

Our



people

make



the

difference



Table of contents

Board of management report	001
Management review	003
Message from our CEO	004
About KPMG	008
About us	009
Operating environment	012
Anna Vree & Zuyderland	015
Business model and strategy	017
Performance and progress in 2024/2025	020
Value created for our people	021
Samuel Maia de Moura & Adyen	024
Value created for our clients	026
Rick Bron & Shell	029
Value created through our Impact Plan	031
Danique Miedema & ASN Bank	034
Financial performance and Outlook	036
Governance, risk management, and decision-making	038
Corporate governance statement	039
Board of Management	041
Statement of effectiveness	042
Risk management and controls	043
Bas Bogers & Ministry of Defence	048
Stakeholder engagement	050
Helena de Boer & Philips	053
 Sustainability statement	 055
Our performance at a glance	056
General information	057
Environmental information	072
Social information	091
Governance information	126
Appendices to the sustainability statement	140
 Supervisory Board report	 148
Letter from the Chair	149
Functioning of the Supervisory Board	151
Training and evaluation	153
Members of the Supervisory Board	154
Board activities in 2024/2025	156
Remuneration report	160



Financial statements & notes	162
Consolidated statement of profit or loss and other comprehensive income	163
Consolidated statement of financial position	164
Consolidated statement of changes in equity	165
Consolidated statement of cash flows	166
Notes to the consolidated financial statements	167
1. General	167
2. Basis of preparation	168
3. Material accounting policies	171
4. New standards and interpretations not yet adopted	182
5. Segment reporting	183
6. Revenue	186
7. Other income	189
8. Costs of outsourced work and other external charges	190
9. Employee benefits expenses and obligations	191
10. Other expenses	193
11. Finance income	194
12. Finance expenses	195
13. Income taxes	196
14. Fees payable to Coöperatie KPMG U.A.	198
15. Intangible assets and goodwill	199
16. Property, plant and equipment	201
17. Other financial assets	202
18. Trade and other receivables	203
19. Cash and cash equivalents	204
20. Equity	205

21. Loans and borrowings	206
22. Provisions	208
23. Trade and other payables	209
24. Financial instruments and associated risks	210
25. Leases	217
26. List of subsidiaries	220
27. Liabilities and assets not recognized in the consolidated statement of financial position	221
28. Collaboration agreements and related parties	223
Company statement of financial position	227
Company statement of profit or loss	228
Notes to the company financial statements	229
29. Basis of preparation	229
30. Non-current financial assets	231
31. Cash and cash equivalents	232
32. Shareholders' equity	233
33. Loans and borrowings	235
34. Financial instruments	236
35. Related parties	237
36. Tax and social insurance contributions	238
37. Liabilities not recognized in the company statement of financial position	239
38. Number of partners	240
39. Remuneration of the Board of Management and Supervisory Board	241
40. Independent auditor's remuneration	242
Other information	243
Provisions in the Company's Articles of Association governing the appropriation of profit	244
Independent auditor's report	245
Limited assurance report of the independent auditor on the sustainability statement	256
Appendices	260
Basis for preparation	261
List of public-interest entity clients	263
Other KPMG member firms in the EU/European Economic Area	266
Segmentation of revenue/other income	269
Abbreviations and acronyms	272
Contact	274

Management review

Message from our CEO	004
----------------------	-----

About KPMG	008
------------	-----

Performance and progress in 2024/2025	020
---------------------------------------	-----

Governance, risk management, and decision-making	038
--	-----



Message from our CEO

01

Our people make the difference

Over a century ago, KPMG's founders (including the Netherlands' own Piet Klynveld) instilled in our firm a philosophy based on two key principles: building trusted relationships with clients and delivering services of the very highest quality. Today, the world looks very different – but our determination to live up to our founders' example remains unchanged. Indeed, with technological and (geo)political disruption all around, we believe trust and quality are more relevant than ever.

Leading change, values first

We can look back on a highly successful 2024/2025, built around the theme "*Leading Change, Values First!*". Thanks to our agility and resilience in a turbulent environment, we closed the year with excellent results – reaffirming both our value to clients and our societal relevance. Our revenue growth outperformed the market, and both Assurance and Advisory contributed strongly. We executed on our strategic priorities, focused on quality and public trust, the engagement of our people, the high satisfaction of our clients and the digital transformation. As a result, we continue to achieve sustainable financial performance, with a strong, globally aligned investment agenda.

Leading Change. Transformation remained a major topic for all three of our functions: Advisory, Assurance, and Central Services. Digitalization in general, and the rise of artificial intelligence (AI) in particular, accelerated rapidly. We incorporated this into the way we work, the services we offer, and the way we ensure our people are equipped with the right skills and knowledge. Above all, we focused on making KPMG a great place to work – where people feel safe, supported, and comfortable – while fostering high performance and providing plenty of opportunities for growth and development.

Values First. We learn from successes and even more so from mistakes. We use these lessons to drive positive cultural change through our Values First culture program. We focused on two key behaviors: *Clarity on Integrity* (we do what is right, because we know what is right) and *Courage to Address* (we address behavior respectfully but firmly, with a sense of responsibility for KPMG).



In 2025/2026, we will embed Values First even deeper into our processes and behaviors. I believe we are steering the right course; indeed, enhanced regulatory supervision was lifted in September, with the regulator acknowledging KPMG's commitment to preventing answer sharing and similar situations. This only emphasizes our responsibility to continue with our remediation and prevention measures, which include monitoring, horizon scanning, and embedding a speak-up mindset in processes and behaviors. Driven by motivation and conviction, we will continue this journey.

As one of the Big 9 firms in our global network, we carry a responsibility to strengthen KPMG's impact both in our market and beyond. Our clients deserve the very best of what we as KPMG offer worldwide. That means investing in quality, distinctive expertise, and the integration of AI – while preserving the human factor that makes us unique and trustworthy.

(Em)powered by our people

I am proud that our clients consistently name KPMG as the most personal and people-centric firm among our peers. This was reflected in our 2024/2025 brand campaign, “**Het blijft mensenwerk**,” which shone a spotlight on the people of KPMG. Through the idea of “mensenwerk” – work done by and for people – we celebrate our unique human strengths, while also acknowledging our vulnerability. After all, our ability to learn and reflect drives our progress. We make a difference through our professionalism, experience, and insight.

With four generations in the workplace, we foster an environment of empathy and belonging, where every individual feels supported and empowered to **make an impact**. Our strategic focus on inclusion, diversity, and equity, combined with skills-based talent strategies and responsible AI adoption, ensures that progress is always (em)powered by people. Together, we are building a workplace that reflects who we are and where we are heading: purpose driven, inclusive, and ready for the future.

During the year, we made it a priority to **put AI in the hands of our people** – accelerating adoption through tailored learning programs, leadership pathways, and hands-on training. From our “You can with AI” campaign to the launch of advanced tools like M365 Copilot and KPMG Clara, we have transformed how our teams work, collaborate, and innovate. As roles evolve, we are committed to preparing every employee to adapt and thrive, especially junior professionals whose work is being reshaped by generative AI. With a strong focus on trusted and responsible AI, on training and building critical review and reflection in our workflows, we ensure that technology enhances human judgment, ethics, and impact. And this journey has just begun. I strongly believe that AI is an opportunity to future-proof our profession and empower our people to fulfil our societal role with confidence.

Close to our clients

With the current market and (geo)political volatility, we focus on the quality of our work for **our clients** – to address the complex transformational challenges each one deals with. By understanding their evolving needs and embedding AI-driven innovation into our services, we help clients navigate transitions and seize new opportunities. We add value for Assurance and Advisory clients by providing the innovative solutions and trusted partnership they need to make well-informed decisions and achieve their own bold goals.

In 2024/2025, we made significant further investments to strengthen both our key propositions and long-term client relationships. We supported organizations undergoing their own digital and AI transformations, often end-to-end. We delivered solutions to clients to accelerate their responsible adoption of AI tools, structuring and protecting data, adopting various enterprise management systems, strengthening cyber resilience, and much more. Leveraging the strengths of the global KPMG network, we also deepened our collaboration with our global technology Alliance partners.

Responsible for something greater

For more than 100 years, society has looked to KPMG to uphold the public interest and drive progress – and we continue to recognize our responsibility to help build a sustainable future. At KPMG, our role is, and will always be, to **enhance public trust** in organizations and the capital markets by conducting high-quality audits. As an advisor, we increasingly use our solutions and services to help our clients manage the AI and sustainability transitions responsibly. This helps to strengthen society's trust in processes and outcomes alike.

We cannot fulfil these responsibilities without earning and protecting the trust of our own stakeholders. This requires us to uphold the highest standards as we undertake the very same transformations in which we support our clients: in AI and in the environmental, social, and governance (ESG) domain. In 2024/2025, we advanced our expertise and capabilities in ESG, delivering highly relevant, high-quality services across Assurance and Advisory. We also continued to work toward our own Impact Plan ambitions. By making ESG the watermark underlying everything we do, we contribute to a more environmentally and socially sustainable society.

Navigating disruption: Agile and resilient

In 2025/2026, we mark the start of a new chapter in our strategy, centered on the theme “Navigating Disruption: Agile & Resilient.” With more uncertainty on the horizon, our ongoing investments in our people’s development and our organizational transformations will enable us to continue providing the high standards of quality and integrity that we and our stakeholders expect. We will keep learning, improving, and adding more value, focusing on the agility and resilience we need to navigate disruption in our market.

This would not be possible without the hard work of our people. I want to thank all KPMG colleagues for their flexibility in the face of change, their expertise and commitment in pursuit of quality, and their dedication to upholding our values and ethical culture. I also wish to thank my fellow Board of Management members for the strong collaboration we shared during the year, as well as our Supervisory Board for its insights and contributions. Particular thanks are due to outgoing Chair Bernard Wientjes for resuming his role temporarily and leading the Supervisory Board through a difficult chapter for our firm, and a warm welcome to new Chair Dirk Jan van den Berg and new member Barbara Frohn.

To our clients, thank you for your trust in our firm and our people. We remain committed to living up to this trust by staying close to you, by upholding our values, and, above all, by continuing to put people at the heart of what we do.

Stephanie Hottenhuis

CEO, KPMG N.V.



About KPMG

02

About us

KPMG is one of the Netherlands' leading providers of assurance and advisory services. We are part of the global KPMG network, operating in 143 countries and territories worldwide. Through our work, we aim to ensure public trust in companies, institutions, and financial markets.

Our global network

KPMG N.V. is an independent member of the global KPMG network, affiliated with KPMG International Limited ("KPMG International"), a private UK company limited by guarantee. KPMG Accountants N.V. ("Assurance") and KPMG Advisory N.V. ("Advisory") are both subsidiaries of KPMG N.V.

KPMG is the brand under which the member firms of KPMG International operate and provide professional services. Each KPMG firm is a legally distinct and separate entity and describes itself as such. KPMG N.V. is responsible for its own obligations and liabilities.

Our businesses

Assurance and Advisory are our two primary businesses, supported by Central Services. KPMG Meijburg & Co offers tax advisory and is also part of the KPMG network.

^[1] KPMG has 12 offices across the Netherlands and is headquartered in Amstelveen.

Assurance

Our Assurance business comprises both Audit and Other Assurance services. Other Assurance services include Information Technology Assurance, ESG Assurance, and Capital Markets & Accounting Services. Audit is organized into four regions within the Netherlands, along with a dedicated Financial Services Group. This is supported by a Data Analytics team and an offshore center in India.

We operate across a range of sectors, including Consumer & Retail, Industrial, Energy & Natural Resources, Technology, Media & Telecommunications, Financial Services and Infrastructure, Government & Health. Also refer to [Value created for our clients](#) for more information on our priority sectors.

By working within a consistent matrix of businesses and sectors across all geographies where KPMG operates worldwide, we are able to meet client needs by combining sector knowledge with our deep professional expertise and experience.

Advisory

Our Advisory business helps clients to manage risk, improve strategy and performance, digitalize systems and processes, and seize new opportunities for growth. We deliver services across strategy, transformation, and consulting - including technology, cybersecurity, and AI to accelerate digital adoption and build resilient, future-ready organizations that create lasting value for people and planet.

We are organized in five units: Corporate Services Transformation (formerly Finance & Business Services), Deals, Risk & Regulatory, Strategy & Operations and Technology while serving clients across all sectors. Refer to [Value created for our clients](#) for more detail about our alliances and priority sectors.

Central Services

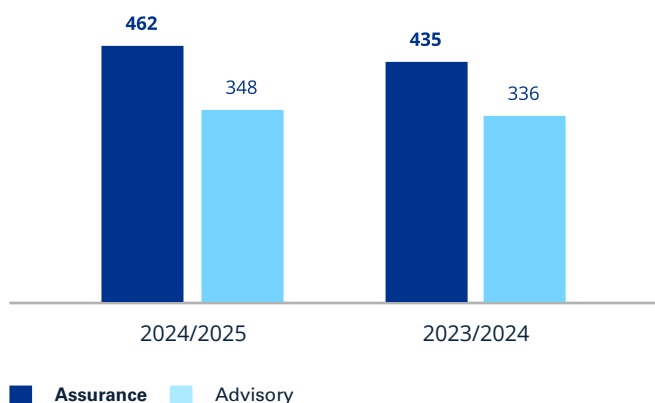
Central Services consists of the joint staff departments within KPMG and is committed to protecting and upholding what is valuable for our organization: our people, quality, reputation, financial resources, IT systems, offices, and intellectual property.

Central Services consists of seven departments: Central Services Operations; Finance, Data & Reporting; Marketing & Reputation; People & Culture; Information Technology (IT); Legal; and Risk Management.

¹ KPMG Meijburg & Co is not part of KPMG N.V. and is therefore not covered by this report unless stated otherwise.

Revenue by function

(EUR million)



Our purpose and values

Our purpose at KPMG is to inspire confidence and empower change. We are here to solve problems, elevate others, and lead the way in finding solutions to the world's transformational challenges, supported by our promise to be the most trusted and trustworthy

professional services firm. In an increasingly complex and polarized world, trust is the foundation of our business: it gives us our license to operate as auditors and advisors and is the key to unlocking sustainable growth. Being trusted and being seen as trustworthy strengthens our ability to manage risk, build resilience, and respond to change - with confidence towards the outcomes and the progress these entail. This is why we invest in a culture of integrity, ethical decision-making, and responsible innovation, as well as high-quality services such as our Trusted AI Framework and ESG commitments.

In everything we do, we are led by five values that define what we expect of ourselves and of one another. These values underpin our actions, decisions, and ways of working with our colleagues, our clients, and our other stakeholders.

Integrity



We do what is right.

Excellence



We never stop learning and improving.

Courage



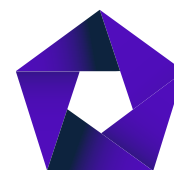
We think and act boldly.

Together



We respect each other and draw strength from our differences.

For Better



We do what matters.

Our license to operate

Quality is our top priority at KPMG. It is the foundation of trust and the basis of our license to operate. Whether in Assurance or Advisory, our **quality-driven culture** enables us to deliver reliable, ethical, and impactful services to clients and society.

As auditors, we have a societal and legal responsibility to bring trust to financial and non-financial information. Our work supports the integrity of financial markets and strengthens confidence among investors, regulators, and the public. Our commitment to **audit quality** begins with accepting the right clients.

We carefully manage the number and mix of engagements to ensure optimal team capacity and a balanced risk profile. We prioritize sectors where our expertise adds the most value, aligning client selection with our strategic strengths and professional capabilities.

Audit quality is supported by a **structured approach** to execution. Our Predictability, Teaming, and Open Communication methodology helps teams manage workloads and foster well-being. The implementation of Engagement Management Life Cycle – a project and engagement management initiative – plays a key role in raising accountability and ownership of tasks.

While focused on audit activities, it also encourages behaviors such as discussing progress openly and setting clear expectations around timing and quality. We monitor performance using audit quality indicators (AQIs) about partner involvement, specialist deployment, and training hours. These indicators are publicly reported and recognized as material sustainability topics in our sustainability statement, reinforcing our transparency and accountability.

Quality is also a foundational pillar of our Advisory practice, and crucial to remaining a **trusted advisor** for our clients. In Advisory, quality is embedded through two complementary cycles: the Professional Quality Cycle focuses on equipping our people with the right skills, training, and performance support, while the Portfolio Quality Cycle ensures quality throughout the engagement life cycle, aligning delivery with our values, regulatory standards, and client expectations. Together, these cycles help us deliver sustainable solutions to complex societal and business challenges.

These efforts are complemented by targeted **training programs**, including mandatory learning, designed to equip our professionals with the mindset, knowledge, and tools needed to deliver high-quality services in audit and advisory engagements.

Our **System of Quality Management** (SoQM), aligned with ISQM 1, provides the framework for monitoring, managing, and continuously improving quality across all service lines. It ensures that our services meet professional standards and stakeholder expectations, and that quality remains embedded in everything we do. As part of our registration with the Public Company Accounting Oversight Board (PCAOB), this framework also supports compliance with applicable regulatory requirements. We are actively preparing for the implementation of the new QC1000 regulatory framework, which will take effect on December 15, 2026. While the foundation of our quality management system remains intact, QC1000 requires additional documentation and controls. We have adapted our processes accordingly to ensure compliance and readiness for the future.

Operating environment

From gradual trends to major shifts, our operating environment continues to evolve in ways that impact KPMG and our clients.

External challenges forcing agility and resilience

Businesses and societies are navigating rapidly **emerging challenges**, ranging from conflict and humanitarian crises to AI, digitalization, cyberthreats, economic pressures, social fragmentation, and climate change. In the Netherlands, we also faced the uncertainties of a caretaker cabinet and a shifting political landscape in neighboring countries.

In this dynamic environment, the ability to be **agile and resilient** is essential. Organizations must adapt quickly to change, recover from disruptions, and continuously evolve to stay relevant. At the same time, innovations such as AI present significant opportunities for efficiency and growth, with success depending on skills development, responsible use, critical thinking and reliable data. In a complex, polarized world, organizations need clear direction and scenarios to get there, effective management of geopolitical risks, and the ability to quickly embrace new perspectives to move forward.

In KPMG's GeoPulse research, 70% of senior executives at Dutch companies indicate that their organizations are actively taking measures to **manage the risks of geopolitical instability**. They postpone decisions and investments and prepare for various scenarios in order to better deal with uncertainties and to manage them more effectively. Many organizations are increasingly investing in more robust cybersecurity, partly due to the rise in digital threats: 67% of these executives report that the current situation is influencing their cybersecurity policies. In addition, they are increasingly striving to reduce their reliance on US (cloud) services. At the same time, European companies in particular continue on their sustainability path, responding to high energy challenges and societal expectations from consumers and employees.

Talent in our sector

Improving trust in our sector can help to ease the pressure caused by the ongoing **skills shortage** in professional services. Attracting and retaining talented people with the skills we need at KPMG remains both a key priority and critical for our growth. While entry-level recruitment continues to be strong, the market for experienced Advisory professionals is highly competitive, especially in areas such as technology, financial services, and the public sector. For Assurance, digitalization, AI, and regulatory changes such as Omnibus have reduced hiring needs in some areas; nonetheless, maintaining a balanced experience mix remains essential. AI adoption does change workflows, thereby diminishing some tasks but enhancing others. In this, keeping the right humans in the loop - with expertise and focus on quality - remains essential. Looking ahead, the availability of qualified professionals is expected to remain tight, underscoring the need to foster a work environment where individuals can develop and contribute meaningfully. As a new generation enters the labor market, organizations must consider how to support purposeful work and societal relevance alongside professional development.

Grounding AI in trust

AI is becoming increasingly embedded in our personal and professional lives. It provides opportunities to transform industries, reshapes business models, and unlocks new sources of value. However, in addition to its potential value, its limitations and risks must also be addressed, as well as the potential for unforeseen societal friction caused by the widespread adoption of AI.

According to KPMG's AI Trust Monitor research in the Netherlands,^[1] overall trust in AI remains low. This was also underscored in KPMG's global study into the public's trust, use, and attitudes toward AI to date, led by the University of Melbourne. The study covered 48,000 respondents.

The findings reveal that "the intelligent age" has arrived, with 66% of people indicating that they use AI regularly, and 83% that they believe the use of AI will result in a wide range of benefits. However, only 46% of people globally are willing to trust AI systems. People using AI report relying on AI output without evaluating its accuracy (66%) and, as a result, making mistakes in their work due to AI (56%). There is a strong public mandate for national and international AI regulation, with 70% of respondents believing that regulation is needed.

The challenge lies in **grounding AI in trust**, governing it responsibly, and complementing it with human insight. At KPMG, we strongly advocate for the implementation of trusted AI processes, governance, systems, and AI literacy training to enable the ethical, responsible, and safe use of AI. Through KPMG's Trusted AI Framework, our Advisory and Assurance experts help clients navigate their AI journeys with confidence.

Change in the regulatory landscape

We saw several notable regulatory developments during the year. In early 2025, the European Commission published its **Omnibus** proposal, aimed at simplifying the requirements of the **Corporate Sustainability Reporting Directive (CSRD)** by making the reporting standards more accessible and easier to implement, as well as greatly reducing the number of organizations obliged to comply. The anticipated scaling back of reporting requirements received a mixed response and required significant agility from both the business and policy communities. To prepare for the challenge ahead, we had anticipated that a higher proportion of our clients would fall in scope this reporting year, so we had to make significant adjustments following the announced changes. Nevertheless, client demand shifted from reporting requirements to sustainable investment, supporting technology, Double Materiality Assessments (DMAs), and supply chain management changes – resulting in growth for the need for advice from our advisory experts.

This shift reflects a broader understanding that, even if the official requirements have been reduced, full, clear, and transparent ESG reporting helps companies achieve their ambitions, stand out in the market, and strengthen their reputation among different stakeholder groups.

In November 2025, the European Parliament agreed on its position to reduce sustainability reporting and has proposed to reduce the number of companies in scope of the CSRD to only the largest companies. While these changes aim to ease compliance for smaller businesses, we, together with our clients, will monitor negotiations closely and prepare for adjustments as the legislative process continues.

We are also monitoring developments and requirements related to the **EU's AI Act**, which entered into force in 2024 as part of the EU Digital Decade policy program that guides Europe's digital transformation. Following a risk-based approach, the AI Act aims to ensure a well-functioning internal market for AI systems, where both benefits and risks are adequately addressed and many new rules apply, especially to high-risk AI systems.

The AI Act will be implemented in phases, with most provisions applying from August 2, 2026. Several provisions took effect in 2025, including those on prohibited AI, AI literacy, and general-purpose AI models. We have concluded that no prohibited AI is used within KPMG and that the obligations regarding general-purpose AI models do not currently affect our firm (as we are not a provider of such models). We also expect that KPMG will meet the required standard on AI literacy. We will continue to take the necessary steps to ensure timely preparation for the AI Act. On 19 November 2025, the European Commission published its Digital Omnibus proposal aiming to simplify certain AI Act obligations and extend some application deadlines, including for high-risk AI systems. As the legislative process is still at an early stage it remains uncertain whether the proposal will be adopted. We will continue to monitor developments closely.

1 AI Vertrouwensmonitor - KPMG Nederland.

Elsewhere in the regulatory domain, despite the dissolution of the Dutch government in 2025, forthcoming changes to audit-related legislation remained on the agenda. The **Quartermasters'** 2023 report emphasized the need for sustained external pressure to maintain a high-quality audit sector in the future, as well as introducing new requirements concerning firms' AQLs. For more information on how we address audit quality and implement recommendations from the Quartermasters' report, see the [Governance chapter](#) of our Sustainability Statement.

External reviews, inspections, and interactions with regulators

External reviews and inspections of KPMG contribute to public trust in our work. We maintained a constructive relationship with the Authority for the Financial Markets (AFM) throughout the year, engaging with the regulator on relevant topics such as sector developments, audit quality, and our organizational culture.

In 2024/2025, the AFM, our main regulator in the Netherlands, **lifted enhanced supervision** of our firm as KPMG demonstrated sufficient urgency, focus and commitment throughout the process. Sufficient resources were allocated to the enhanced supervision activities, leadership was actively engaged and external expertise was utilized in key elements of the process - providing comprehensive insights into behavioral and cultural factors. Looking ahead, KPMG will maintain its focus and responsibility to continue remediation and prevention as part of our SoQM. Our approach includes active monitoring, horizon scanning, and embedding clarity on integrity and a speak-up mindset into our processes and behaviors.

The AFM finalized one thematic inspection on "Quality of audit procedures that address assessed fraud risks" (refer to the [Governance](#) chapter in our Sustainability Statement for more details on the results). This year, the AFM conducted seven **thematic inspections** on the following topics: (1) fraud risk analysis in the audit, (2) assurance on CSRD reporting, (3) design and application of reward system, (4) information security, (5) quality management and audit procedures of cash flow statement, (6) audit tooling and impact of tooling on audit quality and (7) system of internal audit quality inspections (QPR).

The inspections on fraud risk analysis (1) and reward system (3) have been concluded without significant findings. The other inspections have not yet been finalized.

During the PCAOB inspection, the PCAOB did not identify any engagement-level deficiencies that indicated insufficient audit evidence to support our audit opinions. The PCAOB found no issues that would call into question the basis of our audit opinions for three inspected engagements. In the results, reported in 2024/2025, it reported potential non-compliance with independence rules. These matters had already been identified by KPMG and reported to the PCAOB, and had been remediated in the regular course of business. KPMG reported one independence incident to the AFM during 2024/2025 (2023/2024: seven).

Our people make the difference - Anna Vree & Zuyderland

Digital transformation, handled with care

About the case

At the intersection between people and technology, the healthcare sector is facing major challenges – including the dual aging population of both patients and professionals. With half of its current workforce expected to retire within the next 10 years, Dutch healthcare provider Zuyderland is already feeling the impact.

When Zuyderland needed help selecting a new vendor for its electronic medical records system (EMR), the KPMG Digital Health team was proud to accept the challenge. Leveraging experience from previous projects, the team worked with Zuyderland's many stakeholders to ensure a successful transition to a new EMR, helping to keep care accessible and sustainable for the future.

In a long and complex process like this, where the selection phase alone took almost two years, close collaboration, good communication, and mutual trust were key to success. With her unique background, former nurse Anna Vree (now Senior Manager Digital Health) naturally became a pivotal figure in the project. She explains how the EMR engagement marked the beginning of a major digital transformation journey – one in which KPMG is supporting the client every step of the way.

