Reporting

Resource centre on implementing the new Canadian reporting standards

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.

Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.





Appendix: Canadian ESG reporting activities

What's here and what's coming?

There continues to be activity in the Canadian ESG reporting space along with regulations introduced in other jurisdictions that may impact Canadian companies, such as the Corporate Sustainability Reporting Directive (CSRD) and California Climate Laws.

UPDATE THIS QUARTER: CSSB released its first two final Canadian Sustainability Disclosure Standards

▶ Voluntary standards rollout

- In December 2024, the Canadian Sustainability Standards Board (CSSB) released its first two Canadian Sustainability Disclosure Standards (CSDS).
- The standards are aligned with the IFRS Sustainability Disclosure Standards, with the exception of a Canadian-specific effective date and incremental transition reliefs.
- The standards are effective, on a *voluntary basis* only, for annual reporting periods beginning on or after January 1, 2025.

▶ Road to mandatory application?

- Canada's regulators and legislators will determine if and when application of the standards should be mandated.
- The Canadian Securities Administrators (CSA) issued a statement that it is working towards a revised climate-related disclosure rule that will consider the Canadian Sustainability Disclosure Standards.

▶ Why should you prepare?

Momentum toward standardized, transparent and comparable sustainability reporting continues.

- Federally regulated financial institutions are already required to comply with OSFI B-15 which is broadly based on the ISSB standards.
- Despite the CSSB standards being voluntary, legislation and rules continue to evolve in other jurisdictions such as the CSRD and California Climate Laws.
- Canadian government anti-greenwashing regulations introduced (Bill C-59).

▶ What could you be doing now?

1 (Re) Establish reporting strategy

- Undertake a regulatory impact assessment to determine the sustainability reporting requirements that apply to your organization.
- Document your reporting strategy, including any planned voluntary reporting and assurance.
- Conduct a materiality assessment considering the frameworks you plan to comply with.

2 Assess current state

- Identify the differences between applicable regulations and/or standards and current reporting.
- Conduct a current state maturity analysis of processes, controls, people, technology and governance structures.
- Complete data gap assessment and develop plan to close gaps.

3 Design reporting policies & target operating model (TOM)

- Develop and/or adapt policies, regarding identified material risks and opportunities.
- Develop standard Key Performance Indicator (KPI) definitions and calculation methodologies.
- Determine TOM and solutions to support sustainability reporting and assurance.

4 Implement sustainability reporting roadmap

- Develop roadmap for delivery, identify milestones, interim and final targets.
- Design future reports.
- Rollout of TOM, including implementation and training required.



Appendix: Continuous evolution

Our investment:

We are in the midst of a five-year investment to develop our people, digital capabilities, and advanced technology.

Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

Result: A better experience

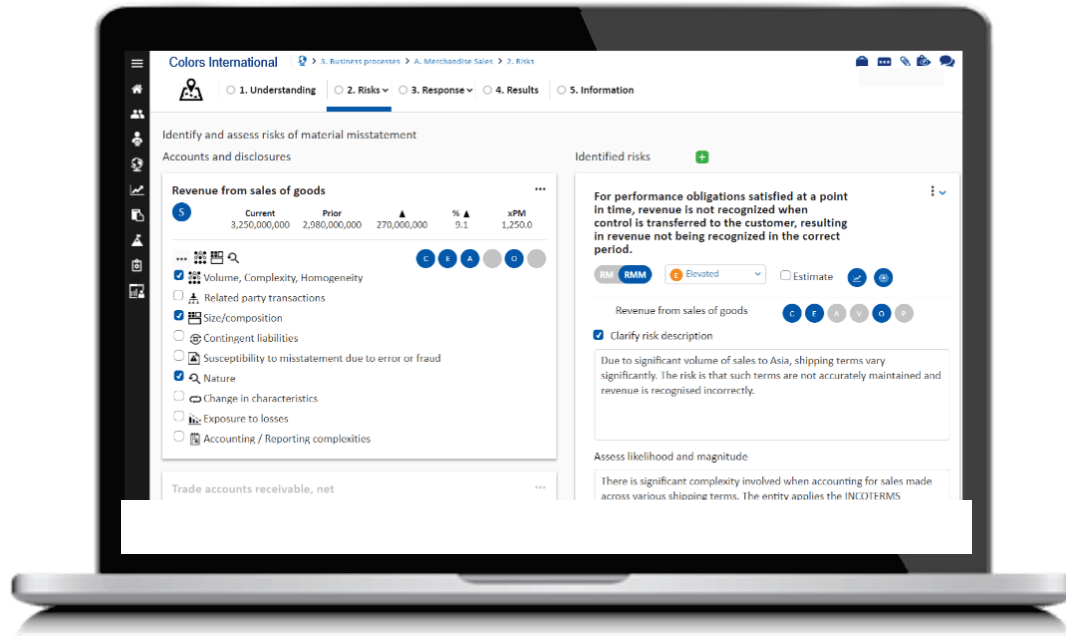
Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.





Appendix: KPMG Clara Generative AI

With our global alliance partner Microsoft, we have embarked on a journey to embed Generative AI into our smart audit platform—KPMG Clara. This will make our auditors more productive and give them the tools to provide quicker feedback, make more insightful connections, and deliver a better audit experience.



AI done right

Although early adoption is key, we are focused on avoiding reliance on a 'black box' so we're building 'explainability' and 'traceability' at the core.



Bolstered productivity

Focused on removing time-consuming low value tasks, we'll apply our skills in other, more judgmental areas or in order to give insights to you.



Quality at our fingertips

We are teaching our model with our knowledge databases to capture our vast experience. This means quality information accessible in seconds.



Secure integration

KPMG Clara has been built on a solid and secure Azure Cloud backbone, allowing us to easily integrate Generative AI in partnership with Microsoft.



<https://kpmg.com/ca/en/home.html>

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