"It's extremely rewarding to be able to bring together my experience from two very different professional spheres."



Anna Vree | Senior Manager Digital Health | KPMG N.V.

Our people make the difference - Anna Vree & Zuyderland

In conversation with Anna

This sounds like a major undertaking. Where did it all start for you?

In 2021 Zuyderland learned that technical support for its EMR would end within the next few years. Having worked in healthcare, I can tell you from experience that this is fundamental to the day-to-day functioning of a hospital. Zuyderland didn't have the luxury of waiting, but the pandemic was putting the healthcare sector under immense pressure. As the Digital Health team, we navigated all challenges effectively. Four years later, we're still helping to drive the organization's digital transformation.

How have you managed to build such a strong connection with the client?

Not only do I have many years of experience as a nurse, using the very same EMRs we were looking at, but I also knew the local dialect! It's extremely rewarding to be able to bring together my experience from two very different professional spheres. My background has helped me to connect with the many stakeholders: more than 300 healthcare professionals were involved in the selection process, and the implementation and transformation phase affects everyone at Zuyderland. At KPMG, we believe in "clients for life," building enduring partnerships founded on trusted, diverse, and knowledgeable teams – and that's what Digital Health has created. We're proud to support Zuyderland's ongoing transformation journey, empowering healthcare professionals and enhancing patient care through technology.

Can you share more about KPMG's approach and solution?

What started as a request for support with the EMR strategy and renewal quickly evolved into a far-reaching digitalization project. We became deeply involved in the transformation journey and have now acted as a trusted advisor on many digital health topics. What's more, we've supported the full cloud transformation, laying the groundwork for innovative AI deployment. Zuyderland's boldness in embracing technology and its strategic approach to selecting the right partners really set it apart – and we embraced this mindset to guide and accelerate this transformation. Today, Zuyderland is a digital frontrunner in the healthcare sector.



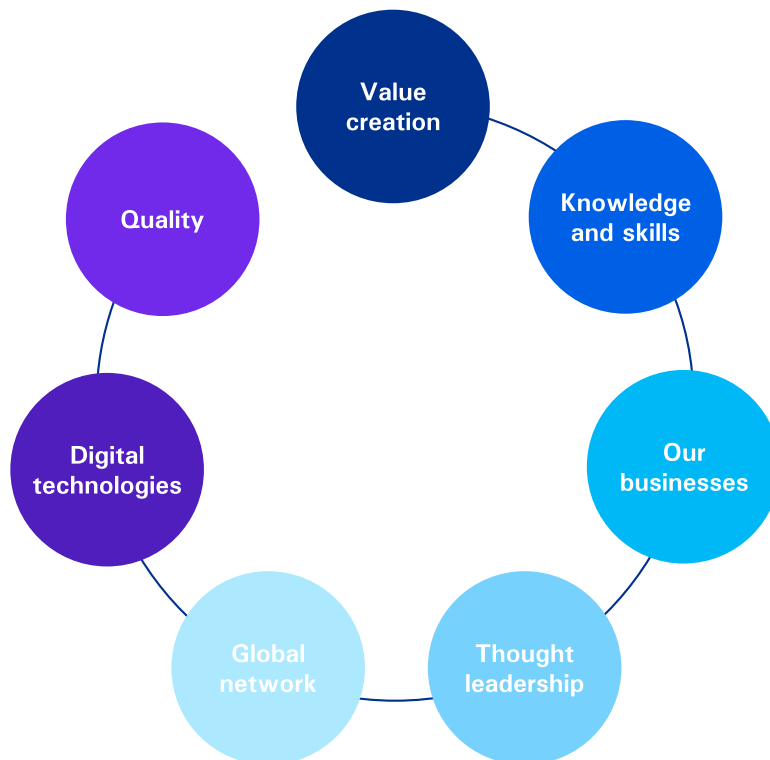
What was the biggest challenge you tackled during this engagement?

When we came on board, the client had recently been through a challenging merger. The appetite for more change was understandably low, meaning the change process was crucial in both the selection and implementation phases. Plus, when the project started, pandemic restrictions were still in place, which added more layers of complexity. Now, I'm glad we can visit regularly in person: that makes a huge difference to our collaboration.

Business model and strategy

Our business model and strategy are designed to be both resilient and agile, enabling us to navigate a rapidly changing environment and hold on to what we do best. With client expectations evolving, AI accelerating, and regulations shifting, we anticipate and adapt to these changes, while consistently creating value for our people, our clients, and society.

Our business model



Value creation

From our business activities, we create value for our clients, partners, and employees, as well as for wider society.



Knowledge and skills

To carry out our work, we rely on the knowledge, skills and expertise of our people.



Our businesses

Most of our revenue comes in fees from our two main businesses: Assurance and Advisory.



Thought leadership

We share our knowledge and expertise on important economic, social, and environmental issues.



Global network

In doing our work, we can draw on the resources and know-how of the global KPMG network.



Digital technologies

We increasingly use data, new digital technologies, and AI to support our work.



Quality

We use a robust system of quality management to ensure our work meets the highest possible standards.

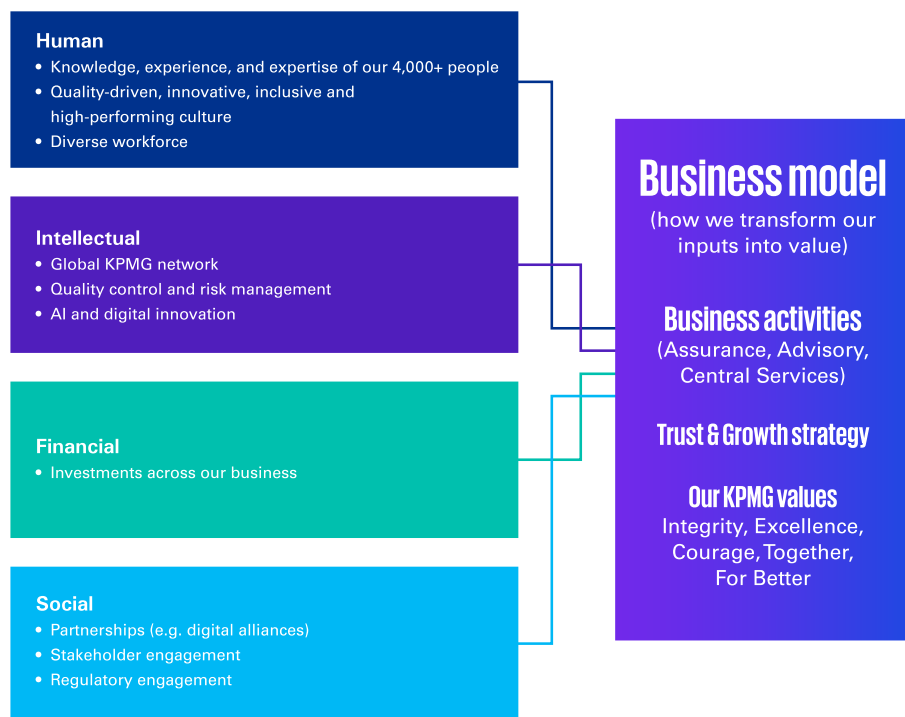
Our value creation model

Our value creation model is the foundation for how we deliver lasting impact for our clients, our people, and society. The model highlights the inputs and resources we leverage, the activities we undertake, and the value we generate, such as building trust in financial markets, supporting economic growth, and helping clients address ESG, strategy, and digital transformation challenges.

Each element in the model is interconnected, showing how our multidisciplinary approach and stakeholder engagement drive sustainable value creation across the entire ecosystem.

Inputs

(the resources we use to operate our business)



Outputs

(the direct value we create, in terms of results for stakeholders)

For KPMG

- Strong business performance and sustainable growth
- High talent attraction and retention
- Supportive, inclusive and inspiring working environment for our people
- Strong brand and reputation (thought leadership and brand campaign 'het blijft mensenwerk')

For our clients

- High-quality services and products
- Innovative and digitally enabled audits
- Drive strategic (digital, AI and ESG) transformation
- Regulatory compliance

For society

- Enhanced public trust in the organizations we engage with
- Data security and privacy
- Execution of Impact Plan
- Strong value chain

Outcomes

(the broader value we create for society, in line with the pillars of Our Impact Plan)

Impact on people

We are an inclusive and diverse organization; this makes us stronger and able to create the best teams.

- Positive contribution to social SDGs: goals 3, 4, 5, 8, 10
- Increased public trust in financial markets and reporting
- More inclusive, diverse, and equitable society



Impact on planet

We are conscious of our footprint and implement changes that enables to achieve our decarbonization commitments.

- Positive contribution to environmental SDGs: goals 7, 13



Impact on prosperity

We make a social and economical impact through actively supporting education and employment for disadvantaged youth.

- Responsible, futureproof economic growth

Impact on governance

ESG remains embedded in our way of working. We disclose our ESG ambitions, secure our ESG commitments and assure this with relevant certificates.

- Responsible digital transition
- More sustainable value chain

Our strategy: Trust & Growth

Our ambition is to be the most trustworthy and trusted professional services firm. We want to be recognized as a leading brand in the Dutch market, highly appreciated for our trust and expertise. Our Trust & Growth strategy, aligned with KPMG's global strategy (Trust & Growth 3.0), is our roadmap for achieving our long-term ambitions while focusing on effectively executing short-term priorities to transform inputs into value. Our focus for 2024/2025 was **"Leading Change, Values First!"**

Strategic focus area	Ambition	Priorities in 2024/2025
Trust & Integrity	We want to be the leading and most trusted professional services firm. Trust and integrity are fundamental requirements to accomplish this, forming the foundation of our license to operate.	<ul style="list-style-type: none"> Establish the preconditions for earning trust Be a frontrunner in ESG and AI Further strengthening our brand that stands for positive societal impact and attracts talent
Clients for Life	We want clients to choose us and stay loyal. Cross-functional collaboration is vital for ensuring seamless client delivery following transitioning from Assurance or Advisory, respectively.	<ul style="list-style-type: none"> Differentiate through our sector expertise and deliver high-quality work (good client satisfaction) Nurture strong relationships with current and future key clients Increase performance of key accounts Grow the portfolio of identified growth areas
Motivated People	Together, we create an energizing and inclusive place to work for all our people, now and in the future. We attract and retain talented employees who stand out for their expertise and take on the transformational challenges facing our firm, clients, and society.	<ul style="list-style-type: none"> Through our Values First program increase focus on clarity on integrity and courage to address, while striving for excellence Role modeling behaviour of leadership Ensure future-ready talent-attraction Embed a digital/AI mindset through tooling, training, and innovative culture
Digital & AI Transformation	We are a sustainable, client-centric, innovative, and digitally enabled company that efficiently and effectively navigates the disruptive transformation taking place in the digital landscape, especially in AI.	<ul style="list-style-type: none"> Scale AI-embedded services, alliances, and solutions. Strengthen our people's digital and innovation competencies
Operational & Financial Strength	We ensure long-term profitable growth by redesigning the way we work, focusing on both quality and efficiency.	<ul style="list-style-type: none"> Focus on sustainable and profitable growth Align investments and collaborate internationally



Performance and progress in 2024/2025

During the year, KPMG took important steps forward as an organization and created value for our different stakeholders.

03

Value created for our people

Our people are at the heart of everything we do, delivering high-quality and trusted results. In a world where technology and artificial intelligence (AI) are transforming the way we work, one truth remains: our people make the difference. We believe in creating an energizing and inclusive workplace where everyone feels supported, can grow and develop, and is able to make an impact. We are therefore investing in skills, collaboration, leadership, and adaptability – all of which are essential to meeting today's challenges and preparing for the future.

Putting our Values First

We believe that living our values – Integrity, Excellence, Courage, Together, and For Better – is foundational. In a world of constant change, these values are our compass, guiding decisions and shaping behaviors. To strengthen our culture and become the most trusted professional services firm, we launched Values First, focusing on two critical goals: *Clarity on Integrity* and *Courage to Address*, while maintaining progress in Excellence, Together, and For Better.

- *Clarity on Integrity*. We choose a culture where we do what is right, because we know what is right – where “integrity” is not an abstract principle, but something that we feel and consciously integrate in daily decisions and practices.
- *Courage to Address* (“aanspreekcultuur”). We are building a work culture where addressing one another is not awkward or threatening but normal and expected – where “courage” means truly seeing each other, speaking up when we see things could be better, and supporting one another. It also entails the courage to receive feedback and other people's perspectives, and be open to “see the point”.

We used the collective knowledge of our organization and external professional parties to implement various measures tailored to different groups and target areas. **Leadership** embarked on this journey with the active engagement of our Board of Management, Leadership Teams, and Partners and Directors through dedicated workshops and facilitated sessions focused on the two core behaviors. Based on reflections about individual and team behavior, they are moving forward to strengthen collaboration within teams, promote values-driven behavior in communities, and role model these meaningfully towards all staff.

The culture of our organization is shaped within our **communities** and through the everyday interactions we have in our teams. Through Values Dialogues, ethical dilemma sessions, and the integration of these dilemmas into Predictability, Teaming, and Open Communication sessions within teams, we involved staff from all functions. Our communities are supported by Culture Challengers, colleagues who embody our desired culture in their personal behavior and within their teams. These ambassadors of the KPMG culture and values help to improve the way we work and communicate by collecting and providing clear and honest feedback.

To evolve our strong culture, we are changing as individuals and as an organization (in our processes, learning, and communication). We have started **embedding** values-driven behavior into our performance cycle and onboarding processes. Goal-setting and year-end reviews now encourage values-driven goals, and we support our Development Managers in focusing on values in their conversations with employees. In 2025/2026, we will continue to “own the change and be the change” by embedding these behaviors until they become part of our DNA.

Empowering our people

The curiosity of our people drives us to explore new possibilities, with our growth mindset ensuring that we **continuously learn** and enhance our skills. We proactively support employees through upskilling in training programs, career guidance, and learning on the job. In a tight labor market, AI helps address workforce challenges, but the real solution lies in skills-based talent strategies and supporting employees in their transition, development, and future readiness.

At KPMG, progress is made with technology, but always “(em)powered by people.” We aim to offer challenging projects, close client contact, and programs for lifelong learning and skills development.

Empowerment also means creating an environment where everyone feels included, respected, and able to thrive. **Inclusion, diversity, and equity** (IDE) therefore remains a strategic priority. With four generations in the workplace, leadership requires empathy and compassion – hence our implementation of reverse mentoring and a Young Board Now to stay connected with younger colleagues. There is no “one-size-fits-all” approach, so we invest in what matters to each generation. This mindset is also reflected in our commitment to ensuring that our people feel included and supported in their work environment. We use our Global People Survey (GPS) results to raise awareness and provide IDE advice to business units. We provide training and facilitate dialogue sessions on unconscious bias, inclusive events, and inclusive recruitment. Based on GPS analysis, we identified IDE-related topics and collaborated with our employee resource groups (ERGs) in 2024/2025 to organize initiatives such as the Ramadan Challenge, Neurodiversity Network Launch, and International Women’s Day.

We provide more information on how KPMG manages workforce-related impacts, risks, and opportunities concerning working conditions, well-being, and engagement, and IDE in the [Social chapter](#) of our sustainability statement.

Accelerating personal growth with AI

In 2024/2025, we made significant steps in embedding AI in our market presence, across our services, and for our workforce. At KPMG, we emphasize that AI’s transformative power lies in its ability to enhance human expertise, boost productivity, and unlock creativity, rather than substituting for professional judgment or decision-making. Our objective is to transition professionals from being “operators” of technology to “collaborators” with AI. In doing so, we stress that trust and human oversight are essential to realizing AI’s value responsibly.

Putting AI in the hands of our people was a top priority during the year and will continue to be so in 2025/2026 and beyond. We accelerated the deployment of AI tools, fundamentally transforming the employee experience.

Here, we make a distinction between generic tooling for the benefit of all staff, function-specific tooling for Advisory and Assurance professionals, and expert tooling, such as AI, for programmers. We also rolled out aIQchat for all staff, our internal AI-powered chat assistant, designed to help KPMG’s professionals work faster and smarter by leveraging advanced language models such as GPT-4o and GPT-5. Part of the broader KPMG Workbench platform, it serves as a secure, enterprise-grade alternative to public AI tools, such as ChatGPT. M365 Copilot was rolled out to 70% of staff in 2024/2025 (100% by early 2025/2026), allowing our employees to work smarter in their Microsoft-enabled enterprise workplace. These steps make AI accessible and practical in our daily work.

Our function-specific AI tooling: Our Assurance teams are benefiting from two audit quality-enhancing platforms: KPMG Clara, a cloud-based smart audit platform, and AI Transaction Scoring, an AI-powered platform that analyzes transactions to detect errors, risks, and anomalies. For Advisory, we have rolled out KPMG Velocity, an AI-enabled service delivery platform designed to help advisory professionals work smarter. It integrates KPMG’s insights, methods, capabilities, and data with advanced AI tools to support transformation journeys across industries and functions. We launched KPMG’s Workbench platform, creating a secure platform for global KPMG tool releases while also allowing professionals to build and (re-)use AI agents.

We have put significant effort into raising awareness of the need for and expectations around **learning and upskilling at all levels** of our firm, especially when it comes to making people aware of the importance of safely adopting AI in their daily work. KPMG has accelerated AI adoption through a range of initiatives, including the roll-out of a comprehensive AI upskilling program. Our learning curriculum consists of a mix of face-to-face and e-learning programs for all staff, live webinars, and level-specific learning pathways, for example for Partners and Directors. During the year, we organized firm-wide prompt training sessions to help our people understand how best to use tools like aIQchat and events like AI Awareness Week to boost employee engagement.

We conducted an elective Digital MBA series for Partners and Directors, consultants, and senior managers, connecting AI technology developments to business needs. By installing a dedicated AI Ninja Change Network, we are connecting colleagues across functions, thereby driving adoption and enabling change management.

We have a duty of care to ensure every employee becomes AI ready: prepared to **adapt to the impact of AI** on their current and future roles. The work of (especially) junior associates and consultants is changing. By actively deploying generative AI in our audit and advisory processes, we reduce repetitive tasks and create more room for critical thinking, analysis, client interaction, and professional judgment. As well as making our profession more attractive, smarter, and socially relevant, this empowers our people to focus on creating value for themselves as individuals and in connection with our clients. AI is an opportunity to future-proof the assurance and advisory profession, with reliability, ethics, and human judgment being crucial. To seize this opportunity, we are investing heavily in innovation and in training a new generation of professionals who are equipped to understand and critically apply AI.

Trusted AI and responsible use: In 2024/2025, our AI policies were updated, with a Trusted AI Framework to guide responsible use. Trusted AI is a guiding principle embedded in every aspect of our AI strategy and client delivery. The responsible use of AI is critical to maintaining public trust, especially in a digital age where misinformation and algorithmic bias pose real risks. By integrating ethical standards, governance, and transparency into our AI solutions, we ensure that technology never compromises our integrity. This commitment is reflected in our AI watermarking practices, dedicated campaigns, risk management protocols, development of an AI inventory for solution management, and training programs that empower employees to apply AI critically and responsibly. Trusted AI enables us to innovate confidently while safeguarding the values that define our firm.

Building on our future

Similar to many client organizations, we ourselves are also **transforming our backbone functions** within Central Services, formerly known as Business Services. In designing and executing the transformation, we focused on enabling excellence, innovation, and efficiency, empowering Central Services' seven departments to deliver more value to internal stakeholders. Our new operating model will also enhance our business's agility, resilience, and growth in the face of external volatility.

Our offices are also adapting to new requirements. Hybrid working is now the norm, with our people's time split between home, client sites, and the office. In this new way of working, our offices serve as inspiring places to work and central hubs where collaboration is actively encouraged with clients, suppliers, and other visitors. To support this, we are renovating and **redesigning our Amstelveen office** to reflect how we work today and to align with our ambitions for tomorrow. This transformation goes beyond the physical space – it creates an environment that fosters productivity (collaboration and focus areas), connection (communal areas and hospitality experience), and creativity.

We have also designed the remodel with **sustainability** considerations in mind. As well as carrying out the project in line with WELL and BREEAM certification requirements, we are assessing all involved suppliers on their ESG performance, asking them to provide data on ESG criteria such as carbon emissions and social return on investment. Throughout the renovation, materials are being creatively reused: old desks have been transformed into acoustic panels, former countertops have become coffee tables, and LED lighting and smart-building technology are helping to reduce energy consumption. The remodel also delivers real social impact, with new roles created for a Syrian refugee and MBO students, and furniture reprocessed through social employment. Altogether, our HQ remodel is sustainability and social value in action.

Our people make the difference - Samuel Maia de Moura & Adyen

Professionalization gets personal

About the case

Payment service provider Adyen combines the culture and pace of a tech start-up with the obligations of a financial institution – and its rapid global growth called for an end-to-end procurement transformation.

Adyen turned to KPMG's Procurement & Supply Chain team for support. Bringing together KPMG colleagues across the Netherlands and beyond, this multifunctional group included experts in business, technology, and change management. Their task? To support Adyen with the implementation of its first-ever centralized procurement tool, enabling a better and more uniform experience both for Adyen's internal users and for its suppliers.

Amid lively debate and fast-moving workflows, the KPMG team quickly demonstrated our expertise as a proactive partner in co-creation. By the time the project was completed in 2025, both sides could look back on a job well done. The transformation was not only completed in impressive time but, more importantly, marked a major step forward in Adyen's professionalization journey. KPMG's Samuel Maia de Moura, Senior Manager Procurement & Supply Chain, reflects on a unique engagement: one where his social strengths were just as important as his procurement prowess.

"We deliver structure and expertise, but to be a trusted advisor, we also need to be open, communicate clearly, and act as a strong sparring partner."



Samuel Maia de Moura | Procurement & Supply Chain | KPMG N.V.

Our people make the difference - Samuel Maia de Moura & Adyen

In conversation with Samuel

You stepped up to manage this project from start to finish. How did you approach it?

Adyen came to us for help in using technology to gain more insight into and control over risks in its supply chain. Our Powered Procurement solution, KPMG's structured methodology for approaching transformations, was an ideal choice in this case: we knew it would enable Adyen to modify and validate existing ways of working, avoiding more complex process overhauls. The project lasted approximately one year, starting with a strategic and vision phase followed by the more operational phase, during which we implemented the chosen technology platform. However, with so many different people from KPMG and Adyen involved at various times, my role was actually just as much about managing people as it was about managing the project!

Speaking of people, Adyen's culture remains very close to its start-up roots. How did the client's ways of working impact your collaboration?

Adyen is a relatively young, tech-driven company with an entrepreneurial culture to match. Their approach is very agile: rather than spending a long time on every decision, they prefer to assess the risks, experiment, reiterate, and optimize quickly. My colleagues and I soon realized that debate wasn't something to be afraid of, and we found common ground through our people-centric approach. Powered Procurement is all about co-creation, and that really was a strong point of our collaboration with Adyen, especially during the strategy and design stage. We encouraged Adyen to explore the capabilities it really needed from a new, fully integrated procurement system.

And on your side, how did you and the rest of the team earn the client's trust?

With honesty. Yes, as KPMG, we deliver structure and expertise, but to be a trusted adviser, we also need to be open, communicate clearly, and act as a strong sparring partner. Our ability to do that was a big factor in our success with Adyen. And in a partnership like that, a big part of my role was to make sure the social side of the relationship was strong, too. I'm happy to say we were always welcome at their office, to work or have lunch, and I still stop by sometimes to say hello!



Which of your own qualities and strengths did you rely on as project manager?

I consider myself the glue of the team. I'm a people person, I love connecting with different people, and I also provide structure to those connections through regular meetings, whether we're reflecting on work or catching up on personal highs and lows. It was great to lead the project end to end: bringing different viewpoints and characters together and empowering them to add their unique contribution.

Is that something you look for in your work?

Absolutely, and it's something I really enjoy about KPMG. There's huge diversity among the people you meet here, not only in terms of background but also when it comes to different working styles. People have space to be themselves, and that makes it a very friendly and relaxed place to work, contrary to the impression others might have of us. In fact, during my first week here, someone was confused as to why I was wearing a tie!

Value created for our clients

In today's turbulent business landscape, our clients value our partnership and resilience more than ever. We aim to build long-term relationships, founded in trust, collaboration, and quality. Our success in doing so is reflected in another year of strong growth in KPMG's Assurance and Advisory businesses.

Building strong relationships

By understanding our clients' varying needs and creating innovative solutions, we enable them not only to navigate major transitional challenges, but also to pursue valuable opportunities. Building and maintaining strong, trust-based relationships with our clients enables us to anticipate their needs and deliver tailored solutions, especially in volatile markets. By investing in talent, technology, and new ways of working, we help clients stay competitive and adapt quickly to changing circumstances. More than ever, clients value our promise to be the most trusted and trustworthy professional services organization.

To improve the quality, relevance, and impact of the services we deliver, we actively gather feedback from our clients to measure **client satisfaction**. In 2025 we collected feedback from 482 clients (238 for Advisory and 244 for Assurance). Satisfaction levels remained high: 94% of Assurance clients (2024: 98%) and 97% of Advisory clients (2024: 97%) expressed satisfaction with KPMG, resulting in an overall satisfaction score of 96% (2024: 97%).

Beyond satisfaction, we measure the willingness of our clients to recommend KPMG to others through the Net Promoter Score (NPS). In 2025, our NPS was +18 for Assurance (2024: +31) and +42 for Advisory (2024: +48), leading to an overall score of +31 (2024: +42). Listening actively and acting on feedback is central to our commitment to building long-term, trusted relationships.

How AI impacts our clients

AI is a technology **game changer** and the pace of digital transformation and AI adoption is accelerating, requiring our clients to modernize legacy systems and rethink business models, even as they look to enable efficiency gains and profitable service model improvements by

leveraging the value of AI. Heightened geopolitical tensions and digital transformation have made cybersecurity a top priority, particularly for sectors such as energy and public services, with organizations seeking ways to protect themselves against increasingly sophisticated threats.

At KPMG, we are investing in our data and data science skills, in upskilling our people, and in technology solutions together with our Alliance partners, all with the aim of delivering the high-quality solutions our clients need. In 2024/2025, we invested significantly in AI, together with our network of member firms at KPMG globally. By implementing innovative, responsible solutions across our portfolio, we aim to complement our and our clients' unique human strengths with powerful AI capabilities, maximizing the performance of people and technology alike.

Our priority sectors

KPMG's sector knowledge and ability to form strategic alliances help clients to address complex challenges, such as the energy transition and digitalization. We continue to focus on priority sectors while maintaining a balanced portfolio across Assurance and Advisory services. In an environment marked by uncertainty and volatility, our agility and alignment with client priorities remain critical to sustaining growth and delivering value. In our way of working, we embed AI, technology and ESG considerations across all sectors. We delivered growth in our Consumer & Retail, Technology, Media & Telecommunication, Financial Services, Infrastructure, Government & Healthcare sectors and a decline in revenues for Energy and natural resources.

Our priority sectors

Financial services: Financial Services is a key sector for KPMG. With geopolitical instability affecting the financial markets, we help clients in our largest sector to optimize their business and operating models, improve operational resilience, navigate the regulatory landscape, and manage risks and costs. We also enable banks and insurers to replace legacy systems with advanced technologies. Also going forward, our full focus remains on capability investments to meet our clients' demand for transformational work, for example in the Risk and Finance functions, on performing high quality audits, and bringing global knowledge to bear in each assignment.

Infrastructure, government, and healthcare: Building on our strong market position, we support these clients in their digital transitions, particularly in the areas of data management and cybersecurity.

Energy and natural resources: The energy transition continues to drive demand for our services in this sector, where we are recognized as an expert in government energy projects and corporate energy transition challenges. With energy networks coping with capacity issues and vulnerable to cyber risks, we are also seeing a growing number of requests for our support in the areas of technology and cybersecurity.

Consumer and retail: Applying our client propositions and strategic partnerships, we accelerate and optimize clients' back- and front-office digital transformations. We also act as a trusted partner to organizations navigating complex ESG regulations and mergers and acquisitions, which remain important topics in this sector.

Technology, media, and telecommunications: Clients in this sector value our support on engagements driven by advances in digitalization, AI, data management, and 5G infrastructure. Our experts are increasingly involved in projects related to cloud migration, cybersecurity, risk management, and regulatory compliance.

Our Alliance partnerships

KPMG maintains **strong digital alliances** with world-leading technology partners, such as Microsoft, SAP, and ServiceNow. Given the rapid evolution of AI and agentic AI solutions, our alliances are even more important, enabling us to successfully support clients on their digital and AI transformation journeys. Our partnerships support us to improve quality, create scalable propositions, and expand our reach, with each party reinforcing, rather than competing with, the other.

During the year, we continued to implement our strategic agenda together with dedicated and trusted Alliance partners, thereby amplifying our advisory expertise across various industries and functions. In this, our partners are pivotal in bringing credible digital and AI solutions – whether “out-of-the-box” or co-built by KPMG – to our clients and embedding them in their platforms.

Looking ahead, we see our Alliances as instrumental for our future growth in the area of digital services. Accordingly, we have a broad yet targeted base of trusted Alliance partners, covering our priority growth areas in Advisory. In 2024/2025, we also assessed our portfolio against the data and AI solutions and technology platforms that are in high demand among

our clients; based on this review, we aim to add to our portfolio in 2025/2026 in order to strengthen our go-to-market strategy. This will support our continued strategic focus of growing our market share by leveraging our Alliance ecosystem.

- 20% growth in Alliance-based bookings in Advisory between 2022/2023 and 2024/2025
- 5% Alliance bookings growth rate in 2024/2025, related to our strategic platform alliances with SAP, Microsoft and ServiceNow
- 20–25% of Consulting Advisory revenues linked to our Alliance ecosystem in 2024/2025

Our contribution as a trusted voice

We see it as our duty and role to share our insights and vision with stakeholders, including clients and the wider business community, through our well-established **thought leadership** program. Trend analyses on priority topics and other relevant themes are shared through publications such as our Climate Letter and GeoPulse research. Our people share their knowledge and vision with a broad audience through interviews and opinion pieces in the media, as well as speaking engagements on diverse topics, including AI, cybersecurity, ESG, and the future of audit.

We also contribute to research and work together with prominent Dutch universities. Our “You can with AI” campaign made an impact, reaching the market through digital channels and events and showcasing our expertise and thought leadership relating to our clients' transformational AI journeys.

Other in-person and online community events include our KPMG Raad (“council”), which provides executives, leaders, and board members with a forum for education and discussion. Among the highlights, we hosted a debriefing event after the 2025 NATO summit in The Hague, considering the outcomes and implications for businesses, society, and the economy. There was also high demand for sessions at our Insights Center, a digitally enabled co-creation space at our Amstelveen headquarters (see box).

Our Insights Center is one of 29 such facilities in the global KPMG network, designed to foster collaboration, facilitate best-practice sharing, and deliver high-impact experiences for clients. Together, we co-create tailored solutions and innovations that deliver measurable value – helping clients to become future-proof on topics such as AI, ESG, cybersecurity, and governance, risk, and compliance. We hosted approximately 80 Insights Center sessions in 2024/2025 dedicated to technology and AI enablement, as well as co-creation sessions with Assurance and Advisory clients in various industries and functions.

Our people make the difference - Rick Bron & Shell

Stepping up when it counts

About the case

KPMG's collaboration with Shell is a Managed Services engagement like no other. Since 2017, Shell has trusted us to run the entire financial planning and analysis process for all its gas stations in the Benelux region. But this is not just about admin: the team is always going one step further, constantly looking for opportunities to improve on the status quo.

The goal is to optimize Shell's infrastructure and processes to run as smoothly as possible, creating value for both internal and external stakeholders. Over the years, KPMG has driven major changes to Shell's systems: from creating an entire IT infrastructure for automatically processing food orders from gas station vendors, to setting up multiple monthly reports that we continuously develop and improve.

Until 2024, Senior Consultant Rick Bron had never even visited Shell. Just one year later, he is a key figure in this assignment, translating his technical knowledge into the client's language as well as taking responsibility for everyday operations and end-to-end transformations alike. In this interview, Rick shares how he has made his mark on this project in an extraordinarily short amount of time – and what the engagement still has in store for him and the team.

"We're not robots: we're people, and we're all part of something bigger. We can't always perform at 100%, and that's when others step in to make sure we deliver as a team."



Rick Bron | Senior Consultant | KPMG N.V.

Our people make the difference - Rick Bron & Shell

In conversation with Rick

You've quickly become one of the faces of the Shell engagement. Can you share the unusual route you took to get here?

After graduating in 2021, I started my career as an interim finance professional, seeking a variety of bookkeeping and financial control projects. It was through one such project that I encountered KPMG and Shell, back in 2023. Perhaps naively, I'd always thought that it didn't matter who you worked with as long as you enjoyed the content of the work, but I quickly realized that's only partly true. I was surprised to find I was enjoying working with the team here so much that I didn't want the project to end! Fortunately, I had the opportunity to become a full-time KPMG employee, and I joined in October 2024.

How does this project differ from other Managed Services engagements?

With Shell, there's an unusually strong focus on finance, management reporting, and analytics – more so than with other Managed Services programs. At the same time, it's still fundamentally about transforming and optimizing corporate services and processes. We're responsible for everything from receiving invoices and providing management information to delivering finance analytics services, as well as compiling annual statements. We continuously strive to make things faster and reduce the risk of human error. Essentially, we're working to make ourselves redundant, which is, of course, how we add value for the client!

What's the biggest challenge you've had to tackle?

This year, we faced a perfect storm: we carried out a full migration to a new enterprise resource planning (ERP) system at the same time as the gas stations were transitioning to a new point-of-sale system, and when several experienced team members had just moved on to other assignments. That was by far the biggest and toughest project I've ever worked on – but on the plus side, it was a valuable learning experience. What's more, it's a real privilege to be given so much responsibility so early in my career. It can be daunting, but I'm an ambitious person and I pride myself on picking things up quickly. I take it as a compliment that I'm already trusted to lead a project of this scale for a client like Shell.



So, what does the future hold for this engagement?

I'm happy to say that, after the ERP migration, we're back in calmer waters again: looking beyond business as usual to the next horizon. That means more improvements for Shell's organization over the coming months and years, as we've managed to secure a contract until the end of 2029. Plus, we'll expand our geographical scope to include France, which is a real vote of confidence from the client – and an exciting challenge for us. We're a young and ambitious team with a strong professional and personal bond, and I'm really glad that I get to help the group grow.

And what's next for you?

I want to keep improving my communication skills, especially in unexpected or challenging situations. The migration project was an important reminder that we're not robots; we're people, and we're all part of something bigger. We can't always perform at 100%, and that's when others step in to make sure we deliver as a team. In other words, I still have a lot to learn, but I'm enjoying it very much!

Value created through our Impact Plan

At KPMG, our commitment to ESG is unwavering. We strive to make ESG the watermark running through everything we do. Our ambition is to drive positive impact on business, society, and the planet as a leading professional services firm in ESG. This entails helping our clients transition toward a more sustainable future, upholding our commitment to protecting the public interest, and contributing to a better world through our Impact Plan.

Planet

We are conscious of our footprint and implement changes that enables to achieve our decarbonization commitments.

People

We are an inclusive and diverse organization; this makes us stronger and able to create the best teams.

Prosperity

We make a social and economical impact through actively supporting education and employment for disadvantaged youth.

Governance

ESG remains embedded in our way of working. We disclose our ESG ambitions, secure our ESG commitments and assure this with relevant certificates.

The KPMG Impact Plan outlines KPMG International's commitments to the United Nations (UN) Global Compact Principles and Sustainable Development Goals (SDGs). KPMG contributes through our own local Impact Plan, which sets out our objectives across four pillars: Planet, People, Prosperity, and Governance. In this way, we aim to integrate ESG into our decision-making processes, exchange our learnings with clients and other partners, and make a positive contribution to society.

To explore our ESRS-aligned disclosures, including details of our sustainability-related policies, actions, metrics, and targets, see the [General](#), [Environmental](#), [Social](#), and [Governance](#) chapters of our sustainability statement.

Governance	People	Planet	Prosperity
Received the EcoVadis Gold rating , placing us among the top 5% of companies worldwide for sustainability performance. This recognition highlights our strong commitment to environmental, social, and ethical standards across our operations and supply chain.	Rolled out the Values First program to strengthen a culture of integrity, inclusion, and personal accountability.	Engaging employees in our climate goals and increased internal carbon pricing to EUR 50.	Helped support and empower 21 nonprofit organizations in FY25 through our pro bono program and provided 8,338 hours of pro bono and volunteer work (+40% year on year), focused on activities that delivered lasting impact on communities.
Successfully renewed our ISO 14001 certification , confirming that our environmental management system meets international standards. This reflects our ongoing efforts to embed sustainability into our daily practices.	Implemented new processes to enhance social return on investment policy and governance, supporting social impact and public-sector compliance.	Completed training for sustainable procurement , with the next phase focusing on integrating ESG into contract management.	Demonstrated continued support for our communities by providing EUR 1,372,513 of financial investment , up 30% from 2023/2024.
Achieved Level 3 certification on the CO2 Performance Ladder , demonstrating our proactive approach to reducing carbon emissions. This milestone supports our climate goals and strengthens our position in sustainable procurement processes.	A new 24-hour ESG Innovation program was launched in May 2025, focused on innovation, agility, and values-driven leadership.	Embedded ESG criteria in the Amstellveen Masterplan and housing policy.	Expanded the MBO Talent Booster program , the only scholarship program for disadvantaged young people on MBO level in the Netherlands, by inviting five extra candidates to the Talent Development Day, and created two internships for the finalists of the 2025 program.

Our KPMG foundations

At KPMG, we strive not only to be a thought leader in the market, but also to provide a strong practical example for others to follow by executing our Impact Plan ambitions. This includes initiatives that actively make a difference in our immediate communities (see box) as well as contributing to the United Nations (UN) Sustainable Development Goals (SDGs; see [our value creation model](#)). We also embed ESG in conversations with our suppliers, aiming to set clear objectives for their contribution to our Impact Plan goals.

Make It Happen Fund: KPMG established this fund in 2002 to support our colleagues to actively contribute to a fairer and more sustainable society through social projects or nonprofit activities. In 2025, for example, when one of our employees asked for support to enable young asylum seekers to take part in the KPMG Lentemarathon Amstelveen, we funded the purchase of running shoes for those who needed them.

MBO Talent Booster: Since 2016, our foundation has provided scholarships to 76 students in secondary vocational education (MBO). Offering financial support as well as coaching, workshops, laptops, outfit assistance, and opportunities within our firm, we help successful candidates from disadvantaged backgrounds to obtain their diplomas and prepare for a brighter future. One recent scholarship recipient, an asylum seeker with no previous qualifications, is now a KPMG employee.

Klynveld Foundation: Named after one of our founders, Piet Klynveld, this foundation provides financial support to KPMG colleagues (including retired employees) in the form of an interest-free loan or gift. Our mission is to unburden recipients financially and, in turn, support their mental well-being. In the current challenging economic environment, we are seeing a rise in applications to the foundation.

Art Foundation: Since 2006, this foundation has been responsible for KPMG's art collection. As well as supporting young talents to exhibit their work – from paintings and drawings to sculpture and photography – in our offices around the country, it contributes to a creative and inspiring work environment for our people and visitors.

Watermarking ESG

Our approach to sustainability is to make ESG the watermark underlying everything we do. This plays a significant role in how KPMG creates meaningful value for society, including by helping to protect the planet we all depend on.

In 2024/2025, we advised our clients on a broad range of matters that are highly relevant for society. We worked with pension providers, for example, on the implications and implementation of the new pension agreement. We also expanded our consultancy role with the Dutch Ministry of Defence as it transforms in response to rising geopolitical instability, offering valuable support through our technology solutions, specifically on digital transformation, data, regulations, and cybersecurity.

To grow our positive impact, we aim to embed ESG in all client conversations, leverage our wider KPMG network and external expert partnerships, and continuously develop our people's ESG capabilities. This ensures we provide high-quality services to support organizations through their sustainability transitions, including when it comes to CSRD compliance. To promote uptake of these services, we built an online game for our workforce in 2024/2025, raising awareness of our sustainability propositions and of our people's role in maximizing their impact.

Our people make the difference - Danique Miedema & ASN Bank

Banking on trust

About the case

Replacing the legacy enterprise resource planning (ERP) system of a major financial institution is never easy, but the rewards of a successful migration can be substantial. For ASN Bank, a smooth transition would bring all the benefits of a modernized finance function, including reduced manual effort, higher-quality data, and deeper insights. In its quest to make Finance a stronger partner to the business, the bank enlisted the support of KPMG's Finance Transformation team.

From the outset of the project, the two organizations quickly established a strong cultural fit, built on care for their people. In collaboration with our technical partners, we are implementing a more intuitive, agile, and efficient ERP solution, a program calibrated in line with ASN's wider goal of becoming simpler, faster, and smarter.

Leading this ongoing transformation is Danique Miedema, Finance Transformation Manager at KPMG. As well as years of expertise and experience with financial services clients, Danique brings a strong awareness of the emotions and sensitivities at play in cases like this. With the project now nearing go-live, she reflects on the importance of teamwork, trust, and KPMG's "mensenwerk" mindset.

"For me, it's not just about process logistics or timeline planning; I really try to focus on the people involved."



Danique Miedema | Finance Transformation Manager | KPMG N.V.

Our people make the difference - Danique Miedema & ASN Bank

In conversation with Danique

This project has a more complicated history than others. How did you end up taking on the role of Program Manager?

It was a case of "second time lucky." ASN first approached us in 2023, but after a few months, the client needed to press pause. When they were ready to restart, I jumped at the chance to be involved, and we were able to kick off in earnest! It was a good fit for me both professionally, as I have a finance background and primarily focus on financial services clients, and personally, as I'd already worked on a previous project with some of ASN's team.

How did you regain momentum after the hiatus?

We held several inspiration sessions that helped to lay the groundwork and boost engagement. By the end of 2024, we'd been given the green light for a comprehensive finance transformation, from helping ASN find the right vendor to mobilizing the new system. With the new infrastructure planned to go live on January 1, 2026, there was no time to waste. I'm happy to say that momentum is strong as the deadline approaches!

How did you keep the project on track?

My goal is always to create one united team. With ASN, we started with workshops to get to know each other and understand how different people like to work and how we respond to stress. Then, during the project, I check in with people regularly and provide support when needed; after all, "het blijft mensenwerk." Human interaction, listening, and empathy matter – and never more so than during times of stress. On the day I visited the bank to start the project, ASN announced a reorganization. Naturally, people were distracted, and there was a lot of uncertainty. My role is to be sensitive to situations like this, which can have huge emotional impacts as well as practical consequences. To gain the client's trust early on, we and our technical partners established close connections, in person, with a core team of people who all brought expertise and actively contributed insights. That's how we, as KPMG, not only demonstrate our commitment but also add real value.



Is working at KPMG what you expected it to be?

In many ways, yes: I joined because I wanted high-quality, challenging projects and good development opportunities, both of which are plentiful! I'm very curious by nature. I always want to learn more, ask questions, and explore different perspectives. From that point of view, KPMG is a brilliant place to work. You're constantly exposed to new parts of the organization and complex questions from clients, so it's impossible to get bored! At our firm, continuous learning means exactly that: whether I'm leading my own career growth or simply getting inspiration from the colleagues and partners I work with.

Bindert Helder, Director Finance, Data and Reporting, ASN Bank:

"The team is experienced in finance transformations, understands us and brings of the shelf implementation guidance. The human touch in finance transformation is crucial and KPMG has a strong sense for this."

Financial performance and Outlook

In 2024/2025, despite economic and (geo)political uncertainty, regulatory impact and ongoing transformations, we delivered a strong financial performance across our business lines. Our ability to adapt to this changing environment, our investment in people and technology, and our relentless focus on quality enabled us to achieve this robust performance.

Revenue and profitability

Total revenue for 2024/2025 reached EUR 809.9 million, a **5.1% increase** compared to the previous year. This growth was driven by both Assurance and Advisory contributing to the top-line result. The revenue growth is also reflected in our workforce, which expanded from 4,309 to 4,476 full-time equivalents (FTEs), representing a 3.9% increase in 2024/2025. In light of our improved retention rates, this underscores our ability to retain talent to meet rising client demand. Our operating result was EUR 141 million, representing a 10.5% year-on-year growth, mainly driven by sales performance and cost management, and partly offset by increased staff costs.

Key financials

- EUR 810 million revenue (+5%)
- EUR 141 million operating result (+11%)
- EUR 131 million profit before tax (+8.7%)

Assurance

Revenues from Assurance increased by 6.2% to EUR 462 million, with growth realized in both our Audit practice and Other Assurance services. Profitability improved, supported by robust revenue growth, disciplined cost management, and a modest 3% increase in FTE. Growth was concentrated in the first half of the year, with a slowdown in the second half due to project Omnibus. Looking ahead, we anticipate stable revenue as we rotate off two significant audit clients (NN and ING) following the mandatory 10-years period. At the same time, we continue to see positive momentum in the rest of our audit practice and other assurance offerings due to ESG requirement from market participants and growing regulation for cybersecurity, and regulatory compliance

by our clients. KPMG remains well positioned to navigate an evolving market landscape with a continued focus on delivering high-quality services, driving innovation, and fostering a culture of continuous improvement.

Advisory

Advisory revenue grew by 3.6% to EUR 348 million (2023/2024: EUR 336 million) in a challenging external environment. Growth has been achieved across most of our solution portfolio. Significant growth has been achieved in helping our clients with their end to end transformation journey with support from our Alliance partners and near-/offshore centers. FTE grew by 5.9%, a necessary step to deliver more projects and address increasingly complex client needs. We are capturing the benefits and possibilities of AI, both helping our clients with their AI journey as well as in the way we can improve the way we deliver our services. With our ongoing investments to attract talent and anticipate technological developments and our focus on delivering quality, we are well positioned for future growth and success. Refer to [Value created for our clients](#) for more information on our alliances and priority sectors.

Investments

In 2024/2025, we continued to invest strategically in our future. We invested EUR 42.7 million in strategic initiatives, including AI and other digital capabilities, our chosen Alliance backed propositions, capabilities in Financial Services, sector expertise, learning and development for our people, the remodeling of the Amstelveen headquarters, as well as other locations, and the ongoing back-office transformation of Central Services. We fully participate in global KPMG investment programs, which are becoming ever-more important as we increasingly leverage centrally developed AI solutions.

Capital position and funding from equity partners

Our policy is to maintain a strong capital position so that we retain the confidence of the firm's clients and creditors and can continue to invest in business growth. Most financing comes from mandatory contributions from our equity partners (in the form of equity contributions and mandatory loans). Partners may also provide additional financing through voluntary loans. In 2024/2025, our total funding was 8.6% higher than in 2023/2024, as a result of higher short-term funding, including profits that are not distributed until the end of the calendar year. In addition, the firm has a combined credit and guarantee facility of EUR 20 million (2023/2024: EUR 20 million). We do not foresee any material changes in our financing structure.

Note on tax

Our total profit before income tax is subject to standard corporate income tax at the same rate as Coöperatie KPMG U.A., KPMG N.V., and the individual equity partners' practice companies. Only a limited part of our total income tax expense is included in KPMG's profit and loss account, as the majority of our tax is paid via partner practice companies. Our income tax expense includes temporary differences for which a deferred tax asset or liability has been accounted. KPMG N.V., Coöperatie KPMG U.A., and the individual equity partners pay their taxes in the Netherlands.

Our Corporate Tax Policy commits us to paying our fair share of taxation in the Netherlands. Under this policy, we avoid using artificial structures, particularly if they bear no relation to the company's core business and objectives. In 2024/2025, we paid a total of EUR 1.4 million in income tax.

Outlook

As we head into the new financial year as a Big 9 company in the KPMG network, we believe we are in a strong position to navigate the volatility around us. We anticipate further growth in both Assurance and Advisory, which we will realize by staying close to our clients and the market, embedding responsible AI and innovation, technology and sustainability in our workflows and solutions, and above all delivering exceptional quality for our clients.

We continue to prioritize an energizing and inclusive workplace where **our people** feel safe, supported, and empowered to grow. Our focus on embedding our Values First behaviors in our daily practices, investing in digital and AI skills, and fostering psychological safety ensures that our people are equipped to remain resilient during periods of disruption. By nurturing talent and providing opportunities for development, we strengthen our high-performance culture and reinforce KPMG's position as an employer of choice.

We are committed to delivering exceptional value to **our clients** by staying closely aligned with their evolving needs, especially in times of uncertainty. Our strategy emphasizes sector expertise, digital transformation, and the integration of AI and ESG into our services. Through multidisciplinary collaboration, strong alliances, and innovative solutions, we help clients navigate complex challenges, drive sustainable growth, and build trust. Our ambition is to be the most trusted advisor, recognized for quality, integrity, and the ability to deliver results that matter.

KPMG's impact extends beyond business, with a steadfast commitment to ESG and societal value creation. Our **Impact Plan** guides our actions on climate, inclusion, education, and governance. We lead by example, reducing our environmental footprint, supporting disadvantaged youth, and promoting transparency and ethical behavior. By embedding ESG in everything we do and actively contributing to public debate and standard setting, we aim to drive positive change for clients, communities, and the planet.

Governance, risk management, and decision-making

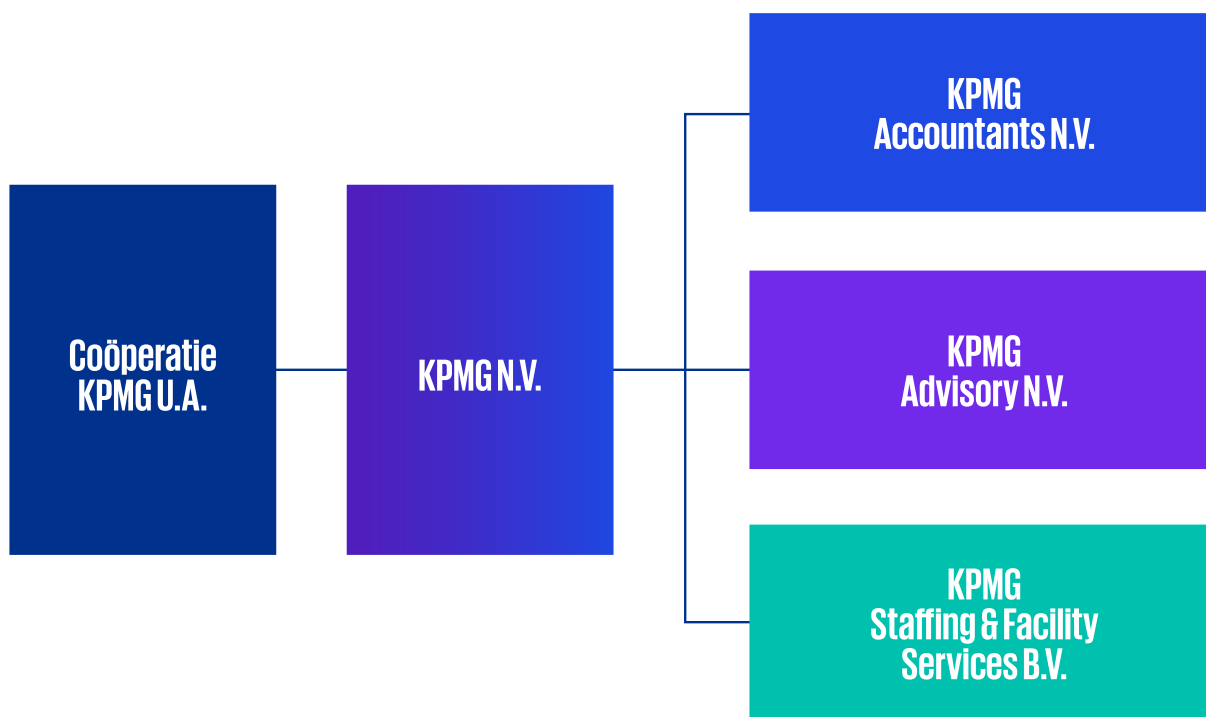
04

Corporate governance statement

Our system of governance is based on checks and balances, ensuring sound decision-making. We have a formal two-tier governance structure comprising a Board of Management and a Supervisory Board. This structure is supported by internal policies and controls and by our Code of Conduct, which sets out our values and commitment to responsible business.

KPMG N.V. is a holding company for our Assurance, Advisory, and Central Services activities. The contents of this chapter therefore relate to KPMG N.V. but also apply to KPMG Accountants N.V. (“Assurance”), KPMG Advisory N.V. (“Advisory”), and KPMG Staffing & Facility Services B.V. (“Central Services”). KPMG Accountants N.V. is a 100% subsidiary of KPMG N.V.^[1]

All shares in KPMG N.V. are held by Coöperatie KPMG U.A. Our equity partners are members of this cooperative through their individual practice companies. These partners provide services to KPMG N.V. clients under a management agreement with the cooperative. Under Dutch law, Coöperatie KPMG U.A. board members are considered co-policymakers.



¹ KPMG Accountants N.V.'s Board of Management acts as the formal policymaker under the terms of the Dutch Audit Firms Supervision Act. The Board of Management of KPMG N.V. acts as co-policymaker. Our Assurance leadership team is responsible for the operational management of KPMG Accountants N.V. Members of this leadership team are also qualified co-policymakers under the Act.

External regulation

The Authority for the Financial Markets (AFM) is responsible for overseeing audit firms in the Netherlands. This oversight is based on, among other mechanisms, two Dutch acts:

- Audit Firms Supervision Act (Wet toezicht accountantsorganisaties; Wta)
- Auditors' Profession Act (Wet op het accountantsberoep; Wab)

To operate, all audit firms must have a license from the AFM. KPMG aims to maintain active, two-way communication with the AFM, which conducts regular inspections of KPMG Accountants N.V. The US Public Company Accounting Oversight Board (PCAOB) and the Royal Netherlands Institute of Chartered Accountants (Koninklijke Nederlandse Beroepsorganisatie van Accountants; NBA) also carry out regular inspections. See [Operating environment](#) for more information on recent inspections.

In the Netherlands, audit clients classified as public-interest entities (PIEs) according to Dutch law must change their audit firm at least once every 10 years and their external auditor at least once every five years. In addition, there is a four-year cooling-off period before a former audit firm may be re-hired.

Although KPMG N.V. is not legally required to apply the Dutch Corporate Governance Code ("the Code"), we voluntarily apply its principles as and where relevant.

At an international level, KPMG regularly discusses industry matters with the International Forum of Independent Audit Regulators (IFIAR) and representatives from the Committee of European Auditing Oversight Bodies (CEAOB).

Role of the Board of Management and Supervisory Board

We have a two-tier management structure:

- Our Board of Management manages the firm and is responsible for strategy, performance, and value creation.
- Our Supervisory Board oversees the work of the Board of Management, operating in part through three committees: Assurance Quality, Audit & Risk, and Remuneration & Appointment.

The Board of Management comprises four members: the Chief Executive Officer (CEO), the Chief Operating Officer (COO), and the heads of our Assurance and Advisory businesses. Members are appointed by the Supervisory Board, following approval by KPMG N.V.'s shareholder, Coöperatie KPMG U.A.

The Supervisory Board comprises six members, all of whom are external and independent of the firm's management. All Supervisory Board members are appointed by KPMG N.V.'s shareholder, Coöperatie KPMG U.A., upon nomination by the Supervisory Board for terms of up to four years. Members may serve no more than two terms, for a maximum of eight consecutive years. Supervisory Board members are also considered co-policy makers under the Wta. For more information, see the [Supervisory Board report](#).

We aim for diversity among the members of both the Board of Management and the Supervisory Board, as we believe this leads to better long-term decision-making. Diversity is built into the rules of procedure and profile descriptions for both boards. Our aim is for women to make up 50% of our Supervisory Board and for each gender to make up at least 40% of our Board of Management. See the [Social chapter](#) of our sustainability statement for more information.

Our Board of Management and Supervisory Board rules can be found on the KPMG website.

Board of Management



LTR: Edwin Herrie, Stephanie Hottenhuis, Marc Broskij, Mariska van de Luur

Stephanie Hottenhuis

CEO & Chair of the Board of Management

Stephanie has been CEO and Chair of KPMG's Board of Management since August 2018, when she became the first woman to serve as CEO of one of the Big Four accountancy firms in the Netherlands. Stephanie has over 30 years' experience in professional services. Prior to joining KPMG, she served on the Executive Board of Arcadis. She was also formerly Director for Arcadis's European operations and the company's CEO in Germany.

Marc Broskij

COO

Marc first joined KPMG in 1999 as an audit professional, working with international companies. After four years at Blokker Holding, he returned to KPMG, becoming Head of Finance and COO for Assurance in 2019. Two years later, Marc was named CFO for the entire firm before being appointed COO in 2022.

Edwin Herrie

Head of Advisory

Edwin started his career at NIBC Bank before going on to manage the Structured Finance Fund at APG. He joined KPMG in 2000, establishing the firm's Debt Advisory proposition. In 2016, Edwin was named Head of Markets. He has been Head of Advisory since July 2020 and is Chair of the Leadership Team Advisory.

Mariska van de Luur

Head of Assurance

Mariska has been Head of Assurance since October 2023, after being named interim Head of Assurance in July 2023. Having joined KPMG as an auditor in 1995, she became a partner in 2007, specializing in healthcare and public-sector clients. In 2017, Mariska was appointed Vice-Chair of the Leadership Team Assurance, responsible for managing National Practice and partnership affairs.

Statement of effectiveness

Statement on the effectiveness of the System of Quality Management (SoQM) of KPMG as of 30 September 2025

As required by the International Auditing and Assurance Standards Board (IAASB)'s International Standard on Quality Management (ISQM 1) and KPMG International Limited Policy, KPMG N.V. and its subsidiaries (jointly referred to as "KPMG") have a responsibility to design, implement, and operate a SoQM for audits or reviews of financial statements or other assurance or related services engagements performed by KPMG.

The objectives of the SoQM are to provide KPMG with reasonable assurance that:

- a. KPMG and its personnel fulfil their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- b. Engagement reports issued by KPMG or engagement partners are appropriate in the circumstances.

Integrated quality monitoring and compliance programs enable KPMG to identify and respond to findings and quality deficiencies both in respect of individual engagements and the overall SoQM. The programs include an internal review of compliance with the independence regulations and monitoring that the continuing education policy of the partners, directors, and staff of KPMG has been followed.

If deficiencies are identified when KPMG performs its annual evaluation of the SoQM, KPMG assesses the severity and pervasiveness of the identified deficiencies by investigating the root causes and by evaluating the effect of the identified deficiencies, individually and in the aggregate, on the SoQM, with consideration of remedial actions taken as of the date of the evaluation.

Based on the annual evaluation of KPMG's SoQM as of 30 September 2025, the SoQM provides the firm with reasonable assurance that the SoQM's objectives are being achieved.

Amstelveen, November 20, 2025^[1]

Stephanie Hottenhuis

CEO of KPMG N.V. and Country Senior Partner

¹ The statement as of the end of our financial year is dated on November 20, 2025, when KPMG finished its test work and issued the statement in accordance with the instructions of KPMG International.

Risk management and controls

We use an enterprise risk management (ERM) framework to identify risks, after which we take measures to prevent or mitigate them. Twice a year, we review the effectiveness of our internal controls and risk mitigation measures at the enterprise level. Risk management is ultimately the responsibility of our Board of Management, which also regularly discusses risk with the Supervisory Board.

Our risk appetite

Our business is based on trust, and we recognize that any loss of trust could adversely affect our social or market position. We operate in a complex environment; moreover, some risks are inherent to our business. By managing risks, we aim to ensure the long-term security of our organization and activities.

We will accept some net risk (that is, the risk remaining after mitigation measures) on condition that:

- the risk is in line with our overall strategic objectives and contributes responsibly to achieving them, and
- it does not violate our core values or quality standards.

As a matter of principle, we will not take on net risk that promotes revenue growth at the expense of our sustainability standards or principles, as defined in our Impact Plan.

Given the importance of trust to our business, we have a relatively low appetite for risk when it comes to decisions that may affect public trust in KPMG. For decisions relating to growth, our risk appetite is moderately higher.

As part of our bi-annual update of our ERM framework, we have agreed to increase the level of detail in anticipation of the application of the Statement on Risk Management (Verklaring omtrent Risicobeheersing, or VOR) as set out in the Dutch Corporate Governance Code. This statement will require us to report on our assessment of financial risks (including sustainability risks), as well as operational and compliance risks.

The enhanced level of detail will include a deeper understanding of our principal risks, our risk appetite, and a more comprehensive view of roles and responsibilities for managing these risks. We intend to voluntarily issue the Statement on Risk Management next year.

Key risks

In the course of our business, we face the following types of risk:

Financial risk, consisting of financial reporting risks and financial position risks.

- Financial reporting risks relate to our financial statements containing a material misstatement, due to either fraud or error. We consider the risk to be low; for example, estimates and complex valuations are used on a limited basis. Our risk appetite regarding financial reporting is low, and we therefore continuously monitor and manage our business through internal processes, including monthly financial reporting. Based on the current state of affairs, our financial reporting is prepared on a going-concern basis.
- Financial position risks generally fall into one of three categories: credit risk, liquidity risk, or market risk. Our risk appetite regarding our financial position is low, since the impact of these risks could be substantial. We therefore monitor these risks on a monthly basis.

Strategic, operational, and compliance risks.

- These range from non-compliance with laws and regulations to a loss of public trust, breach of privacy, inability to retain and scale resources with the right skillset, or failure to meet stakeholder expectations – for example, regarding the management of environmental, social, and governance (ESG) topics.

- We carry out an annual assessment of these risks, with an interim update every six months. The assessment includes their impact and percentage likelihood, based on detailed discussions with our Board of Management and other business leaders.

See our [consolidated financial statements](#) for further disclosures on our financial risks. Our [Sustainability Statement](#) provides information on how we manage risks arising from our material sustainability topics.

Overview of our financial, strategic, operational, and compliance risks

We have identified 10 different enterprise risks for KPMG, set out in this table alongside their potential impact, our risk appetite, and our mitigation measures.

We have a higher risk appetite in areas of growth or large external influence. Note that while this table considers employee attraction and retention from a risk mitigation perspective, this topic was identified in our [Double Materiality Assessment](#) as a sustainability matter where we have a positive impact.

Enterprise Risk	Description	Impact	Mitigating measures
Business model, geopolitical events, and economic factors	Failure to adapt business to changes resulting from significant regulatory decisions or geopolitical events and economic volatility	Business model; viability as a multidisciplinary firm; ability to deliver certain services, meet stakeholder expectations, and achieve our strategic goals in a volatile environment	<ul style="list-style-type: none"> Monitoring of geopolitical developments Identification of and response to disruptive innovation, competition, and technology Focus on sustainable impact on clients, environment, and society AI and ESG embedded in all we do
Global network collaboration	Inability to make full use of the KPMG network or meet its requirements	Ability to serve and grow our global and strategic accounts and to sustain our brand and license to operate	<ul style="list-style-type: none"> Cooperation with other member firms Global growth and investment programs Adherence to global firm requirements Attendance at KPMG International and EMA board meetings
Strategy execution, client and sector focus, and innovation and investments	Failure to successfully execute the firm's business plans, optimize our sector focus and client mix, and execute sustainable innovation and investments in line with our strategy	Ability to grow our firm and serve clients; results if a sector requires specific attention due to market challenges; ability to remain competitive, efficient, and relevant for the future needs of clients and to address technological disruptions in a timely way	<ul style="list-style-type: none"> Clear focus areas identified in multi-year strategic ambitions and annual business plan Detailed high-impact actions per focus area and business function Regular reporting to Board of Management on progress against expected outcomes Successful strategic technology partnerships (digital Alliances) Client-centric sales force, focusing on priority sectors Focus on growth areas: ESG, digital transformation, and future of audit Strategic relationship management, lead partner development, and disciplined account and pipeline management Client-care processes to improve client journey and satisfaction Embedded digital, AI, and Alliance solutions Growing market share of digital and AI through Alliance and global investments Continued investment in digital and AI skills
Relevance and reputation	Failure to address and respond to media and society, including reputation and social issue management	Brand; position in the market; reputation with key stakeholders	<ul style="list-style-type: none"> Contingency programs to manage impact on brand and reputation Independent Supervisory Board responsible for taking stakeholder interests into account Impact Plan Leading by example, setting the tone at the top Inspiring employer brand: do work that matters, make your mark, and come as you are
Service Quality	Failure to win and conduct engagements in accordance with the firm's quality and professional standards	Ability to remain public trust, strengthen our reputation, avoid claims of clients or regulatory fines.	<ul style="list-style-type: none"> Engagement compliance requirements are addressed in quality and professional standards, methodologies, procedures and tools Quality of engagement and service delivery is subject to monitoring, remediation and review procedures Internal risk and control framework Robust quality management system Engagement quality control reviews Clear standards and robust audit methodology Digital Audit Transformation, implementation Advanced Technology and AI-tools Engagement Management Life Cycle (EMLC) Training and accreditation
Regulatory compliance, governance, policies, and legal liability	Inability to consistently demonstrate compliance with applicable laws and regulations and to establish effective governance, systems, and controls for adhering to the firm's values, policies, standards, and requirements, including professional, ethical, and independence requirements	Ability to effectively identify and manage key risks, to detect and prevent non-compliance, fraud, regulatory sanctions, and practice restrictions; other legal and financial liability exposure; ability to strengthen public trust	<ul style="list-style-type: none"> Solid and constructive relationships with regulators Independent reviews by KPMG International and external auditors Reporting potential non-compliance with laws, regulations, and KPMG International or KPMG N.V. policies – including those relating to ethics and independence – through the annual compliance confirmation Independent Supervisory Board, overseeing the Board of Management Responsibility model with three lines of defense and independent reviews by KPMG International Rigorous internal policies, standards, and frameworks Detailed policies governing client and engagement acceptance procedures Strict approval processes for products and services Commitment to the principles and standards of ethical conduct that KPMG requires, as described in the Code of Conduct, through the annual compliance confirmation Addressing engagement compliance requirements through quality and professional standards, methodologies, procedures, and tools

Enterprise Risk	Description	Impact	Mitigating measures
			<ul style="list-style-type: none"> Compliance and quality of engagement and service delivery subject to monitoring, remediation, and review procedures
Culture, values, and well-being	Failure to create a culture and people environment that reflects the firm's values and purpose	Firm morale; motivation to innovate and deliver quality; people engagement levels; talent attraction and retention rates	<ul style="list-style-type: none"> Ethical culture program focusing on ethics, psychological safety, and well-being Impact Plan, including sustainability commitments Code of Conduct, including commitment to ethical principles and standards IDE program Psychological safety program/culture follow-up Well-being program, including mental resilience Global People Survey to understand people's views and experiences in several domains Independent survey on ethical behavior, culture, integrity, and social safety Whistleblowing hotline Safety net including confidential counsellors and Complaints & Disputes Committee
Retention, skills development, talent attraction, and leadership development	Inability to retain and scale resources with the right skillset, and inability to invest in ethical, inclusive, and diverse leadership	Ability to execute and deliver services, to meet client expectations, to motivate and retain our people, and to ensure strong succession management	<ul style="list-style-type: none"> Ethical culture program focusing on ethics, psychological safety, and well-being Learning and development backbones, including leadership development (e.g., IDE Program), reskilling and upskilling on ESG, digital, and AI, and life-long learning Long-term investment in rewards and recognition as an attractive employer Continuous investment in enhancing the quality of performance development (e.g., development management curriculum, interview sessions, toolkits for conversations) Career Development Center for fostering internal mobility and (thus) retention Professional guidance in case of (long-term) illness Modernized talent attraction and selection process Inspiring employer brand: do work that matters, make your mark, and come as you are Robust succession management process Top 200
Information protection and organizational resilience	Inability to protect personal data, intellectual capital, and confidential KPMG and client information, and to continue critical business activities during a high-impact event	Loss of clients; competitive disadvantage; reputational or financial damage; consequences due to non-compliance with legal, regulatory, and KPMG International requirements; impact on people and/or (continued) operations	<ul style="list-style-type: none"> Robust information security and data privacy policies, standards, and frameworks ISO 27001:2022 certification Respect for confidentiality of personal, client, and KPMG data, including annual compliance confirmation, annual training, and continuous awareness campaigns Responsibility model with three lines of defense and independent reviews by KPMG International Strict approval processes for products and services Business continuity management life cycle, including incident and crisis management Continuous risk monitoring and treatment, including threat analysis and business impact assessments
Financial strength	Inability to adequately monitor and act on the firm's financial position, based on accurate, complete, and timely financial reporting	Ability to meet financial commitments and targets, to stay within our (financial) risk appetite parameters, and to run a sustainable and profitable firm	<ul style="list-style-type: none"> Long-term investment plans, including in our people, to deliver quality and innovation against sustainable market prices Transformation plans for a more efficient, learning-oriented organization Strict procedures and controls for trustworthy financial reporting Constant monitoring of credit, liquidity, and market risk exposure, including: routine checks of clients' creditworthiness for larger transactions; holding all cash deposits at banks with minimum BBB credit rating; ensuring liquidity risk meets financial commitments; aiming for constant availability of liquid funds to meet financial commitments; depositing surplus funds in business savings accounts or holding them aside for specific periods; keeping changes in market prices within acceptable limits, while maximizing income

Fraud risk

We recognize that fraud risk is present in our business and has the potential to significantly impact other strategic and financial risks. Preventing and detecting fraud is therefore an important part of our activities, and we conduct regular risk assessments to identify and monitor fraud risks. To mitigate any identified fraud risks, we use measures including policies, procedures, training, monitoring, regular reporting, and clear values set out in our Code of Conduct and elsewhere. Additionally, every professional who encounters a potential sign of fraud or a breach of laws and regulations while providing services is expected to consult with our Department of Professional Practice. We have found these measures effective in reducing net risk to an acceptable level.

Climate change risk

Climate change risk is incorporated into KPMG's overall risk management processes, along with other ESG risks. For information on our ESG risks and how we manage them, see our [Sustainability Statement](#).

Internal policies and controls

We have a series of internal policies, controls, and guidelines that support our formal system of governance and decision-making. These are, in turn, supported by mandatory training to ensure that KPMG's people and partners are fully aware of their responsibilities. We also engage with our people on these policies through newsletters, webcasts, and our intranet channels.

A global KPMG Code of Conduct applies to all member firms. All employees are required to undergo training on the code and abide by its provisions. It sets out commitments in areas ranging from compliance and quality to fair competition and independence. It also outlines employees' responsibilities regarding the conduct and behavior we expect from those working for the KPMG network. The KPMG International Hotline allows employees and outside parties to report suspected violations in confidence.

Alongside the Code of Conduct, KPMG has separate policies relating to governance and decision-making, covering areas such as risk management, remuneration, and data privacy.

We also have a Global Supplier Code of Conduct and a Business & Human Rights Statement, and we publish an annual Modern Slavery Statement in line with the United Kingdom's Modern Slavery Act. Our Corporate Tax Policy commits KPMG to maintaining a constructive and open relationship with the tax authorities, paying its fair share of taxes, and refraining from using artificial structures that bear no relation to our business.

Many of our policies are based on international commitments, including the United Nations (UN) Global Compact and the UN Guiding Principles for Business and Human Rights. KPMG is also a signatory to the World Economic Forum's Partnering Against Corruption Initiative Principles for Countering Bribery.

This report provides a [statement of effectiveness](#) on our SoQM in 2024/2025. More information on our ESG-related policies can be found in the relevant chapters of our [Sustainability Statement](#).

Our people make the difference - Bas Bogers & Ministry of Defence

Elevating supply chain intelligence

About the case

With global geopolitical tensions building, the Dutch Ministry of Defence must be prepared for all eventualities. For that, it needs accurate and reliable information about every element of its supply chain of materials. In 2023, looking to gain more insights into upstream supply chain, the Ministry chose to put its trust in KPMG.

In the years since, what started out as a purely supply chain engagement has evolved, taking on a data and machine learning angle that requires the knowledge of an AI and data specialist. That specialist is Bas Bogers, Tech Consultant in KPMG's AI & Data team.

With a background in business analytics and management, Bas is busy generating key supply chain insights for the Ministry by creating dashboards and applying machine learning. As well as sharing his thoughts on the wider AI transition, he discusses the progress and challenges of the project so far and the personal characteristics that come in useful when partnering with a complex government organization.

"It's easy to get carried away, but I urge organizations to take the time to understand what AI can and can't do and to keep people at the center of the transition."



Bas Bogers | Tech Consultant | KPMG N.V.

Our people make the difference - Bas Bogers & Ministry of Defence

In conversation with Bas

You joined this ongoing engagement earlier this year. How did that come about?

During my studies, I gained a lot of experience in machine learning, so when it became clear that the project at the Ministry of Defence would have a machine learning element, my manager gave me the opportunity to put my skills to use. Even better, I've learned a lot from my colleagues about supply chain, which was completely new to me – and maybe I've even taught them a bit more about AI! That's what I'm enjoying most about this assignment: our small team combines expertise from multiple KPMG departments. Most importantly, that ensures we deliver the best possible results for the Ministry, but it's a nice bonus that we also get to learn from one another.

Can you share more about progress so far?

Phase one was about defining exactly what the Ministry of Defence wants to measure in its supply chain. Then we turned our attention to sourcing the data we need to do that. That's still ongoing. Meanwhile, we're focusing on the data platform and dashboards. One dashboard is already partially up and running, providing insights – and that's where machine learning comes in, predicting certain delivery times. The goal is to create a data flow that forms a positive loop, where the dashboards offer supply chain insights and the AI insights help to improve the data input in turn.

What are your thoughts on the AI transition facing many of KPMG's clients?

For generative AI in particular, our team believes there should always be "a human in the loop." AI might help generate ideas or sharpen your thoughts, but it's important to look critically at the output. Don't just ask, "Is this true?" but also, "Does this make sense? Do I, with all my human experience and knowledge, understand what it's saying?" It's easy to get carried away, but I urge organizations to take the time to understand what AI can and can't do and to keep people at the center of the transition.



Are there specific challenges when it comes to working with the Ministry of Defence?

Our biggest challenge has been the different levels of confidentiality and data access. Luckily, everyone there understands that it can be difficult and wants to do all they can to help you. In that sense, KPMG is a good match for the Ministry: on both sides, there's a real willingness to work together in order to move forward, to get it right first time, and to iterate quickly when it's not. With the current geopolitical situation, everyone is extremely motivated to keep making progress.

How do you harness that mindset to achieve good results?

By being honest and pragmatic. Even if the truth isn't what the client wants to hear, we'll say it anyway; as the saying goes, we're not here to help them build castles in the air! Personally, I always try to speak up and share my thoughts transparently. I think the Ministry of Defence appreciates our realistic approach.

Stakeholder engagement

We maintain constant dialogue with our stakeholders to help us understand their needs, build trust, and define value creation. Stakeholder engagement also enables us to identify specific risks and opportunities for our business.

Our key stakeholders

To identify our stakeholders, we use a 360-degree approach that considers any individual or group that affects our business, operations, or performance or that, in turn, may be affected by our activities or decision-making. Using this definition, we recognize eight stakeholder groups:

- Clients (including those in the public, private, and volunteer sectors)
- Employees (including professionals, graduates, and other job seekers) and their representative body, the Works Council
- Equity partners
- Wider society (including non-governmental organizations and local community groups)
- Regulators, policymakers, and other standard-setters
- Suppliers and other non-client business partners
- Membership associations and other KPMG member firms
- The natural environment (considered a silent stakeholder)

For more information on how we engage with stakeholders on sustainability matters and integrate their views into our strategy, see [Stakeholder views and interests](#) in our sustainability statement.

Overview of stakeholder engagement activities

We engage with our stakeholders through various means, including meetings, conferences, events, and surveys. The table shows how we engaged with different groups during the year and on what topics.

Methods of engagement	Principal issues addressed (2024/2025)
Clients (including public, private, and volunteer sectors)	
Visit by Board of Management members (as part of our Leadership Connect program)	(Supervisory) Board level topics including Leadership, societal and cultural challenges, mandatory firm rotation, geopolitical developments and trust
Client events	A broad array of topics including AI, digital transformation, CSRD, regulatory changes and resilience
Regular contact during Assurance/Advisory engagements	(Audit) quality, team and collaboration, regulatory changes (including CSRD), innovation, pricing, project management
Client satisfaction surveys (including client care interviews)	Quality of work, relationship, differentiation, added value, timely/proactive communication
Employees	
Annual GPS (supported by multiple pulse surveys)	Communication, well-being, ethical culture, leadership, digital, AI & innovation
Dialogue with Works Council	Remuneration and benefits, data privacy, organizational changes, performance development, health and well-being, ethical culture
Dialogue with KPMG Young Board Now	ESG, innovation (including impact of AI), culture, IDE, leadership
Performance reviews, training, education, and awareness programs	Progress on personal and professional KPIs, development opportunities, diverse career paths, reskilling and upskilling to meet changing client demands, living our values, approach to pay
Regular internal communications	Psychological safety in the workplace, engagement, leadership visibility, ethical culture
Careers section on website, in-house days, and KPMG N.V. events for job seekers and professionals	IDE programs and initiatives, employer branding, equal opportunities, attracting the required (diverse) skills to drive growth
Partnerships with universities and business schools	New career paths (ESG/digital), leadership development in twin transition
Equity partners	
Quarterly partner meetings	Relevant business issues including ethics and culture, (audit) quality, societal issues, business development
General shareholder meetings / meetings with Management Board of Coöperatie KPMG U.A.	Financial and overall performance, business update, cost management, budget, ethical behavior and culture
Performance reviews, training, education, and awareness programs	Progress on personal and professional KPIs, development opportunities, diverse career paths, reskilling and upskilling to meet changing client demands and (AI) developments, living our values, approach to pay
GPS and pulse surveys	Skills shortages, recruitment, engagement, innovation, (audit) quality, performance development, leadership (visibility), work environment, IDE, ethical culture
Wider society (including non-governmental organizations and local community groups)	
Support for community initiatives	Structural support and support for several specific social projects (see our KPMG foundations and Prosperity)

Methods of engagement	Principal issues addressed (2024/2025)
Press releases and engagement with media	Societal resilience, responsible AI and digital transformation, compliance and regulatory, integrity and inclusivity, ESG and sustainability partnerships, community and societal initiatives
Regulators, policymakers, and other standard-setters	
Inspections by external regulators	Investigation into answer sharing related to mandatory training tests, inspection of our SoQM regarding engagement quality control reviews (EQCRs), inspection of the role of the EQCR on our engagements
Participation in public conferences, debates, and round tables	Maintaining audit quality and ethical culture
Meetings with the AFM	New EU non-financial reporting requirements (CSRD), future of audit (including education), answer-sharing investigation, enhanced supervision, regular updates on audit quality (including audit quality indicators)
Meetings with the NBA	Collaboration on new Registered Accountant curriculum and practical internship ("praktijkstage")
Membership associations and other KPMG member firms	
Regular dialogue with other KPMG member firms	Group projects (including KPMG Clara, Global AI Program)
Global projects	Key Alliance partnerships (e.g., Microsoft, SAP, and ServiceNow)
KPMG N.V. representation in professional and industry associations	Societal issues, skills shortages, market/economic developments, technology and digitalization, increasing prices for goods and services
Suppliers and other non-client business partners	
Regular engagement with suppliers and other business partners during projects	Use of group resources (e.g. Global Growth Accelerator and KPMG Delivery Network)
The natural environment (silent stakeholder)	ESG, CSRD implementation, regulatory developments

Membership associations

As part of our stakeholder management, KPMG participates in various membership associations. These include the Confederation of Netherlands Industry and Employers (VNO-NCW); the Dutch network for Sustainably Responsible Organizations (MVO Nederland); the UN Global Compact Network Netherlands, which promotes corporate sustainability with the aim of improving the lives of future generations; and Anders Reizen ("travel differently"), a coalition aiming to reduce business travel emissions by 50% by 2030.

Our people make the difference - Helena de Boer & Phillips

Circularity made to measure

About the case

Health technology giant Philips is setting its sights on a healthier future for the planet. To reduce the environmental impact of the healthcare industry, the company has ambitious plans for making its activities more circular – and measuring its progress meaningfully and accurately is key to staying on track.

Having first developed an innovative “circular revenue” metric back in 2015, Philips realized that its existing measurement frameworks needed a makeover. For that, the company needed a strategic sparring partner to help it update, expand, and futureproof a new methodology. With significant experience and deep expertise in circularity consultancy and strategy, as well as a fruitful pre-existing relationship with Philips, KPMG was the natural first choice.

Recognizing that what’s good for the planet is good for business, we worked together to develop an improved set of metrics centered on refining the company’s definition of circular revenue. The new framework is aligned with global trends and developments, enabling Philips to measure change and steer circular innovation more effectively. Helena de Boer, now Manager ESG Strategy at KPMG, reflects on her unique role in a pioneering project.

“I’m always looking for ways to bridge the gap between sustainable solutions and behavioral change.”



Helena de Boer | Manager ESG Strategy | KPMG N.V.

Our people make the difference - Helena de Boer & Philips

In conversation with Helena

When did you first become involved with this project?

I've been part of the ESG Advisory team for two years now, working on strategic projects across decarbonization and circularity – but my involvement with Philips was a bit outside the ordinary. I didn't actually work on the project itself, but when it was wrapping up in 2023, the project manager approached me to ask whether I'd like to write a thought leadership report about it, together with the client. A chance to combine my interest in sustainability with my love of writing? It was a no-brainer! I was able to learn more about a landmark circularity project, and it reminded me how much I enjoy this kind of communication. In fact, last year I completed a master's in journalism, alongside my full-time job, inspired by my work on the thought leadership piece.

What made the Philips case a good candidate for a report like this?

Philips has long been recognized as a leader in sustainability, with circularity a key pillar of its approach. Through this project, KPMG helped the client take another pioneering step forward. No other company was measuring circularity in quite the same way; after all, CO₂ emissions are straightforward to measure, but circularity is much more difficult. It's not just about the amount of waste generated, but also the products made, the materials used, product lifetimes, recyclability, and many other factors. We worked with Philips to set up a better way of measuring how much of its product offering, as measured by revenue, contributes to the circular economy. The revised methodology represents a pioneering approach to measuring circularity: bespoke to Philips, but with exciting potential applications for other organizations.

So why thought leadership?

Thought leadership might not be the top priority in our client work, but when we deliver outcomes with positive environmental impacts for society, I think it's important to showcase what we accomplished, how we approached it, and why it matters – and to inspire other companies to make the leap. Especially in the ESG domain, where KPMG has been active for decades, we believe we have a responsibility to make our voice heard.



Philips was also keen to share its story, as one that other organizations can learn from. Our goal was to shine a spotlight on what we achieved together and to inspire others to take similar steps. After all, if companies put in place more meaningful sustainability metrics, report on them transparently, and use the results to steer strategic decision-making, it's good for business, for the planet, and for all of us!

Harald Tepper, Senior Director Sustainability & Lead Circular Economy, Philips

"We chose KPMG as a leading consultancy on circularity. KPMG has deep expertise in this area, among others in developing the Circular Transition Indicators (CTI) framework with the World Business Council for Sustainable Development. We expected KPMG to act as a strategic sparring partner in developing new metrics for circular practices not yet covered by existing metrics, while at the same time being able to ensure auditability and alignment with external developments."

Sustainability statement

Our performance at a glance	056
General information	057
Environmental information	072
Social information	091
Governance information	126
Appendices to the sustainability statement	140



Our performance at a glance

	Sustainability matter	Performance description	2024/2025 ¹	2023/2024	Target 2024/2025	Target 2029/2030
Environment	Our environmental performance					
	GHG emissions	Gross Scope 1 GHG emissions (tCO ₂ e)	1,333	2,110		
		Gross location-based Scope 2 GHG emissions (tCO ₂ e)	3,827	3,071		
		Gross market-based Scope 2 GHG emissions (tCO ₂ e)	0	2,884		
		Gross indirect (Scope 3) GHG emissions (tCO ₂ e)	28,885	29,431		
		Total GHG location-based emissions (tCO ₂ e) compared to base year	2%	4%		
		Total GHG market-based emissions (tCO ₂ e) compared to base year	-12%	0%		-50%
Social	Our social performance					
	Working conditions of our own workforce					
	Employee attraction and retention	Retention performance (entity-specific metric): Assurance/Advisory/Central Services ²	85%/84%/87%	82%/83%/85%	85%/82%/85%	
		Leavers	714	798		
	Training and skills development	Average training hours per employee	133	127		
	Well-being and engagement of our own workforce					
	Social dialogue	Employee engagement target (GPS-score)	77%	77%	77%	
	Work-life balance	Family related leave: Female/Male/Total	12%/10%/11%	12%/9%/10%		
	Mental health and safety	Satisfaction score well-being	72%	72%	74%	
		Psychological safety score	71%	71%	73%	
	Non-discrimination	Complaints related to discrimination	5	3		
		Other complaints	65	58		
	Privacy	Currently no metric				
	Inclusion, diversity, and equity (IDE) within our own workforce					
	Diversity (inclusion)	Total employees	4,294	4,256		
		Partner/Directors (incl. equity partners) Female	23%	22%	24%	
		Total gender diversity (incl. equity partners) F/M	43%/57%	42%/58%		
		Cultural diversity of employees and equity partners: NL/EU-migration origin/non-EU migration origin (Assurance/Advisory/Central Services) ³		58%/10%/32% (2022/2023: 60%/10%/30%)		
		Cultural diversity of Partners/Directors: NL/EU-migration origin/non-EU migration origin level ³		82%/6%/12% (2022/2023: 84%/5%/11%)		
	Gender equality and equal pay for work of equal value	Gender pay gap per employee category total	14.4%	13.4%		
		Annual total remuneration ratio	16.9	18.4		
	Impact on society					
	Impact on sustainability performance in society through our Assurance and Advisory services	Currently no metric				
Governance						
	Audit quality					
	Audit quality	Results of internal KPMG N.V. audit inspections	92%	94%	100%	
		Average number of hours spent in training per client-facing professional in audit	221	218 (restated)	>160	
		Partner hours in percentage in PIE audit engagements	8%	8%	≥7%	
	Corporate culture					
	Corporate culture (including organizational ethics and integrity)	Engagement management score	77%	77%	77%	
		Psychological safety score	71%	71%	73%	
	Protection of whistleblowers	Currently no metrics				
	Compliance with regulations	For performance see Management Review				
Governance	Data security					
	Data Security	Certification data security	ISO27001/2022	ISO27001/2013		

¹ This is not the complete overview of all metrics in our sustainability statement.

² Central Services was previously named as Business Services.

³ Figures for 2024/2025 were not available before publication of the annual report; therefore, figures for 2023/2024 have been included. For 4.5% of the population (employees and equity partners), CBS could not determine the country of origin, which should be considered when interpreting these figures.

General information

This is our second sustainability statement prepared in accordance with the European Union (EU) European Sustainability Reporting Standards (ESRS), as adopted through Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023, which supplements Directive 2013/34/EU of the European Parliament and of the Council, and in compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

01

Basis for preparation

Introduction

Our goal is to provide stakeholders with a sustainability statement that aligns with the first set of ESRS adopted by the EU, reporting transparently both on our current performance and on our future ambitions. Since the publication of our previous statement, the European Commission has proposed significant amendments to the Corporate Sustainability Reporting Directive (CSRD) through its Omnibus package. These include a potential narrowing of the scope to only the largest companies, intended to simplify reporting and reduce administrative burdens. These amendments were still under negotiation and had not entered into force at the time of preparing this statement. Therefore, KPMG remains committed to voluntarily applying the first set of ESRS, in the belief that transparent sustainability reporting is essential to the success of our long-term strategy and impact management.

This year, we have therefore built on the foundations laid in last year's integrated report, using the lessons learned from the preparation of our first sustainability statement. While the initial process brought challenges, it also provided valuable insights into our sustainability performance and reporting processes. In 2024/2025, we focused on improving the quality and management of key data, including by developing an ESG Dashboard to collect and interpret environmental data. At this stage, the dashboard includes only environmental indicators, but we plan to expand it in the near future to also incorporate social and governance data. Creating stronger and more automated connections with internal and external data sources, such as office and fleet management systems and supplier data, means we can better monitor and steer toward our targets.

About this statement

This sustainability statement encompasses all aspects of our organization, as well as our upstream and downstream value chain. It has been prepared on a consolidated basis, with the scope of consolidation the same as that of our financial statements (excluding KPMG Meijburg & Co. and KPMG International), ensuring consistency and transparency in our reporting.

In addition to the statutory audit of the financial statements, we have voluntarily engaged our auditor, PricewaterhouseCoopers Accountants N.V., to provide limited assurance on our sustainability statement. The independent auditor's assurance report can be found [here](#).

The statement explains how we manage the sustainability impacts, risks and opportunities (IROs) in our own operations and upstream and downstream value chain.

About our disclosures

For an overview of all our in-scope ESRS disclosure requirements, please see our ESRS-aligned [content index](#).

We have included 21 entity-specific metrics in this sustainability statement, to help our stakeholders better understand our impact and performance on the related sustainability matters. Of these, 16 are related to (Audit) Quality, with the remaining 5 distributed among sub-topics within Own workforce, Data security, and Compliance with regulations.

In our disclosures, we define "key policies" and "key actions" as those that drive significant and material change in relation to the sustainability matters that are most material to our stakeholders.

Disclosures incorporated by reference

To streamline our sustainability reporting, we have incorporated certain information by reference to other sections of this integrated report. All the other references, including those to websites, are only meant to provide for more background, but not to incorporate the information by reference. The following list outlines the ESRS disclosure requirements and specific data points that appear in other parts of the Board of Management report or financial statements.

- For the role of the administrative, management, and supervisory bodies, see section "[Sustainability governance, Roles and responsibilities](#)."

- For the composition and experience of KPMG's Board of Management and Supervisory Board, see the management review sections "[Board of Management](#)" and "[Members of the Supervisory Board](#)."
- For an explanation of our business model and strategy and how our sustainability matters are included, see "[Business model and strategy](#)."
- For information on how we embed adherence to strict compliance standards in our organization, see regulatory compliance, governance, policies and legal liability under enterprise risk as presented in the table "[Overview of our financial, strategic, operational, and compliance risks](#)."
- For details of engagement with stakeholders, see section "[Overview of stakeholder engagement activities](#)."

Disclosures related to specific circumstances

For this reporting, our short-term horizon is set at 1 year, our medium-term horizon is set at 2 to 3 years, and our long-term horizon is set at 10 years. These definitions align with our strategic planning cycles and allow us to monitor and achieve our sustainability objectives effectively.

In preparing both qualitative and quantitative disclosures, we make judgments and apply estimates and assumptions in relation to the data we report. This inherently involves uncertainty, and actual outcomes may therefore differ from previous estimations. When disclosing forward-looking information – such as targets, ambitions, and objectives – we acknowledge the uncertainties and indicate that such information is subject to change. To provide context for and support understanding of our disclosures, we explain the assumptions and approximations applied in our [definitions table](#) in the appendices.

For quantitative disclosures on Scope 3 greenhouse gas (GHG) emissions in particular, we primarily use secondary data from reputable sources and methodologies aligned with the GHG Protocol. While this enhances the accuracy of our reported emissions, this external data is subject to a level of uncertainty. We remain committed to further improving the accuracy of our Scope 3 emissions data by increasing engagement with our suppliers and advancing our data management practices through automation and monitoring systems.

Sustainability governance

Our governance structure facilitates effective communication and decision-making regarding sustainability matters, enables timely adjustments, and ensures we remain on track to meet our sustainability goals. It also ensures that the Board of Management and Supervisory Board are actively engaged in setting and monitoring (respectively) our sustainability targets, considering trade-offs between different sustainability matters where relevant. This helps us continuously improve our sustainability performance.

Roles and responsibilities

The Board of Management, led by our Chief Executive Officer (CEO), is ultimately responsible for managing sustainability matters and ensuring the effective execution of sustainability initiatives. The Board is also accountable for integrating environmental, social, and governance (ESG) considerations into our business strategy, internal controls and operations, and for setting and achieving sustainability-related targets.

The Supervisory Board is responsible for overseeing the development of the sustainability strategy and monitoring progress, including the definition of policies and action plans, target-setting, and performance measurement. This supports us in consistently paying attention to, taking responsibility for, and being transparent about our sustainability performance.

Across all functions, a Leadership Team is appointed, chaired by the involved member of the Board of Management. Leadership teams translate the firm's strategy into actionable goals for communities, are actively engaged in leadership development programs and cultural initiatives (i.e., Values First) and monitor and report progress on strategic initiatives and financial performance. Regarding sustainability matters, the Leadership Teams monitor the status and support the Board of Management in aligning central functions.

The Board of Management consults regularly with the Works Council and other employee representation groups, such as the Young Board Now (a board composed of employees aged 31 or younger). Further information on employee representation and engagement can be found in "Social dialogue within our own workforce."

Specific sustainability governance responsibilities are assigned to the appropriate functions, for example audit quality is a focus area of our Head of Assurance and data security of our Chief Operation Officer (COO). Our COO is responsible for environment-related matters, ensuring focused and effective decision-making to accelerate our climate transition and realize our Impact Plan ambitions. The COO, together with the Leadership Teams, monitors the status of our sustainability policies, objectives, and targets. Our Chief Financial Officer (CFO) and COO oversee external sustainability reporting, supported by our internal control team. Human Resources (HR) department, and Corporate Responsibility (CR) team, whose remit also includes sustainability reporting. The Chief Human Resources Officer (CHRO) is responsible for driving execution on social-related matters (i.e., employee retention, diversity and well-being) and reporting to the Board of Management on the progress, for example through GPS results.

To maintain accountability, the Board of Management provides quarterly reports to the Supervisory Board on the progress and performance of KPMG's sustainability matters. These updates include insights on actions and investments aimed at steering sustainability performance, as well as insights into sustainability-related risks and internal controls, strengthening the internal control environment and improving the availability and data quality.

Sustainability experience

The Supervisory Board and the Board of Management possess a diverse range of experience and have access to expert advice and training programs, enabling them to effectively address and oversee relevant sustainability matters. Over the past three years, several members of the Supervisory Board have participated in external training sessions on ESG.

In particular, Linda Hovius and Sandra Berendsen attended various KPMG Raad events and roundtable discussions on CSRD and ESG in 2023 and 2024. Additionally, Linda is actively engaged with the Chapter Zero initiative. This knowledge and expertise equip the Boards to effectively oversee the material impacts, risks, and opportunities identified, such as climate-related risks, compliance with CSRD regulations, and reputational issues. In 2024/2025, CSRD and ESG were recurring topics during meetings of the Audit Quality Committee (AQC; a subcommittee of the Supervisory Board comprising all its members). Internal experts provided insights on the following topics: CSRD update, ESG implementation, including AI-related risks, risks of greenwashing in CSRD reporting, and risks of AI in CSRD reporting. The full Board of Management was present at each AQC meeting. Four members of the Supervisory Board (Linda Hovius, Sandra Berendsen, Pascal Visée, and Barbara Frohn) have been assigned ESG as a focus area, due to their previous experience with the topic.

Incentives and remuneration

Members of the Board of Management receive fixed compensation and are not eligible for variable pay. Members who are employees receive fixed pay and performance-based variable compensation, while equity partners receive a share of profits, to which a bonus or malus may be applied.

Sustainability-related topics are included in the target-setting process for the Board of Management, as well as for responsible Partners and Directors. Performance against these targets is taken into account during annual performance reviews.

Due diligence

KPMG's sustainability due diligence process (hereafter referred to as "due diligence") is an ongoing process through which we identify, prevent, mitigate, and account for how we address actual and potential negative and positive impacts on the environment and people connected to our business, as well as the actual and potential risks and opportunities that often result from such impacts. This process informs our assessment of our IROs by providing a structured basis for identifying the material environmental and social impacts and by highlighting the associated risks and opportunities that requiring disclosure under the ESRS.

We integrate the core elements of due diligence for people and the environment into our firm's governance, strategy, and business model. For more information on the due diligence processes carried out in relation to the identification and assessment of potential sustainability matters in 2024/2025, see "[Our material IROs](#)" and "[Stakeholder views and interests](#)." In Table 1, we map the elements of our due diligence process to the relevant section of our sustainability statement.

Due diligence element	Page reference
Embedding due diligence in governance, strategy, and business model	61-64
Engaging with affected stakeholders in all key steps of due diligence	65-66
Identifying and assessing adverse impacts	67-71
Taking actions to address those adverse impacts	76-77, 96, 99-100, 103-105, 106-107, 108, 109, 110, 111-112, 119, 124-125, 128-130, 134-136, 138-139
Tracking the effectiveness of these efforts and communicating	78-82, 97-99, 106, 107, 108-109, 112-119, 120-121, 130-133, 139

Table 1

Risk management and internal controls over sustainability reporting

Our sustainability reporting is exposed to the risk of material misstatement due to error or fraud. To address this risk, we have implemented several internal control processes to ensure that all relevant sustainability information is captured and accurately represented in our sustainability statement. Our key measures include:

- Internal controls:** We apply controls to support the reliability of sustainability information, which was collected from several departments including Finance, Corporate Responsibility (CR), HR, and Procurement. While some controls are automated, many remain manual and are often not formally documented or embedded in standard procedures. In 2024/2025, data collection is partly supported by a centralized data platform, but this platform is still under development and not yet rolled out across all domains. Governance structures have been reinforced through the introduction of KPMG's Data Governance Policy and the implementation of Informatica for automated data quality checks. Automated data checks using Informatica currently apply only the onboarded domains: financial, operational, and HR and focus primarily on data completeness rather than all quality dimensions. We acknowledge that our internal control framework for non-financial information is still maturing. Manual control remains prevalent and often lacks formalization, and further integration into standard processes is required. While we have started a broader improvement strategy to enhance data quality and ensure compliance with CSRD and ESG reporting, these efforts are still underway and do not yet constitute a fully strengthened control framework.
- Alignment with financial reporting:** To ensure consistent and coherent financial and sustainability data, we integrate our sustainability reporting process with our financial reporting framework where possible and applicable. This enables a unified approach to reporting and risk management.
- Risk identification and assessment:** We identify and assess risks that could affect the quality of our sustainability reporting. This includes evaluating potential risks related to data integrity and compliance with ESG reporting standards.

- Systems:** We have made progress in centralizing our data landscape. Currently, a large part of our sustainability data is processed through our data platform, where it is stored, transmitted, and monitored in a single location. The platform currently supports automated checks and structured monitoring for the financial, operational, and HR data domains. The implementation of these checks is part of our data governance and is still ongoing, while the monitoring of data flow completeness is active for all data domains. As part of this progress, we are implementing a future-proof approach that is scalable to regulatory changes, and designed to reduce manual interventions through automation to enhance the management and reporting of sustainability-related information. These activities present specific challenges for data collection systems. One of the key challenges is our aim to transition all data flows to an automated process rather than relying on file-based submissions. This requires external data providers to adapt their processes and deliver data directly through a connection, which is not yet supported in their current systems.

Currently, our processes rely on a combination of platform-driven workflows and manual procedures. While certain sustainability data points are already collected via our centralized data platform, many still require manual input and review. We have launched projects focused on improving data collection and quality, ensuring that new solutions will support effective management of our sustainability performance in the years ahead.

While reporting remains a priority, we recognize that embedding innovative, automated solutions across the organization will take time. Nevertheless, integrating sustainability reporting into our centralized data platform represents a crucial step forward in improving reliability and efficiency.

As part of this process, we plan to implement additional non-financial elements, such as ESG-indicators (e.g. Diversity, Governance). In doing so, we aim to increase efficiency, reduce the risks of errors and ultimately enhance our ability to consistently and efficiently report on our sustainability performance.

Sustainability and our strategy, business model, and value chain

Strategy

KPMG's sustainability strategy is focused on structurally embedding ESG considerations into every aspect of our business. Guided by our Impact Plan, we focus on four pillars, Planet, People, Prosperity, and Governance, to create long-term value for all stakeholders. Our ambitions are translated into clear goals and measurable targets, and progress is tracked and transparently reported.

At KPMG, sustainability is at the core of our business strategy. For an explanation of our business model and strategy and how our sustainability matters are included, see ["Business model and strategy"](#). The Impact Plan serves as the foundation for our ESG ambitions and ensures that ESG considerations are integrated into every aspect of our operations, decision-making, and client services. By aligning with KPMG International's global approach and tailoring it to our local context, we aim to strengthen the quality of our work, uphold public trust, and create long-term value for our stakeholders.

In last year's report, the Dutch Impact Plan was presented as a transition plan under Climate change, focusing primarily on our climate-related ambitions. This year, we have repositioned the (Dutch) Impact Plan as our overarching strategic framework for sustainability. It now covers a broader range of ESG topics and is fully integrated into our business strategy, reflecting our ambition to embed sustainability structurally and for the long-term, rather than treating it as a separate transition project.

Many of the sustainability issues addressed in this statement are fundamental to our business model. We therefore view sustainability as an integral part of, not a tangential aspect to, our core business. Our strategy is operationalized through clear ambitions and measurable targets, reflected in our HR policies, learning programs, supplier standards, and client engagements. We also disclose our strategies on specific sustainability matters in the relevant topical sections of this sustainability statement.

Business model

Our business model is centered on providing professional assurance and advisory services. We primarily serve the Dutch market, with a presence in the following priority sectors: financial services; infrastructure, government, and healthcare; consumer and retail; energy and natural resources; and technology, media, and telecommunications.

At the end of the reporting period, we employed 4,294 employees across the Netherlands. We consider the Netherlands as a single region, given the nature of our services and the consistency of the sustainability matters we address across our offices. See section ["Business model and strategy"](#) in the management review for more information.

Evolution of our services

While there were no significant changes to our service portfolio in 2024/2025, we continued to evolve our offerings in response to two major transformations shaping our market and society: the sustainability transformation and the rapid adoption of Artificial Intelligence (AI). Both developments influence how we work, how our services are designed, and what clients expect from us:

- We are continuing to expand the sustainability-related knowledge and skills of our Assurance and Advisory professionals, as well as the organizational resources available to them. This enables us to optimize the support we provide to our clients in their transition toward a sustainable future (see “[Consumers and end-users](#)”). Many of our clients are directly affected by new and upcoming regulatory requirements, including the CSRD, and even those not officially in scope still face pressure from stakeholders to improve their sustainability performance. We see it as our role to support all our clients, regardless of their regulatory obligations, in meeting these expectations. Achieving this requires strong relationships with stakeholders, particularly our workforce. We invest in continuous professional development to ensure that our people are equipped to drive our business forward. Moreover, we apply a firm-wide approach of “watermarking” ESG: embedding sustainability considerations into all services and internal operations.
- Regulatory developments such as the Omnibus regulation also directly affect KPMG’s own business model and services. The delay and downscaling of Wave 2 CSRD reporting, for example, has influenced our hiring plans. We are closely monitoring potential impacts on resource planning to ensure we remain agile in a still scarce talent market.
- AI is becoming a defining factor in how we deliver services and create value. Beyond enhancing ESG-related offerings, AI transforms our approach to data analysis, risk identification, and reporting, and enables new propositions across all service lines. We are investing in advanced technologies forming strategic alliances, and expanding our Technology Advisory services to meet the growing demand of clients for AI-driven solutions. This positions us to help clients unlock opportunities and navigate risks in an increasingly digital and sustainable economy.

Compliance

At KPMG, we adhere to strict standards of compliance and ensure that our services align with local and international regulations. This commitment maintains our reputation as a trusted advisor in the Dutch market. For more information on how we embed regulatory compliance and risk governance, see the “[Overview of our financial, strategic, operational, and compliance risks](#)” table.

Value chain

KPMG’s value chain encompasses a wide range of activities, resources, and relationships, both upstream and downstream from our own operations. First, our services depend on the upstream assets we use to perform our core activities. These include vehicles, buildings, information technology (IT) equipment, and the global KPMG network of resources and services, including advanced IT-infrastructure and expertise in emerging technologies. Our relationships with key suppliers, such as providers of digital tools and equipment, are essential not only for maintaining our high service standards, but also for achieving our sustainability performance targets.

Our downstream value chain includes clients across various industries, who benefit from our firm’s advisory and assurance services; society at large, including citizens, the government, non-governmental organizations, banks and fiscal authorities and future generations, which benefit from the trust we generate through these services; and societal partners and regulatory bodies that represent end-users of our services, with whom we engage actively in order to maintain and improve the quality of our services. Ultimately, this supports our industry and helps our clients to comply with regulatory standards and advance their sustainability practices and reporting.

Stakeholder views and interests

We ensure that stakeholders' interests and views regarding our sustainability matters are incorporated into our strategy and business model. This involves a structured yet dynamic approach to engaging frequently and actively with KPMG's key stakeholder groups, as defined in "[Overview of stakeholder engagement activities](#)."

The engagement process includes regular surveys, one-on-one meetings, participation in sector organizations, workshops, public events, recurring consultations with the Authority for the Financial Markets (AFM), and representation on the boards of professional bodies and standard setters, such as the Royal Netherlands Institute for Chartered Accountants (NBA) and EFRAG. Through our global KPMG network, we also engage with an international group of stakeholders. The feedback and input received from stakeholders are systematically documented and reported, and are actively used to inform our strategic priorities, risk management, and materiality assessments. Outcomes of stakeholder engagement are regularly shared with the Board of Management and incorporated into strategic discussions and decisions.

We also engage with both national and international stakeholder groups. This includes national initiatives such as Anders Reizen, which supports our efforts to reduce GHG emissions from business travel (including commuting) and United Nations (UN) Global Compact NL, which helps us align our practices with the UN Sustainable Development Goals (SDGs) and advance responsible conduct. Internationally, we participate in knowledge-sharing platforms such as the World Business Council for Sustainable Development, which enables us to collaborate on global sustainability challenges, including emission reduction, circular economy, and resilience. Our approach is formally documented in the Stakeholder Engagement Policy of KPMG.

Developments in 2024/2025

Although engagements with affected stakeholders took place in multiple forms during the year, we did not directly engage with external affected stakeholders specifically about the 2024/2025 double materiality assessment (DMA). Instead, external perspectives were considered by subject-matter experts from our Sustainability Advisory department and representatives from Compliance, HR, Procurement, Sales & Marketing, and Finance. Their insights contributed not only to the assessment of material sustainability matters during a workshop and validation session, in which we discussed and validated our material topics, but also to the enhancement of the policies, actions, targets, and metrics reported in this sustainability statement.

Our stakeholder engagement in 2024/2025 also emphasized the importance of the sustainability transition in a tight labor market. For example, as regulatory complexity grows, institutions must attract and invest in developing the right skill profiles. Meanwhile, employee retention and engagement within a safe and productive workplace are crucial conditions for sustainable employment and the achievement of strategic goals. This, therefore, continues to guide developments in our strategy and business model.

Integrating outcomes into our strategy

Not only does our stakeholder engagement inform the identification and assessment of sustainability matters in our DMA, but the outcomes of engagement activities are also embedded in our strategy and business model. The views and interests of affected stakeholders regarding our sustainability-related impacts are communicated regularly to the Board of Management and incorporated in strategic discussions and decision-making. This ensures that our strategy remains responsive to, and closely aligned with, the evolving needs of our stakeholders.



For example, we frequently engage with our own workforce through various channels, such as our Global People Survey (GPS) and pulse surveys, to gather their views on workplace issues. The resulting feedback has recently driven initiatives related to diversity and inclusion, psychological safety, and new career paths. For more information, see “[Own workforce](#)” and “[Consumers and end-users](#)” within the Social topical standard.

Two other important stakeholder groups are our clients and our regulators. We engage with clients on sustainability issues through satisfaction surveys and interviews (as part of our Client Care program) and with regulators through quarterly meetings, feedback sessions, and participation in steering groups or sector events (in order to ensure our firm’s compliance with new and upcoming regulations). The insights gained help us better understand evolving expectations around sustainability and compliance, enabling us to enhance our service offerings through the integration of ESG perspectives and solutions.

Our material IROs

For our 2024/2025 sustainability statement, we used the outcome of the 2023/2024 DMA as a starting point. This decision was primarily driven by the fact that the previous DMA was finalized relatively late in the reporting cycle, and there was no need for a full, bottom-up reassessment. Instead, we opted for a targeted review of the existing analysis, while maintaining compliance with ESRS requirements. We followed the same four steps as used in our original DMA.

We will continue to reassess our sustainability matters on an annual basis, taking into account any regulatory developments, such as the Omnibus package amending the first set of ESRS, that could affect our future reporting obligations.

Double materiality assessment: Four-step process



Step 1: Stakeholder and value chain analysis

We reconfirmed the relevance of our stakeholder groups and value chain, focusing on our core activities in Assurance and Advisory. At the request of the Audit & Risk Committee (ARC), we placed additional emphasis on external stakeholders. In light of the Omnibus package, this analysis was focused on developments at regulatory bodies such as the AFM, the US Public Company Accounting Oversight Board (PCAOB), and NBA. We used sources including the AFM's "Trendzicht" report and the 2025 AFM agenda to inform this step.

Step 2: Identification of potential sustainability matters

Taking the 2023/2024 DMA as a starting point, we did not identify any new potential sustainability matters relevant for 2024/2025. There were also no changes to our organization or environment that warranted updates to this step.

Step 3: Assessment of sustainability matters

In February 2025, the results of the 2023/2024 DMA, together with the mentioned reports, were discussed within the IR project team. The material topics established in 2023/2024 were critically reevaluated, taking into account the impact of socioeconomic, geopolitical, and societal developments. We also considered whether topics from the longlist should be included in the shortlist, and whether new topics should be added based on current insights.

This process resulted in one change: the sustainability topic "Adequate wages" has been removed as a material topic. When the topic was first identified, labor market pressure and wage adequacy were considered significant risks for KPMG. However, recent developments show that these pressures have eased considerably, reducing the relevance and potential impact of this issue on our business and stakeholders. Based on this reassessment, the topic no longer meets the threshold for materiality.

IROs were also reevaluated, with only minor changes to wording in some cases. During the process, due to questions from the ARC and differences in market practice, two topics were discussed in more detail: “Workers in the value chain” and “The disruptive nature of AI.” After extensive discussion, both topics were classified as not material.

Step 4: Validation of outcome

In April, these conclusions were discussed with the Board of Management and the ARC. The Board and ARC reconfirmed the material topics and no changes were made. The sustainability matters identified (see Table 2) are primarily relevant in the short to medium term and are already embedded in our strategy and operations.

Concluding whether a given matter constituted an impact, a risk, or an opportunity was challenging, particularly in the social domain. We found that nearly all our sustainability matters contain elements of impact as well as financial risks or opportunities. We recognize that, in general, mitigating negative impacts can help reduce exposure to financial risks, and that effectively addressing such impacts may also lead to financial opportunities. However, in line with ESRS guidance, our materiality assessment is based on the inherent characteristics of impacts, risks, and opportunities prior to considering any mitigating actions.

Where sustainability matters were deemed to have a material impact, we assessed both the current and anticipated financial effects of its material risks and opportunities on our financial position, performance, and cash flows, noting that we do not always have a complete view of these effects. We anticipate that future stakeholder feedback, peer insights, regulatory developments, and further changes to the ESRS standards may influence the outcome of our DMA in the years ahead.

Disclosures on sustainability matters

As the outcome of our DMA determines the reporting scope and disclosure requirements of KPMG’s sustainability statement, we have included a detailed “[Reference table](#).” This index lists all the ESRS disclosure requirements that we have complied with, along with the corresponding paragraphs where the related disclosures can be found, to ensure clarity and transparency in our reporting.

We determined the material information to be disclosed in our sustainability statement by applying the criteria outlined in ESRS 1 section 3.2. Specifically, we applied paragraph 31 of ESRS 1 in assessing the significance of information and whether it would influence the decision-making needs of users of the sustainability statement.

In addition to ESRS-related sustainability matters, we also report on five entity-specific sustainability matters: Mental health and safety, Employee attraction and retention, (Audit) Quality focus (including AQIs), Impact on sustainability performance in society through our Assurance and Advisory services, and Data security. While not explicitly covered by the ESRS, these are part of our license to operate and critical to our long-term sustainability performance.

After a thorough review of our assets, office locations, and business activities, including desktop research and interviews with internal stakeholders and subject-matter experts, we did not identify any material IROs associated with pollution, water or marine resources, biodiversity, circular economy, or ecosystems. As a result, we do not address the related ESRS requirements in our sustainability statement: Pollution (ESRS E2), Water and Marine Resources (ESRS E3), Biodiversity and Ecosystems (ESRS E4), Resource Use and Circular Economy (ESRS E5), Workers in the Value Chain (ESRS S2), and Affected Communities (ESRS S3).

In the Environmental, Social, and Governance chapters of our sustainability statement, we address the relevant material sustainability matters by grouping them into broader “material themes.”

Results of our DMA review

The results of our DMA review process, described above, are set out in Table 2, which maps our material IROs to the relevant ESRS topical standards.

	Sustainability matter	Type of IRO					IRO description	Value chain	Time horizon
		Impact materiality		Actual / potential	Financial materiality				
		Positive	Negative		Oppty	Risk			
Environment	E1 Climate change								
	Our impact on climate								
	GHG emissions		<div><div></div></div>	Actual			Although we are not heavily involved in high-emission-intensity activities, we acknowledge the negative impact of Scope 1, 2, and 3 GHG emissions – primarily driven by business travel and purchased goods and services, as well as the environmental effects of our buildings and fleet.	<div><div></div></div>	ST, MT, LT
Social	S1 Own workforce related to working conditions								
	Working conditions								
	Employee attraction and retention			Not applicable	<div><div></div></div>		Attracting and retaining employees, as well as developing top talent, offers significant opportunities for our present and future success. It supports our employees to deliver high-quality services to our clients, boosts productivity and innovation, and ultimately leads to long-term financial benefits for our firm.	<div><div></div></div>	ST, MT
	Training and skills development for our own workforce	<div><div></div></div>		Actual			Training and education for our own workforce includes the education programs and resources through which our people can improve their knowledge, abilities, and job performance. This can positively impact individuals by increasing their job satisfaction, earning potential, and employability. impact individuals by increasing their job satisfaction, earning potential, and employability.	<div><div></div></div>	ST, MT
	Well-being and engagement								
	Social dialogue within our own workforce			Not applicable	<div><div></div></div>		Ensuring effective social dialogue with our own workforce on topics such as employee well-being can lead to increased productivity, better working conditions, and increased turnover. This is a material opportunity for us, given our strong focus on employee engagement (i.e., the communication and cooperation between employers and employees).	<div><div></div></div>	ST, MT
	Work-life balance for our own workforce		<div><div></div></div>	Actual			In our high-performance working environment, long working hours, lack of flexibility, or insufficient recovery time can disrupt people's work-life balance and lead to structural impacts on employees, such as increased absenteeism, reduced engagement, and higher staff turnover. These effects can negatively impact both individual well-being and the organization's long-term performance.	<div><div></div></div>	ST, MT
	Mental health and safety for our own workforce		<div><div></div></div>	Actual			Our people operate in a high-performance and dynamic working environment, which, if not properly managed, can lead to psychological strain. Prolonged exposure to pressure may result in stress, anxiety, and even burnout. These mental health challenges can negatively impact employees' ability to function effectively, reduce productivity, and lead to extended periods of absence.	<div><div></div></div>	ST, MT
	Non-discrimination within our own workforce		<div><div></div></div>	Actual			We are committed to reducing all forms of discrimination within our own workforce. We acknowledge that discrimination can contribute to negative impacts for our workforce and we endeavor to ensure fair treatment and opportunities for all our people, regardless of their gender, race, age, or other characteristics.	<div><div></div></div>	ST, MT
	Privacy for our own workforce		<div><div></div></div>	Actual			Privacy is about protecting the personal information and individual rights of our people, including their personal data, online activities, and physical movements. We attach great importance to preventing negative impacts that occur when privacy is not sufficiently protected.	<div><div></div></div>	ST, MT
	Inclusion, diversity, and equity (IDE)								
	Diversity within our own workforce		<div><div></div></div>	Actual			An environment that does not foster IDE can cause negative impacts for our employees. IDE forms an important pillar within our business. We strive to create a psychologically safe environment that is diverse and inclusive, providing equal access to opportunities for all our employees.	<div><div></div></div>	ST, MT
	Gender equality and equal pay for work of equal value for our own workforce		<div><div></div></div>	Actual			We view gender equality and equal pay for work of equal value as pivotal to ensuring that men and women are treated fairly in the workplace in terms of pay, benefits, and opportunities for advancement. We continue to focus on maintaining gender parity in pay and acknowledge failing to do so will negatively impact our employees by promoting inequality and increasing discrimination, leading to less-motivated and more-dissatisfied employees.	<div><div></div></div>	ST, MT
S4 Consumers and end-users									
Impact on society									
	Impact on sustainability performance in society through our Assurance and Advisory services	<div><div></div></div>		Actual	<div><div></div></div>	<div><div></div></div>	We consider it very important to have a positive impact on the acceleration of society's sustainability transformation through our economic activities. The ESG transformation facing our clients presents with significant challenges, and sustainability is becoming an important element in everything we do, for both our advisors and auditors. By addressing this well, we create a positive impact on our clients' sustainability performance and on society. This positions us as a leader in ESG transformation, leading to new business opportunities, better client relationships, and an enhanced reputation. If we fail to address the sustainability transformation properly, we risk being unable to support our clients in their transition, which could be lead to financial risks, reputational damage, and potential legal consequences.	<div><div></div></div>	ST, MT

G1 Governance						
Governance	Corporate culture					
	Corporate culture (including organizational ethics and integrity)			Actual		Our business as an assurance and advisory firm is built on trust, meaning that ethics and integrity are of the utmost importance. We are committed to upholding these principles and having the right measures in place to address issues related to this topic. Our proactive approach enables us to create a positive impact, both in our governance and in our dealings with suppliers and clients. < ■ > ST, MT
	Protection of whistleblowers			Actual		Failure to meet high standards in these areas will result in financial risks, including penalties, legal costs, and reputational damage. Protecting whistleblowers is crucial for fostering a culture of transparency and accountability within our organization. By ensuring that we have the right policies, channels, and processes in place, we create a safe environment for individuals to report any unethical or unlawful practices. < ■ > ST, MT However, there is also a risk if whistleblowers' reports are not handled appropriately: damaging trust, discouraging future reporting, undermining our reputation, and exposing us to regulatory and reputational risks. Ensuring robust whistleblower protection is therefore essential to maintaining trust and mitigating risks.
	Compliance with regulations			Actual		Compliance with regulations is fundamental to maintaining our credibility and upholding our reputation as a trusted professional services organization. By adhering to regulatory requirements, we strengthen our clients' trust in our firm, mitigate legal risks, and ensure sustainable business practices, creating a positive impact on our stakeholders. Compliance is also a risk if we fail to adhere to regulations, as it could expose the organization to penalties due to misinterpretations or lapses. Maintaining robust compliance processes is therefore essential for balancing these benefits and challenges effectively. < ■ > ST, MT
	Audit quality					
	(Audit) Quality focus (including AQIs)			Not applicable		As a leading audit firm, we see the quality of our audit services as part of our license to operate. If not properly maintained, this might lead to a loss of public trust, reputational damage, legal costs, penalties from regulators, and claims from clients. < ■ > ST, MT
	Data security					
	Data security			Not applicable		We deal with significant volumes of (physical and digital) data on a day-to-day basis, including clients' sensitive and confidential information, making data (and cyber) security of paramount importance for us. The risks associated with data breaches or cyber threats could compromise confidential information. This could lead to claims from clients, penalties, and reputational damage. < ■ > ST, MT
ST: short term MT: medium term LT: long term < Upstream applicable > Downstream applicable < Upstream not applicable > Downstream not applicable ■ Own operations applicable						

Table 2

IRO interaction with our strategy and business model

We have thoroughly evaluated the interactions of our sustainability matters with our strategy and business model. In particular, our focus is on enhancing workplace diversity and equity, upholding stringent governance practices, and reducing our environmental footprint.

To deliver our strategy and business model, we prioritize sustainability matters related to our own workforce by embedding them into the core of our operations and culture, as our people are essential to meeting the needs of our clients and society through our services. Negative impacts on our own workforce are mainly related to individuals, and based on the nature of our business, we do not consider these negative impacts to differ across our operations or services. Positive impacts are evident throughout our own operations and are effectively managed through our policies and actions, which support our workforce. Having considered the diversity of our own workforce in our DMA, we do not believe that any particular group within our workforce faces higher risks of negative impacts than others.

We do not yet have a complete view of the current and anticipated financial effects of our sustainability matters. Nevertheless, we consider our strategy and business model to be resilient and well equipped to manage identified risks while capitalizing on opportunities, ensuring sustainable growth over the long-term. We continuously embed the implications of new laws and regulations into our strategy and business model, devoting resources to integrating legal and regulatory changes into our services, and enabling our people to deliver these services accordingly. These efforts contribute to our license to operate.

During the year under review, we maintained our strategic focus and initiatives without the need for substantial revisions to our business model or operational strategies. The sustainability matter “Adequate wages” is no longer considered material for our organization. This adjustment reflects the stability and ongoing relevance of our risk and opportunity landscape.



Environmental information

As a firm committed to sustainable progress, we have a responsibility to help address climate change. We pursue an environmental strategy focused on climate action – including reducing greenhouse gas emissions, improving energy efficiency, and supporting the transition to a low-carbon economy.

02

Climate change

Sustainability matter	Key policies
GHG emissions	Environmental Handbook Travel Policy Procurement Policy
Targets	Key actions
50% reduction in overall GHG emissions by 2029/2030	Installing smart building technology in our remodeled headquarters
EcoVadis Gold/CO ₂ -Prestatieladder level 5 by 2025/2026	Procuring certified green electricity for offices and EV charging
98.5% reduction in Scope 1 emissions by 2029/2030	Introducing a new sustainable procurement policy
100% reduction in Scope 2 market-based emissions by 2029/2030	Completing our ESG Dashboard
26% reduction in Scope 3 emissions by 2030	Gaining better insights into supplier data

Our impact and strategy

At KPMG, we aim to play our part in enabling a more environmentally sustainable future. This starts by reducing our operations’ negative contribution to climate change, which occurs primarily through our energy consumption in buildings, business travel, fuel use by our leased vehicle fleet, and purchased goods and services.

Our commitment to reducing greenhouse gas (GHG) emissions is outlined in the global KPMG Impact Plan, which forms the basis of our Dutch Impact Plan (described in the section “Value created through our Impact Plan” in the management review). We consider this plan our strategy for climate change mitigation, as described below. Decarbonization is critical to limiting the harmful effects of climate change. While we recognize the complexity of this journey, particularly in addressing Scope 3 emissions, we remain focused on quantifying and mitigating the impact of our operations and services. Our approach includes aligning with KPMG International’s science-based targets (SBTs), integrating climate considerations into our decision-making, and helping our clients navigate their own climate-related challenges.

Our DMA reevaluation concluded that GHG emissions continue to be material for KPMG. This section provides an overview of our current impact in this area. It includes forward-looking statements aligned with the ESRS E1 guidelines, outlines our strategy for emission reductions, and encompasses the KPMG Impact Plan, including our related policies, actions, targets, and metrics.

E1 Climate change	Impact materiality		Financial materiality		Value chain
Sustainability matter	Positive	Negative	Opportunity	Risk	
GHG emissions (Scopes 1, 2 and 3)		●			◀ ■ ▶

◀ Upstream applicable ▶ Downstream applicable ◀ Upstream not applicable ▶ Downstream not applicable ■ Own operations applicable

Responsibility for climate action, including the implementation and monitoring of climate-related policies, targets, and actions, lies with our Chief Operating Officer (COO), on behalf of the Board of Management. The Corporate Responsibility team, in collaboration with departments such as Facilities and Procurement, leads the development and execution of these plans. We communicate our climate-related strategies and policies through multiple channels, including our intranet, integrated report, and Impact Plan. Our Impact Plan is reviewed annually and incorporated into our yearly business and financial planning. Progress is measured and reported to our Board of Management every quarter and discussed by the Central Services Leadership Team every six weeks.

We monitor progress toward policy objectives, targets, and action plans through internal control systems and dashboards. We are actively working to improve data collection and quality through automation, enabling more effective monitoring and informed strategic decision-making.

Stakeholders are actively involved in target-setting. This engagement takes place through our annual GPS, consultations with the Young Board Now, and collaboration with subject-matter experts and department leads within representative bodies such as the Central Services Leadership Team, led by our COO.

Strategy for climate change mitigation

The Planet pillar of our Dutch Impact Plan outlines KPMG's commitments and objectives related to climate change. We are not excluded from the European Union (EU) Paris-Aligned Benchmarks and are actively engaged in reducing our carbon emissions.

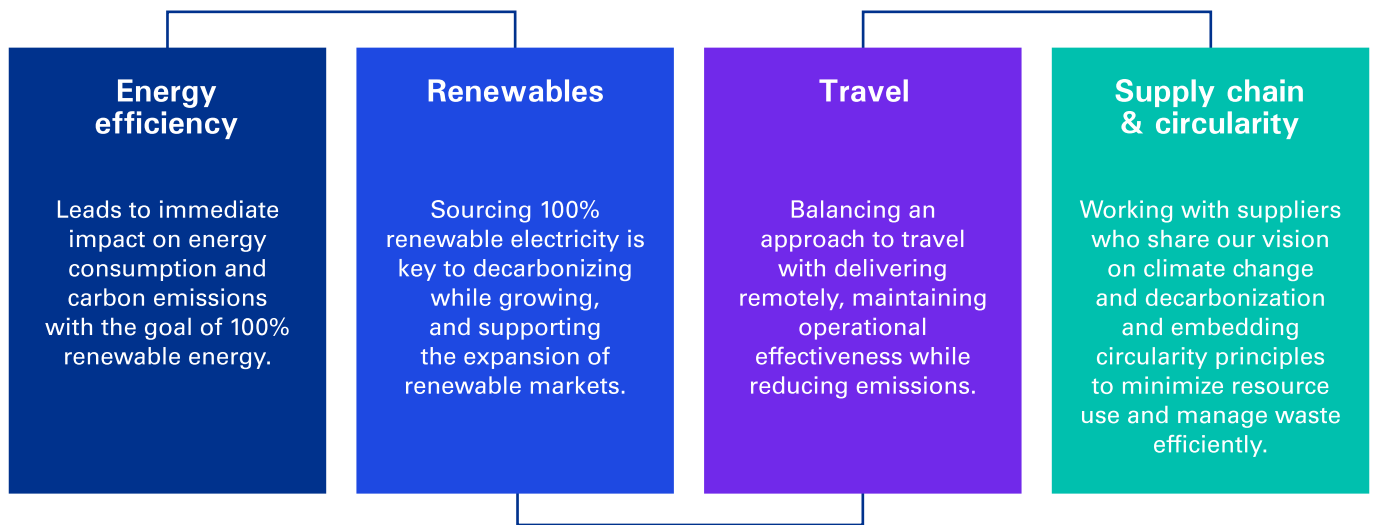
KPMG adheres to KPMG International's commitment to achieving a near-term SBT of reducing GHG emissions by 50% across Scopes 1, 2, and 3 by 2029/2030, relative to a 2018/2019 baseline. This target is aligned with the Paris Agreement goal of limiting global warming to 1.5°C and was validated by the Science Based Targets initiative (SBTi) in 2021. KPMG adopted this target and translated it into scope-specific objectives based on our baseline data. KPMG International formally revalidated this target in 2025.

In 2024/2025, based on KPMG International's SBTi-validated targets, and KPMG International's Climate Transition Plan, we started preparing our own Transition Plan. This plan will support more structured and measurable progress toward our emission reduction goals. While we initially intended to complete this work during this fiscal year, we have chosen to align our approach with that of KPMG International. As a result, we will finalize the plan in 2025/2026, incorporating best practices and insights from across our KPMG International network to ensure a robust and future-proof strategy.

Four decarbonization levers

To reduce our carbon footprint effectively and meet our 2029/2030 reduction target of 50%, we have identified four major sources of GHG emissions that we aim to reduce. Our key actions related to these "decarbonization levers" are described in Our Impact Plan. These actions are not expected to result in changes to our service portfolio or the technologies used in our operations.

The main decarbonization levers in our journey to net zero



Although the four decarbonization levers are identified and qualitatively described above, it is currently not possible to estimate the quantitative contribution of each individual lever to achieving our reduction targets. We aim to further quantify these contributions in future reports as additional data becomes available and our Transition Plan is finalized.

Improving emissions data processing

As part of our ongoing sustainability initiatives, we are implementing a structured automation process to collect primary data on Scope 1, 2, and 3 GHG emissions. This data feeds into our ESG Dashboard, which enhances the accuracy, consistency, and timeliness of our emissions reporting.

By the end of the reporting year, we had made progress in tracking office energy consumption (both natural gas and electricity), including by implementing a day-to-day monitoring mechanism across most KPMG offices. This granular data enables better monitoring and steering of our decarbonization strategy. The insights gained can be used to identify trends, optimize use patterns, and inform future sustainability decisions.

Refining our Scope 3 emissions accounting through improved data accuracy has remained a key focus area this year. While accurate primary data was available for business travel, employee commuting, and IT hardware suppliers in the previous reporting year, our current efforts are focused on improving the quality and granularity of secondary data. We are also working to expand the use of supplier specific and activity-based data for a broader range of purchased goods and services. At present, other purchases than IT hardware are still accounted for using a spend-based methodology, which we are actively refining to improve its reliability.

Climate scenario modeling and risk assessment

KPMG International has conducted a climate risk assessment with quantitative scenario modeling using 1.5°C- and 4°C-scenario pathways, representing a Paris-aligned trajectory and a business-as-usual baseline, respectively. However, none of the physical risks identified are considered material for our firm.

Furthermore, in 2024/2025, KPMG International initiated a climate risk assessment project in collaboration with member firms, including our active participation. This project involves quantitative scenario analysis aligned with the requirements of the CSRD, with the final outcomes expected to be completed by the end of 2025/2026.

Our primary transition risks and opportunities stem from the anticipated shifts in sector growth and contraction across the industries served by KPMG member firms. Given our multidisciplinary model and diverse geographic and sector exposure, we consider these transition risks unlikely to materially affect our business model or overall revenue goals. Our primary opportunities stem from our role in supporting our clients with their transition; this is explained in more detail in the “[Consumers and end-users](#)” chapter.

Key policies and actions

Policy name	Key contents
Environmental Handbook	This contains KPMG’s environmental policy plan and describes our Environmental Management System, governance structure, and audit process. It sets environmental objectives until 2030 and tracks interim progress.
Travel Policy	This policy mandates rail or car travel for journeys under 700 km or eight hours. Business class bookings are only permitted for flights longer than six hours.
Procurement Policy	In 2025/2026, our Procurement Policy will incorporate the target of 26% emissions reduction for purchased goods and services, which will apply through 2029/2030. The policy already includes a Supplier Code of Conduct with principles for ethical, lawful, and sustainable practices, as well as a tailored Supplier Engagement Strategy with ESG clauses. All suppliers are expected to adhere to the Code and continuously improve; corrective actions apply in case of non-compliance.

With emission reduction targets in place (see section “Metrics, targets, and performance”), we have implemented policies and action plans to achieve them. Our three key policies are aligned to the decarbonization levers described above. These policies apply across our three business lines – Assurance, Advisory, and Central Services – and were developed through engagement with key stakeholders.

Each policy defines the critical actions we are taking to meet our targets. In 2024/2025, we updated both the Environmental Handbook and our Supplier Code of Conduct, to include more concrete actions and a clearer reduction pathway to meet our 2029/2030 targets.

In executing the Environmental Handbook, we use our Environmental Management System as a framework. Updated on a rolling basis, it translates our environmental approach into concrete actions and key performance indicators (KPIs), ensuring that our ambitions are operationalized and monitored effectively. As well as supporting the implementation of actions from the handbook, it enables preventive and corrective measures where needed. This provides structured insights into our environmental impact and how we aim to reduce it. The handbook and management system also respond to stakeholder requests for more concrete evidence of our environmental commitments. KPMG’s ISO 14001 certification and the CO₂ Performance Ladder certification serve as a foundation for continuous improvement in how we measure and manage our climate targets.

During the year, we took action to mitigate climate change across our four decarbonization levers, as described on the next page. These actions are embedded in our annual business cycle and are revisited every year. The resources allocated to these actions are primarily OpEx, related to sustainable procurement and facility decisions. These costs are not considered significant, as they are integrated into our regular operating budgets and do not require material capital expenditure (CapEx). As such, no significant investments are needed to implement our climate-related initiatives.

Lever 1: Energy efficiency

Beyond renewable energy use, our environmental policy also prioritizes energy efficiency in our buildings. During the ongoing remodeling of our Amstelveen headquarters, we are implementing smart building technologies, including occupancy sensors, to reduce our annual energy consumption. These initiatives are aligned with our commitment to continuous improvement and are supported by the ESG Dashboard, which enhances our ability to track emissions and energy use in real time.

Lever 2: Renewable energy

Our renewable energy actions focus primarily on electricity consumption in our buildings and by our Electric Vehicle (EV) fleet, including purchasing Energy Attributes Certificates (EACs). As part of our broader decarbonization strategy, we also acquired Dutch-certified EACs in 2024/2025 to green the electricity used to charge our EV fleet. This complements our commitment to phasing out fossil-powered lease cars by 2029/2030. To support our renewable energy goals, we have tightened the requirements for office building owners during contract renewals and are now mandating the use of sustainably sourced energy and higher energy-label standards.

Lever 3: Sustainable mobility

After purchased goods and services, business travel – especially air travel – is our second-largest source of emissions, accounting for approximately 15% of KPMG's total footprint.

Our Impact Plan and Travel Policy outline actions to reduce emissions from mobility and promote sustainable travel practices. These include mandatory rail or car travel for journeys under 700 km, rules on business class bookings, and the promotion of video conferencing as the default for meetings. In 2024/2025, we also launched an internal awareness campaign to communicate our emission targets and the impacts of different travel behaviors, encouraging more sustainable decision-making around business travel.

For business travel by car, our sustainable mobility approach includes phasing out fossil-powered lease cars. As of 2024/2025, only electric lease cars are offered, and we expect our entire lease fleet will be electric by 2027/2028, two years ahead of our target.

Reducing air travel remains a challenge due to the growing demand from clients for in-person meetings. To stimulate reductions in air travel emissions, KPMG uses an Internal Carbon Pricing (ICP) mechanism. In 2024/2025, we began implementing ICP as a "shadow price," meaning that while emissions from flights are tracked and priced internally, the cost is not yet reflected in profit-and-loss statements. The application of the "polluter pays" principle has been approved for implementation in 2025/2026. When flying is necessary, we encourage our people to book economy class or premium economy over business class, which can reduce emissions by 30%-60% per trip.

Lever 4: Sustainable supply chain and circularity

We recognize that ongoing and proactive engagement with our suppliers is critical to achieving our decarbonization ambitions. Purchased goods and services represent a significant portion of our Scope 3 emissions and are a key focus in our emission-reduction plan.

In 2024/2025, we launched a Procurement Framework to accelerate sustainability improvements in Scope 3. ESG criteria are now embedded in all large project requests for proposal (RFPs), influencing decisions involving more than EUR 45 million in spend (55% of our total). We introduced a supplier segmentation model to assess the level of ESG impact and a supplier engagement framework to guide procurement teams in meaningful interactions. Our new [Supplier Code of Conduct](#), containing clear sustainability requirements, has been signed by approximately 71% of suppliers in new contracts.

We also developed a category-specific approach to ESG contract clauses and provided procurement staff with targeted training on sustainability fundamentals and how to use the new clauses.

To further drive change, we created an early engagement loop between Procurement and Corporate Responsibility, increasing awareness of upcoming large projects. The aim is to drive behavioral change and embed a sustainability mindset in everything we do.

Metrics, targets, and performance

Our GHG emissions are reported for the financial year running from October 1, 2024, to September 30, 2025. They are calculated according to the calculation methodology of the GHG Protocol and aligned with the ESRS guidelines on emissions reporting. Emissions cover the entire KPMG organization, including our Assurance, Advisory, and Central Services business lines.^[1]

We use 2018/2019, the last full financial year before the COVID-19 pandemic, as our baseline year, as it represents a realistic and stable starting point. This baseline is representative in terms of the activities covered and the influences from external factors. The 2018/2019 year reflects our normal business operations prior to the significant disruptions caused by the pandemic, ensuring comparability and reliability of our emissions data over time. These baseline values are reported in Table 5.

KPMG has a near-term SBT of 50% gross decarbonization across all scopes by 2029/2030, compared to our 2018/2019 baseline. Our COO approved this target on behalf of the Board of Management. We are currently developing our Transition Plan as part of our commitment to long-term climate action in alignment with KPMG International. This strategic alignment allows us to incorporate best practices and insights from across our global network. As a result, we will finalize the plan in 2025/2026, ensuring it provides a solid foundation for structured, measurable, and long-term-oriented progress. In addition, KPMG International is assessing the feasibility of a long-term decarbonization target for 2049/2050 as part of its net-zero ambition.

In 2024/2025, we introduced year-on-year targets within our Environmental Management System for the first time. These apply to Scope 1 and 2 emissions as well as to Scope 3 emissions related to business travel. Our current focus is on improving the related data, which will further inform our Scope 3 strategy. Compared to last year, we transitioned from static spreadsheet-based reporting to a newly developed ESG Dashboard that enables more dynamic, partially automated tracking of emissions data across internal and external sources. Tables 3 and 4 show the Scope 1 and 2 emission streams and Scope 3 emission categories that are material for our reporting ([see the appendices](#) to the sustainability statement for details of the non-applicable categories).

Scope	Category	Primary source for KPMG N.V.
Scope 1 ¹	Stationary combustion	Natural gas used at our rented KPMG N.V. offices in the Netherlands
	Mobile combustion	Fuels used by our leased cars
Scope 2	Location-based ²	Energy used at our rented KPMG offices in the Netherlands and by our leased electric cars
	Market-based ³	
	Vehicle related	

¹ Fugitive emissions: Our building cooling systems contribute to a minor amount of fugitive emissions. As this area is not material and data availability is limited, it is not the focus of our emission reduction policy and was therefore not included in our emissions reporting.

² Location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data).

³ Market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy, bundled with attributes related to the energy generation, or for unbundled attribute claims.

Table 3

¹ Unless stated otherwise. Note that emissions from KPMG International employees working in the Netherlands are excluded from these figures, as KPMG exercises financial control but not operational control over these individuals. These emissions are deemed immaterial to the total GHG footprint.

Scope	Category	Primary source for KPMG N.V.	Calculation methodology	Value chain relevance
Scope 3	Category 1 – Purchased goods and services	Goods and services purchased through the Procurement department Product carbon footprint analysis for our IT devices; spend data analysis for all other categories	Spend-based method Average data method	Upstream
	Category 3 – Fuel and energy-related activities	Upstream emissions (before combustion) of the fuel consumed in Scope 1 and 2	Average data method	Upstream
	Category 5 – Waste generated in operations	Waste generated in our rented KPMG offices in the Netherlands	Supplier specific method	Own operations
	Category 6 – Business travel	Business-related travel made by KPMG employees by air, rail, or road	Average data method	Own operations
	Category 7 – Employee commuting	Travel undertaken by employees between their homes and KPMG offices	Average data method	Own operations

Table 4

All emission-reduction targets are reported as absolute values, expressed as a percentage of base-year emissions. Targets per emission scope are detailed in Table 5. All targets are gross, as we do not engage in any GHG removals or carbon-credit trading, nor do we contribute to avoided emissions.

Table 5 presents our emission-reduction performance per emission stream/category in 2024/2025, compared to the previous year and our baseline year.

Gross Scope 1,2 and 3 emissions (tCO ₂ e)	Retrospective				Milestones and target year	
	Base year 2018/2019	2024/2025	2023/2024	2023/2024 vs 2024/2025	Baseline 2019/2020 vs 2024/2025	Target year
Scope 1 GHG emissions						
Gross Scope 1 GHG emissions (tCO ₂ e)	8,532	1,333	2,110	-37%	-84%	-98.5%
Scope 2 GHG emissions						
Gross location-based Scope 2 GHG emissions (tCO ₂ e)	1,888	3,827	3,071	25%	103%	N/A
Gross market-based Scope 2 GHG emissions (tCO ₂ e)	2,282	0	2,884	-100%	-100%	100%
Scope 3 GHG emissions						
Total gross indirect (Scope 3) GHG emissions (tCO ₂ e)	22,990	28,885	29,431	-2%	26%	-26% ¹
Category 1. Purchased goods and services	14,318	22,069	21,345	3%	54%	N/A
End-user IT devices	161	824	1,325	-38%	412%	
Other commodities and services	14,157	21,245	20,020	6%	50%	
Category 3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	2,357	1,220	1,688	-28%	-48%	N/A
Category 5. Waste generated in operations	4	3	3	0%	-25%	N/A
Category 6. Business travel ²	6,228	4,253	6,191	-31%	-32%	
Category 7. Employee commuting ²	203	1,340	204	557%	560%	
Total GHG emissions (location-based) (tCO₂e)	33,410	34,045	34,613	-2%	2%	N/A
Total GHG emissions (market-based) (tCO₂e)	34,351	30,218	34,426	-12%	-12%	-50%

¹ The disclosed Scope 3 emission reduction target is provisional and aligned with our commitment to achieving a 50% reduction in gross emissions reduction. As of June 2025, new Defra emission factors are taken into account, resulting in lower emissions per km of air travel as of Q4 of 2024/2025.

² Due to data quality improvements, we are now better able to distinguish business travel emissions from employee commuting emissions. This has resulted in a shift of emissions previously allocated to business travel to employee commuting.

Table 5

The SBTi target requires a 4.2% reduction in gross Scope 1, 2, and 3 emissions every year between 2018/2019 and 2029/2030. We did not meet this target in 2024/2025, recording instead a 2% market-based decrease compared to 2023/2024. This highlights the challenges of decarbonization and the need for further concrete action in the years ahead.

GHG intensity per net revenue	2024/2025	% (2024/2025)/ (2023/2024)	2023/2024
Total GHG emissions (location-based) per net revenue (tCO ₂ eq/ EUR 1,000)	0.0420	94%	0.0449
Total GHG emissions (market-based) per net revenue (tCO ₂ eq/ EUR 1,000)	0.0373	83%	0.0447

Table 6

Based on net revenue of EUR 810 million, our GHG intensity data confirm that our measures remain effective despite continued business growth. In 2024/2025, we achieved a reduction in emission intensity compared to the previous year. While Scope 2 location-based emissions decreased to 94%, Scope 2 market-based emissions decreased to 83%, demonstrating that our transition to renewable energy and electrification continues to deliver substantial progress toward our decarbonization targets.

Scope 1 and 2 performance

By the end of 2024/2025, compared to our 2018/2019 baseline, we had reduced Scope 1 emissions by approximately 84% (from 8,532 tCO₂e to 1,333 tCO₂e) and Scope 2 market-based emissions by 100% (from 2,828 tCO₂e to 0 tCO₂e). This amounts to a 90% decrease in Scope 1 and 2 emissions compared to our 2018/2019 baseline.

This significant progress is primarily driven by the phase-out of fossil-fueled lease cars, with 88% of our fleet now electric compared to just 9% in 2018/2019. The transition to electric vehicles has led to a 59% increase in electricity consumption compared to last year, mainly due to EV charging, which raised Scope 2 location-based emissions. However, this impact was fully offset by sourcing 100% renewable electricity for both our offices and vehicle fleet through EACs, resulting in zero Scope 2 market-based emissions.

Additional measures, such as implementing smart building technologies during the remodeling of our Amstelveen office and purchasing EACs, have further supported our decarbonization efforts. We have already achieved our strategic target of 100% renewable energy use well ahead of the 2029/2030 deadline. In 2024/2025, renewable electricity use in our offices reached 100%, up from 97.2% in the previous year, underscoring our commitment to certified green energy sourcing and compliance with ESRS requirements.

Scope 3 performance

Business growth in recent years has resulted in higher Scope 3 emissions, primarily attributable to higher spending on purchased goods and services. Since these emissions are calculated using a spend-base approach, they rise in line with spending. Additionally, we refined the allocation of emissions by refining the spend-based data distribution, ensuring a more accurate representation of emissions across expenditure categories. Despite this increase in purchased goods and services, overall scope 3 emissions have slightly decreased (1.9%) from 29,431 tCO₂e in 2023/2024 to 28,885 in 2024/2025 due to reductions in other categories and methodological improvements.

For business travel, emissions are mainly driven by air travel. Air travel emissions decreased from 5,419 tCO₂e in 2018/2019 to 4,053 tCO₂e in 2024/2025 representing a reduction of 25.2%. This reduction is due to improved data quality and tracking, which resulted in an allocation of emissions from business travel to commuting and provided a more accurate representation, as well as updated emission factors that lowered emissions per flight. This reclassification reflects more accurate reporting and contributes to the overall decline in business travel emissions. Air travel in particular showed a decrease compared to the base year, largely due to the June 2025 update of emission factors set by the UK Department for Energy Security and Net Zero. In addition, there has been a shift toward lower service classes, such as economy and premium economy, which can reduce emissions per trip by approximately 30%–60%.

Our target is to reduce our Scope 3 emissions by 26% by 2029/2030 compared with 2018/2019, equivalent to just over 2% per year. While the updated emission factors have mitigated what would have been a sharper increase under previous factors, overall emissions are still rising rather than declining. We are therefore not yet on track. However, we expect the development of our Transition Plan and the implementation of targeted policy updates to accelerate progress. These actions lay the foundation for achieving our 2029/2030 target.

EcoVadis Gold Medal

We met our target of achieving an EcoVadis Gold Medal in 2024/2025, an improvement on last year's Silver. EcoVadis is a globally recognized platform that assesses companies on their management of environmental, social, and ethical criteria, with Gold awarded to organizations that rank in the top 5% of all companies assessed worldwide. This demonstrates our progress in integrating sustainability into our operations and confirms our position as a reliable partner for clients with high ESG standards.

Validation of GHG emissions metrics

Gross Scope 1, 2, and 3 GHG emissions, as well as total GHG emissions, are measured in accordance with the GHG Protocol. These metrics are validated by an external party that is independent of the assurance provider of our sustainability statement; namely, DEKA, a CO₂-Prestatie Ladder-certified organization. At level 3 (our current certification level), DEKA's audit includes Scope 1 and Scope 2 emissions, as well as business travel emissions. Starting from December 2025, emissions from purchased goods and services will also be included. DEKA's validation is separate from the limited assurance provided by PwC, which also includes Scope 3 emissions as part of its assurance scope.

EU Taxonomy assessment

We have assessed our business operations against the EU Taxonomy and the economic activities outlined in the Delegated Acts to Regulation 2020/852 of June 18, 2020 (the "EU Taxonomy Regulation"). As the core business activities of KPMG are currently not covered by the EU Taxonomy, we identified only a limited number of eligible activities, none of which are currently aligned. This chapter provides a detailed overview of our assessment and outlines our perspective on the next steps.

Eligible activities

We screened KPMG's internal financial reporting, the activity descriptions in the annexes to the Delegated Acts, and our peers' EU Taxonomy disclosures to identify eligible activities. We also validated the identified turnover-generating activities through interviews with engagement leaders.

For 2024/2025, the following eligible economic activities were identified:

EO	Economic activity	Corresponding KPMG N.V. activity	Relevant KPI
CCM	6.5 Transport by motorbikes, passenger cars, and light commercial vehicles	Leasing of passenger cars under IFRS16	CapEx, OpEx*
CCM	7.3 Installation, maintenance, and repair of energy efficiency equipment	Remodelling the Amstelveen office	CapEx
CCM	7.4 Installation, maintenance, and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	Maintenance cost of EV charging stations	OpEx*
CCM	7.7 Acquisition and ownership of buildings	Leasing of office buildings under IFRS16	CapEx, OpEx*
CCM	8.2 Data-driven solutions for GHG emissions reductions	Consulting services	Turnover
CCM	9.1 Close to market research, development, and innovation	Consulting services	Turnover
CCA	9.3 Consultancy for physical climate risk management and adaptation	Consulting services	Turnover
CE	1.2. Manufacture of electrical and electronic equipment	Purchase of computer equipment (primarily laptops)	CapEx, OpEx*
CE	4.1 Provision of IT/OT data-driven solutions	Consulting services	Turnover

* OpEx KPI not reported; assessed as not material for the business model.

Table 7

KPMG is also involved in education activities defined under activity CCA 11.1; however, this does not result in the recognition of turnover, CapEx, or OpEx in accordance with the EU Taxonomy definition. Training provided for clients on (upcoming) ESG regulation is often not a separate performance obligation, but rather part of a broader project.

Alignment assessment

For eligible activities, KPMG has assessed the relevant technical screening criteria. Activities that are not material and for which we were unable to ascertain compliance with the technical screening criteria due to a lack of data or evidence are reported as eligible without further assessment for alignment.

Activity CCM 6.5 Transport by motorbikes, passenger cars, and light commercial vehicles

Employees of KPMG can lease passenger cars. Due to the number of vehicles and range of manufacturers in our fleet, we have engaged with our lessors to obtain relevant data for the alignment assessment, particularly regarding reuse and recyclability criteria, as well as the rolling noise requirements. As we were unable to obtain all necessary data to conclude on alignment, all additions in 2024/2025 are reported as eligible but not aligned.

Activity CCM 7.3 Installation, maintenance, and repair of energy efficiency equipment

While KPMG does not perform any direct operational activities under this category, we invest in energy-efficient equipment, such as lighting and HVAC systems, through our leased office spaces. These investments contribute to climate change mitigation objectives.

Due to the nature of KPMG's business and the fact that third-party lessors typically manage installations, we were unable to obtain sufficient supporting evidence that the equipment meets the technical screening criteria, such as classification in the two highest-populated energy-efficiency classes under EU regulations. As a result, the alignment criteria have not been met, and the activity is reported as eligible but not aligned.

Activity CCM 7.7 Acquisition and ownership of buildings

KPMG N.V. leases a limited number of buildings in the Netherlands. In 2024/2025, additional square meters were leased in Eindhoven (291m², energy label A++) as of February 1 and Maastricht (701m², energy label A) as of September 1. In Amstelveen, we signed a contract for 18 months for 1,080m² (energy label A2). These additions for the lease of these office buildings and extra floors amounts to 600,000 EUR. All buildings have an EPC label A or higher. However, KPMG has not yet conducted its own climate risk and vulnerability assessment, nor assessed the physical climate risks for these buildings. Therefore, these additions are reported as eligible but not aligned.

Activity CE 1.2 Manufacture of electrical and electronic equipment

KPMG purchases computer equipment (primarily laptops), the manufacturing of which is a Taxonomy-eligible activity. The assessment of alignment of activities in the Environmental Delegated Act is not yet a requirement for the reporting period and is therefore reported as eligible but not aligned.

Minimum safeguards

Compliance with minimum safeguards is a prerequisite for alignment, ensuring that economic activities beneficial to the environment do not have an adverse social and governance impact. KPMG is still in the process of assessing compliance with the minimum safeguards. For more information on the topics of anti-corruption and anti-bribery, human rights policy commitments, board diversity, and equal pay, see the relevant sections of this sustainability statement.

Key performance indicators

KPI	Numerator	Denominator
Turnover	Revenue from eligible and aligned products and services. Revenue is allocated to eligible and aligned activities based on the time and expenses charged to clients for the work performed on a specific activity.	Total revenue in accordance with note 5 to the financial statements .
CapEx	Total CapEx for eligible and aligned assets, including those: <ul style="list-style-type: none"> related to assets or processes associated with Taxonomy-aligned activities, that are part of a credible plan to expand or reach environmental sustainability (CapEx plan); and related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low carbon or to lead to greenhouse gas reductions. Expenses are allocated based on the nature of the asset for which the expense is made and the related economic activity in the EU Taxonomy.	Total CapEx for: <ul style="list-style-type: none"> investments in property, plant, and equipment (including right-of-use assets), see note 15 to the financial statements; and investments in intangible assets (excluding goodwill), see note 14 to the financial statements.
OpEx	Total OpEx for activities: <ul style="list-style-type: none"> related to assets or processes associated with Taxonomy-aligned economic activities, that are part of a credible plan to expand or reach environmental sustainability (CapEx plan); and related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low carbon or to lead to greenhouse gas reductions. Expenses are allocated based on the nature of the activity for which the expense is made and the related economic activity in the EU Taxonomy.	Total OpEx for: <ul style="list-style-type: none"> non-capitalized costs related to research and development; building renovation measures; short-term leases; maintenance and repair; and other direct expenses related to the day-to-day servicing of property, plant, and equipment that are necessary to ensure the continued and effective functioning of such assets.

Table 8

The financial information used to calculate these metrics is sourced from KPMG's accounting system and excludes intercompany transactions. Where applicable, to avoid double counting in the KPIs, amounts related to economic activities contributing to multiple environmental objectives have been allocated to the most relevant EO (as indicated in bold in the KPI tables).

Contextual information

This chapter reports on the EU Taxonomy Key Performance Indicators (KPIs) for KPMG for the financial year 2024/2025. Comparative figures are presented for 2023/2024, the first year of EU Taxonomy reporting.

Turnover from eligible activities remains limited, as, for example, sustainability advisory expertise used in assurance services is currently not considered eligible. Future amendments to the EU Taxonomy might result in the inclusion of low environmental impact activities, such as professional services provided by auditors.

CapEx, which includes an amount of zero related to acquisitions through business combinations, is broken down as follows.

Eligible CapEx 2024/2025	Additions to computers and communication equipment	Additions to lease cars (right-of-use)	Additions to buildings (right-of-use)	Additions to buildings (owned)
CCM 6.5		EUR 23,550	EUR 42	EUR -
CCM 7.7			EUR 600	EUR -
CE 1.2	EUR 3,103	EUR -	EUR -	EUR -

Table 9

OpEx, in accordance with the EU Taxonomy definition, is calculated and considered not material for our business model. The denominator for 2024/2025 amounts to EUR 9.6 million, which is 1.4% of KPMG's total OpEx, and mainly relates to research and development. As the reporting exemption is applied, the OpEx numerator in the KPI tables is reported as nil.

We have not issued environmentally sustainable bonds or debt securities for the purpose of financing Taxonomy-aligned activities.

Activities related to nuclear energy and fossil gas

Activities related to nuclear energy	
1 The undertaking carries out, funds, or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2 The undertaking carries out, funds, or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3 The undertaking carries out, funds, or has exposures to the safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
Activities related to fossil gas	
4 The undertaking carries out, funds, or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5 The undertaking carries out, funds, or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6 The undertaking carries out, funds, or has exposures to construction, refurbishment, and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

Table 10

Evolution of alignment

KPMG has not yet set any targets regarding EU Taxonomy alignment and currently does not have a Taxonomy CapEx plan in place according to the definition in the Disclosures Delegated Act. As the assets are primarily leased rather than owned by KPMG, the alignment percentage is not expected to change significantly in the short and medium term compared to 2024/2025. However, we will continue to engage with our lessors and assess the relevance of obtaining the necessary data to evaluate alignment. The technical screening criteria will also be considered in future investments in buildings.

Turnover, CapEx, and OpEx

The EU Taxonomy datapoint disclosures are as follows.

KPI: Turnover

Financial year 2024/2025	2024/2025			Substantial contribution criteria						Do-no-significant-harm criteria						Minimum safeguards	Proportion of Taxonomy-aligned (A.1.)or -eligible (A.2.) turnover, 2023/2024 (18)	Category enabling activity	Category transitional activity
Economic activities	Code(s)	Turnover	Proportion of turnover	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity				
		EUR 1,000	%	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. Taxonomy-eligible activities																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy aligned) (A.1)		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0.0%	E	
Of which enabling		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0.0%		
Of which transitional		0	0.0%	0.0%	0.0%						N	N	N	N	N	N	0.0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								0.0%		
Data-driven solutions for GHG emission reduction	CCM 8.2	235	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL										
Close to market research, development and innovation	CCM 9.1	1,186	0.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL										
Engineering activities and related technical consultancy dedicated to adaptation to climate change	CCA 9.1	26	0.0%	N/EL	EL	N/EL	N/EL	N/EL	N/EL										
Consultancy for physical climate risk management and adaptation	CCA 9.3	43	0.0%	N/EL	EL	N/EL	N/EL	N/EL	N/EL										
Provision of IT/OT data-driven solutions	CE 4.1	70	0.0%	N/EL	N/EL	N/EL	N/EL	EL	N/EL										
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		1,560	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%										0.2%
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		1,560	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%										
B. Taxonomy-non-eligible activities																			
Turnover of Taxonomy-non-eligible activities (B)		808,384	99.8%																
Total (A+B)		809,944	100%																

	Proportion of turnover / Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0%	0.0%
CCA	0.0%	0.2%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

Table 11

KPI: CapEx

Financial year 2024/2025	2024/2025			Substantial contribution criteria						Do-no-significant-harm criteria						Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, 2023/2024 (18)	Category enabling activity	Category transitional activity
Economic activities	Code(s)	Turnover	Proportion of turnover	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity				
		EUR 1,000	%	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T

A. Taxonomy-eligible activities

A.1 Environmentally sustainable activities (Taxonomy-aligned)

CapEx of environmentally sustainable activities (Taxonomy aligned) (A.1)		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0.0%		
Of which enabling		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0.0%	E	
Of which transitional		0	0.0%	0.0%						N	N	N	N	N	N	N	0.0%		T

A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)

				EL;N/EL	EL;N/EL	EL;N/EL	EL;N/EL	EL;N/EL	EL;N/EL										
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	23,550	65,6%	EL	N/EL	N/EL	N/EL	N/EL	N/EL										
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL										
Acquisition and ownership of buildings	CCM 7.7	600	1.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL										
Manufacture of electrical and electronic equipment	CE1.2	3,103	8.6%	N/EL	EL	N/EL	N/EL	N/EL	N/EL										
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		27,253	75.9%	65.6%	0.0%	0.0%	0.0%	8.6%	0.0%										
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		27,253	75.9%	65.6%	0.0%	0.0%	0.0%	8.6%	0.0%										

B. Taxonomy-non-eligible activities

CapEx of Taxonomy-non-eligible activities (B)	8,663	24.1%
Total (A+B)	35,916	100%

Proportion of CapEx / Total CapEx		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0%	65.6%
CCA	0.0%	0.0%
WTR	0.0%	1.7%
CE	0.0%	8.6%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

Table 12

KPI: OpEx

Financial year 2024/2025	2024/2025			Substantial contribution criteria						Do-no-significant-harm criteria						Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or -eligible (A.2.) turnover, 2023/2024 (18)	Category enabling activity	Category transitional activity	
Economic activities	Code(s)	Turnover	Proportion of turnover	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity					
		EUR 1,000	%	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y;N;N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T	
A. Taxonomy-eligible activities																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
OpEx of environmentally sustainable activities (Taxonomy aligned) (A.1)		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0.0%			
Of which enabling		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0.0%	E		
Of which transitional		0	0.0%	0.0%	0.0%						N	N	N	N	N	N	0.0%		T	
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
				EL;N/EL	EL;N/EL	EL;N/EL	EL;N/EL	EL;N/EL	EL;N/EL											
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%			
Installation, maintenance and repair of charging stations for electric vehicles in buidlings (and parking spaces attached to buildings)	CCM 7.4	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%			
Acquisition and ownership of buildings	CCM 7.7	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%			
Manufacture of electrical and electronic equipment	CE 1.2	0	0.0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%			
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%			
A. OpEx of Taxonomy-eligible activities (A.1+A.2)		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%			
B. Taxonomy-non-eligible activities																				
OpEx of Taxonomy-non-eligible activities (B)		9,567	100%																	
Total (A+B)		9,567	100%																	

	Proportion of OpEx / Total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0%	0.0%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

Table 13



Social information

Social sustainability lies at the heart of our business and defines who we are as a firm, with our commitment to society built into KPMG's strategy. Through our services, we contribute to a healthy economy and society, supporting trust in institutions and markets and guiding clients through the disruptive transformations of today and tomorrow. This includes the sustainability transition, with ESG solutions having been embedded in our offerings for more than 30 years.

03

Own workforce

Themes

Working conditions

Well-being and engagement

Inclusion, diversity, and equity

Our impact and strategy

Only through our people can we live our promise: to inspire confidence and empower change. Driven by this promise, we work to deliver the highest-quality services to our clients, led by five values – Integrity, Excellence, Courage, Together, For Better – that define our expectations of one another and, above all, of ourselves. We are committed to integrating these values into our day-to-day work at KPMG and to creating a psychologically safe workplace where our people feel included and are encouraged to ask questions, experiment, and learn.

We also recognize that, to uphold high quality standards and to attract and retain professionals, we must pay continuous attention to the challenges they face and provide appropriate support. Our people work hard to deliver high-quality services, and we acknowledge that tensions may arise between the expectations inherent in our high-performance culture and the need to minimize negative impacts on our workforce.

Our workforce is also affected by external factors such as the growth of AI and the proposed Omnibus changes to EU reporting requirements. We therefore face changes in the way we work, as well as an increasing need to build resilience to protect the well-being of our people, both on a day-to-day basis and in the long term. The positive and negative impacts we have on our workforce, as well as the risks we face if we do not nurture, support, and inspire our people, are central to our sustainability and business performance. How we care for our people shapes our culture. We aim to foster a safe and inclusive environment that encourages innovation and has a positive impact on both our clients and society.

Managing our workforce-related sustainability matters is therefore a top priority for our firm. We have dedicated teams and structures in place for key areas such as Culture, Diversity, Equity & Inclusion, Well-being, and Learning & Development. These teams are key drivers behind fostering our culture and values as well as the well-being and development of our professionals.

In this section, we outline the key policies, actions, metrics, and targets we use to manage material impacts, risks, and opportunities (IROs) and mitigate any adverse effects related to our own workforce. We have grouped our 9 material matters under three themes: working conditions, well-being and engagement, and inclusion, diversity, and equity (IDE). For more information on these sustainability matters, see Table 2 in [“Results of our DMA review”](#) in the General information chapter.

S1 Own workforce	Impact materiality		Financial materiality		Value chain
Emission category	Positive	Negative	Opportunity	Risk	
Working conditions					
• Employee attraction and retention			●		◀ ■ ▶
• Training and education	●				◀ ■ ▶
Well-being and engagement					
• Social dialogue			●		◀ ■ ▶
• Work-life balance		●			◀ ■ ▶
• Mental health and safety		●			◀ ■ ▶
• Privacy		●			◀ ■ ▶
• Non-discrimination		●			◀ ■ ▶
Inclusion, diversity, and equity					
• Diversity (inclusion)		●			◀ ■ ▶
• Gender equality and equal pay for work with equal value		●			◀ ■ ▶

◀ Upstream applicable ▶ Downstream applicable ◀ Upstream not applicable ▶ Downstream not applicable ■ Own operations applicable

Our own workforce includes professionals working for us under permanent or fixed-term employment contracts, including non-equity partners and inbound expats. Non-employees are professionals otherwise affiliated with KPMG, such as equity partners, contractors, offshore resources, and interns.

Overarching approach

Our policies are designed to address potential negative impacts and risks while providing a framework that supports our people in developing their talents and reaching their full potential. Details of policies for managing specific material IROs can be found in the relevant thematic section below. All policies are available on our intranet, where any significant updates are also announced.

We have also defined key metrics and targets to measure our performance. These targets enable us to proactively monitor progress, address areas of concern, and steer actions aimed at driving continuous improvement. Relevant metrics and targets for each sub-topic are disclosed in the thematic sections on the next pages.

Human rights

Human rights impacts across the global KPMG network are monitored as part of our Global Quality & Risk Management processes. KPMG has adopted the KPMG International Human Rights Statement, which aligns with the United Nations (UN) Guiding Principles on Business and Human Rights (UNGPs). This reflects our commitment to respecting human rights and builds on our longstanding support for the UN Global Compact. The KPMG International Human Rights Statement commits us to upholding the UNGPs by avoiding causing or contributing to adverse human rights impacts through our own activities and by addressing such impacts when they occur.

KPMG International's Global Code of Conduct, which also applies to KPMG, includes a commitment to the 10 principles of the UN Global Compact, including human rights. These 10 principles are embedded in our Impact Plan (see "[Value created through our Impact Plan](#)"). The Global Code of Conduct reaffirms our commitment to zero tolerance for behavior, including by clients, suppliers, or public officials, that is illegal, unethical, or in breach of human rights (see "[Inclusion, diversity, and equity](#)").

Other policies implemented at KPMG are consistent with the UN Declaration on Human Rights, the UNGPs, the International Labour Organisation's Core Conventions, and the Organisation for Economic Co-operation and Development's Guidelines for Multinational Enterprises.

The KPMG International Hotline serves as a confidential and accessible channel that enables members of our own workforce to report concerns or misconduct, including potential adverse human rights incidents. We also have several internal hotlines and complaint logging procedures.

Reporting and remediating negative impacts

We believe that psychological safety is essential for mitigating negative impacts on our own workforce's mental health, well-being, and engagement. As part of our approach to creating a psychologically safe working environment at KPMG, we are committed to addressing and preventing any undesirable behavior. Undesirable behavior is defined as any conduct perceived as such by the individual, including but not limited to bullying, inappropriate jokes, (micro)aggressions, intimidation, all forms of discrimination, and sexual harassment.

To support this, we have established a "Safety net" of grievance mechanisms for colleagues who experience or witness undesirable behavior or work-related disputes. Available channels include a whistleblowing hotline, confidential counselors, mediators, and the Complaints and Disputes Committee (see Table 14). These channels are described on our intranet (InsideOut) and the KPMG International website and are regularly communicated via the intranet, integrated reports, and email updates.

The Board of Management ensures that employees and non-employees can report alleged irregularities without fear of retaliation, and the Supervisory Board is immediately informed of any signs of critical concerns within KPMG. Together with the confidential counselors and mediators, the Complaints and Dispute Committee presents an annual report to the Board of Management on the cases handled throughout the year, including recommendations for further process improvements.

Safety net component	Description
Whistleblowing hotline	The hotline is available not only to our workforce but also to clients, suppliers, and other business partners. It enables people to confidentially report possible illegal, unethical, or otherwise unprofessional conduct, when regular communication channels are ineffective or difficult to access. Reports are received and handled by the Internal Audit & Compliance Office, which, if necessary, coordinates with the Country Risk Management Partner and the General Counsel of KPMG. A report is generally handled within three months, with interim communication if it takes longer. All reports are treated confidentially, in accordance with applicable legislation and regulations. We also ensure protection for the reporting party.
Confidential counselors	KPMG has nine confidential counselors (seven internal, two external) available to our people, including our employees and our non-employees working in the Netherlands. Access to internal and external confidential counselors is via the intranet. These counselors offer confidential guidance and assistance to colleagues, particularly in situations involving undesirable behavior. Where necessary, they may accompany the colleague in conversations and/or involve an independent third party (mediator) to help reach a solution.
Mediators	We have two internal mediators who can be contacted directly or via a confidential counselor. The mediator facilitates a conversation between two people, following a formal process to ensure that both sides are heard and that a fair and equitable outcome is achieved.
Complaints and Disputes Committee	The committee consists of six people and was established by the Board of Management and the Works Council. It addresses undesirable behavior and labor disputes. Our people, including both employees and non-employees working in the Netherlands, can raise concerns with this committee regarding, for example, their work, terms of employment, development, or any instances of undesirable behavior that cannot be resolved through open dialogue. Upon receiving a complaint related to undesirable behavior, the committee provides advice to the Board of Management, which then determines the appropriate course of action. For other types of complaints, the committee may act at its own discretion. This ensures the appropriate consultation and diligence, ensuring suitable outcomes and support for all parties involved.

Table 14

We consider it a positive sign that our people feel comfortable raising matters through our safety net. To ensure this remains the case, we evaluate the effectiveness and appropriateness of our grievance mechanisms several times per year. Over the past year, we continued to implement recommendations based on psychological safety research (2022/2023) and analysis of reported instances of undesirable behavior.

To ensure we provide effective remedies and appropriate mechanisms for raising concerns, our safety net consists of multiple channels, including confidential counselors, mediators, the Complaints and Disputes Committee, and a whistleblowing hotline. The security of the net is continuously reviewed. Over the past year, we continued implementing recommendations based on psychological safety research (2022/2023) and an analysis of reported instances of undesirable behavior, including answer sharing.

Building on these insights, we have continued with process improvements such as:

- Annual psychological safety measurement via the GPS, complemented by cultural entropy analysis (Engagement and Undesired Behavior scores) and psychological safety heatmaps.
- Targeted team support where GPS results indicate room for improvement.
- Enhanced grievance mechanisms, evaluated several times per year for effectiveness and accessibility.

We also have embedded psychological safety within the Values First Program, making it a cornerstone of our cultural transformation. For more information about the Values First Program, see section "[Putting our Values First](#)" in the management review.

Working conditions

Sustainability matters	Key policies
Employee attraction and retention	Remuneration Policy
Training and education for our own workforce	Global Quality & Risk Management Manual
Targets	Key actions
85% retention in Assurance	Developing a new benchmark methodology
82% retention in Advisory	Improving our talent attraction and selection process with high-end tech solutions
85% retention in Central Services	Focusing on follow-up and optimization of identified reward topics
20 permanent education hours for client-facing professionals	Establishing a modernized and bias-free talent attraction and selection process to enlarge our talent pools
160 hours annually per audit professional	Equipping employees with tailored skills and capabilities on AI and ESG, and meeting the mandatory learning requirements
100% completion of mandatory integrity training	Launching employer branding campaign "Het blijft mensenwerk"

Ensuring positive working conditions for employees is essential to achieving our business objectives. KPMG has a workplace accident management system in place to prevent physical risks to the health of our own workforce. Alongside this, we place particular emphasis on supporting mental health and well-being, due to the nature of our activities and operations (see section "Well-being and engagement").

Within the area of working conditions, our DMA process identified talent attraction and retention and training and education as key sustainability matters. These factors are critical to KPMG maintaining a motivated and capable employees, both now and in the future. In each of the following sections, we outline how our policies, actions, metrics, and targets enable us to effectively manage and improve our performance in these areas.

Employee attraction and retention

Key policies and actions

Policy name	Key contents
Remuneration Policy	The policy includes primary compensation, along with secondary benefits, to ensure our employees receive an attractive compensation package in a highly competitive market.
Terms and conditions of employment	KPMG offers a comprehensive leave scheme to support employees in balancing their professional and personal lives. The terms and conditions of employment cover statutory and additional leave types, including holidays, special occasions, and care and parental responsibilities. Employees can also request part-time work or adjust their working hours, in consultation with their manager, to better suit their personal needs and circumstances.

Our approach to ensuring that KPMG remains an attractive employer in the market is built on providing meaningful work and personal and career development opportunities. This is supported by our policies, which are designed to enhance employee opportunities and experiences.

We apply an integrated approach to talent attraction and retention that also encompasses learning and development, performance management, rewards and recognition, and IDE. Our actions to retain employees and remain an employer of choice often also address material IROs related to our own workforce.

For example, we are modernizing our recruitment process with bias-free, technology-enabled tools and a focus on skills-based hiring, in order to ensure inclusive recruitment and selection. This includes our business and hiring teams working more closely together to create a compelling candidate experience and ensure alignment with our long-term workforce needs.

We also launched a human-centric employer branding campaign in 2025, differentiating our firm from competitors and lowering the threshold for potential candidates to engage with KPMG. By emphasizing authenticity, inclusivity, and accessibility, the campaign is designed to attract talented individuals who might not have previously considered joining us.

Ensuring adequate compensation for our workforce is an important element of employee attraction and retention. Under our Reward Refresh initiative, we are updating our vision and strategy on rewards. Our goal is to maintain a competitive approach that aligns with KPMG's values.

Another key action is our work to improve the accessibility and relevance of our learning curriculum, particularly for Development Managers. We took this action with the objective of further strengthening the role of development managers in the personal and professional development of our workforce, ensuring it supports goal-setting, performance management, and long-term career development for our workforce. We are also implementing initiatives focused on the health and well-being of employees and non-employees in the Netherlands.

At KPMG, employees are empowered to take ownership of their professional development from the outset. KPMG provides an environment that encourages continuous growth, both personally and professionally. Through exposure to a spectrum of specializations, assignments, and innovations, employees are offered opportunities to accelerate their development.

When it comes to promotions, KPMG supports employees who wish to explore the boundaries of their talents and aspire to advance within the organization. Career progression may involve transitioning to a new role or further specialization, depending on individual development and ambition. Continuous development is a core value at KPMG, as it benefits both the individual employees and the organization.

Metrics, targets, and performance

KPMG sets clear targets for each business line (see below). External developments, such as labor market dynamics and the rapid advancements of AI, may also impact employee retention in the coming years. KPMG actively monitors these trends and adapts its policies and development programs accordingly, ensuring that employees are supported in their ambitions, professional growth, and sustainable employability.

Investing in our employees and maintaining a high-performing workforce strengthens our position as an attractive employer. We recognize that actively engaging with employees and consistently listening to their needs contributes to their development, well-being, and retention. We therefore track and assess the effectiveness of our actions through regular pulse surveys and our GPS.

We also monitor the effectiveness of our actions by assessing our performance against attraction and retention targets. Target-setting for workforce-related metrics is embedded in KPMG's annual business plan process, which is led by the CHRO in close collaboration with the Leadership Teams of Advisory, Assurance, and Central Services. Based on prior-year results, future ambitions, and anticipated developments, the HR Leadership Team proposes targets that are then discussed with and approved by the Board of Management.

When setting the retention target for 2024/2025, labor market dynamics were a key consideration. At that time, the market was more competitive, which was reflected in the retention figures for 2023/2024 which were below the original target of 84% for Advisory and 85% for Assurance. As the rapid cooling down of the labor market was not anticipated, the 2024/2025 target for Advisory was deliberately set lower at 82%, to ensure a realistic expectation. The targets for Assurance and Business Services remained unchanged. The current higher retention rate is therefore primarily the result of an unexpectedly softened labor market.

We have established entity-specific targets for the retention of client-facing employees in Advisory and Assurance. Equity partners are included in these targets, which are monitored quarterly. Inbound expats are excluded, as their departure is considered planned and therefore provides limited insight into long-term employee retention at KPMG.

Retention performance	Target		
	2024/2025	2024/2025	2023/2024
Assurance	85.0%	84.7%	82.0%
Advisory	82.0%	84.1%	82.5%
Central Services	85.0%	86.8%	84.9%

Table 15

In response to the ongoing challenges in the labor market, we remain committed to retaining our employees. Through targeted initiatives and a consistent focus on employee engagement, retention rates improved in 2024/2025 compared to the previous year. This progress is evident across all business lines. The figures presented in the table demonstrate above show that our efforts contribute to a more stable and engaged organization.

We also measure our employee turnover and the distribution of leavers. Unlike retention performance, these metrics exclude equity partners and include inbound expats. The data provided here on employee turnover and leaver distribution is based on a definition that differs from the one we use internally for steering and reporting purposes; as such, we have no defined targets linked to these metrics. The effectiveness of our policies and actions to manage this sustainability matter is measured via our entity-specific retention targets.

Employee turnover	2024/2025	2023/2024
Assurance	17.8%	21.1%
Advisory	16.6%	18.2%
Central Services	13.3%	15.6%

Table 16

Compared to 2023/2024, employee turnover decreased in 2024/2025 in all business lines, reflecting the impact of our retention efforts. These improvements indicate a strengthening of our employee engagement and retention strategies. The decrease in turnover within Assurance is notable, given the ongoing tight labor market that continues to make professionals more inclined to explore opportunities outside the assurance domain.

Distribution of leavers (headcount)	2024/2025	2023/2024
Distribution of leavers by gender		
Female	307	363
Male	407	435
Other	0	0
Not reported	0	0
Distribution of leavers by business unit		
Assurance	383	443
Advisory	257	272
Central Services	74	83
Grand total	714	798

Table 17

The distribution of leavers by business line in 2024/2025 was broadly consistent with the previous year. Of the total leavers, 43.0% were female (2023/2024: 45.5%). This represents a year-on-year decrease, although the departing group remains predominantly male. When looking at the total female population, the percentage of women leaving the organization decreased from 19.7% in 2023/2024 to 16.4% in 2024/2025. This highlights the importance of our continuing focus on retaining female employees. Across business lines, the proportion of leavers in Assurance decreased to 53.6% (55.5% in 2023/2024), while Advisory increased to 36.0% (34.1% in 2023/2024). The share of leavers of Central Services remained stable at 10.4% in both years. These figures indicate a slight proportional shift from Assurance to Advisory, while Central Services remained unchanged.

Every year, we set dynamic recruitment targets for Assurance, Advisory, and – to a lesser extent – Central Services. These targets are subject to adjustment throughout the year, based on market and economic conditions. Recruiting experienced professionals remains challenging in the current market, as technology, risk, and regulatory sectors are particularly affected by the scarcity of qualified people. Progress toward our total recruitment target is reported quarterly in the management report, which is discussed by the Board of Management and shared with the Supervisory Board.

Training and education for our own workforce

Key policies and actions

Policy name	Key contents
Global Quality & Risk Management Manual	This policy sets out various training activities including on integrity and objectivity, professional competence and due care, professional behavior, and continuing professional development requirements.

Lifelong learning is a key component of our employee value proposition at KPMG. Accordingly, we aim to create an inspiring learning environment that motivates our people and supports their continuous professional and personal growth. We also invest in our own workforce's learning and development year after year; in 2024/2025, this amounted to EUR 14.4 million, up from EUR 13.4 million the previous year. These resources support our action plans to manage material IROs related to our own workforce. The average number of training hours per employee increased slightly from 127 hours to 133 hours.

Our learning programs offer a broad range of training opportunities that are essential for strengthening the skills and competencies of our workforce and ensuring compliance with legal, regulatory, and internal policy requirements. Responsibility for managing these programs is shared among our Learning & Development, Risk Management, and Audit Quality Professional Practice departments. We embrace a blended learning approach that combines e-learning, workshops, and intervision sessions to enhance critical thinking. This is applied to strategic topics such as environmental, social, and governance (ESG) issues, (including the Corporate Sustainability Reporting Directive (CSRD)), leadership, AI and digital skills, sales, ethics, and independence. Blended learning is available to all our employees and equity partners across Assurance, Advisory, and Central Services, with targeted (recommended) training provided where relevant.

To attract and retain diverse talent with varying career goals and aspirations, we are developing new career paths and encouraging specialization for specific roles. This aligns with our transition to a value-driven business model, where technology handles routine tasks, allowing employees to focus on more complex challenges. The opportunities this creates are emphasized during onboarding, particularly for younger people entering the workforce.

We conduct formal annual assessments to identify training needs and ensure regulatory compliance, focusing on strategic areas such as AI, ESG and CSRD, leadership, digital skills, sales, ethics, and independence. In response to prior challenges related to mandatory training and regulatory supervision, we took further steps during the year to strengthen our ethical culture and learning environment, spearheaded by the firm-wide Values First program (see section "[Putting our Values First](#)" in the management review).

We continue to broaden our client services by developing professionals who combine subject-matter expertise with digital capabilities. Training on digitalization and innovation, therefore, remains a key focus. In 2024/2025, we welcomed a number of young professionals to Assurance as part of our Digital & Innovation Traineeship, in line with our commitment to continuous learning and workforce development.

In particular, AI is a key driver of transformation within our digital workforce strategy. We are actively embedding AI into our learning and development curriculum to ensure that our people are equipped with the skills needed to thrive in a digitally enabled environment. This includes skill-based resourcing and the use of AI in recruitment and HR processes. To drive this transformation, a range of AI solutions and learning content, developed by the global KPMG network, is made available to our employees. The responsible use of AI is increasingly being embedded in our services, ways of working, and goal-setting and performance evaluations.

To support this, we rolled out AI workshops to partners and directors in 2024/2025, enabling senior leadership to engage directly with AI tooling and promote its adoption across teams. Meanwhile, our new Velocity platform acts as an internal AI app store, providing employees with access to AI agents that support operational efficiency and quality enhancement (see section "[Value created for our clients](#)" in the management review).

We are also expanding our ESG learning curriculum, in line with CSRD legislation and our own sustainability service offerings and our Impact Plan. In 2024/2025, we developed tailored ESG training modules to ensure relevant colleagues receive targeted training on sustainability, ESG, and regulatory developments, including the ESRS.

We regularly evaluate the effectiveness of our training curriculum, updating the content to reflect new regulations and the evolving needs of our business and clients.

Metrics, targets, and performance

Although learning and development are an integrated part of development management conversations, we have not established ESRS-specific targets on training and education, such as performance reviews or average training hours per employee (although we measure both; see below and on the next page). Instead, we focus on meeting mandatory education requirements. All client-facing professionals must therefore complete 20 permanent education hours of continuing education every year, and certified auditors must comply with the permanent education standards set by the NBA. Our audit quality indicators (AQIs) include a target of more than 160 training hours per year per audit professional (see section “[Audit quality](#)”).

Average training hours per employee	2024/2025	2023/2024
Distribution by business line		
Assurance	209	196
Advisory	70	70
Central Services	17	15
Distribution by gender		
Female	121	114
Male	142	137
Distribution by employee category		
Partner/Director	57	66
Senior manager	55	58
Manager	77	76
Senior	113	113
Junior	255	229
Other	9	7
Average training hours per employee	133	127

Table 18

In 2024/2025, the average number of training hours per employee increased slightly compared to the previous year. This increase was primarily driven by Assurance, where the average rose to 209 hours (2023/2024: 196). In Advisory, the average remained stable at 70 hours, while Central Services showed a slight increase from 15 to 17 hours. The higher average in Assurance partly explains why male employees received more training hours on average (142 hours) than female employees (121 hours), as the business lines with the highest training hours – Assurance and Advisory – have a majority of male employees (57.2% and 60.2% respectively). In Central Services, where the majority of employees are female (57.4%), the average number of training hours per employee was relatively lower.

Differences in training hours can also be attributed to varying training demand and improved accuracy in the registration of training hours. For junior employees, the increase in hours resulted from enhanced communication about the learning curriculum. The rise in Central Services is linked to better positioning of training programs and the ongoing transformation within this department. The decrease in Partner/Director can be explained by the conclusion of the Ethics program, which had driven last year's increase.

The average training hours per client-facing professional in Audit was 221 hours in 2024/2025, compared to 218 hours in 2023/2024 (see section “[Audit quality](#)”). These figures are higher than the average training hours per employee in Assurance, as shown here; this metric includes non-client-facing staff and therefore lowers the overall average.

Percentage participation in regular performance and career development reviews	2024/2025		2023/2024	
	Yes	No	Yes	No
Distribution by business line				
Assurance	92%	8%	86%	14%
Advisory	88%	12%	86%	14%
Central Services	92%	8%	91%	9%
Distribution by gender				
Female	90%	10%	87%	13%
Male	90%	10%	86%	14%
Distribution by employee category				
Partner/director	97%	3%	99%	1%
Senior manager	94%	6%	93%	7%
Manager	96%	4%	95%	5%
Senior	96%	4%	92%	8%
Junior	77%	23%	69%	31%
Other	92%	8%	92%	8%
Grand total	90%	10%	87%	13%

Table 19

Regular performance and career development reviews are an integral part of our annual performance and development cycle. Most colleagues participated in a review during 2024/2025, except for recent joiners and those who transitioned from non-employee to employee status during the reporting period. Non-employees do not participate in the annual performance review.

Lower-than-budgeted employee turnover resulted in a larger population to manage and, consequently, a slight increase in participation in the year-end-review (YER) process, particularly among junior employees. Fewer juniors were hired in Assurance, which directly impacted YER participation. Our performance year runs from July 1 to June 30, meaning that new joiners starting in September or October are not included in this performance year. The increase in participation is therefore partly attributable to these timing and population effects.

Well-being and engagement

Sustainability matters	Key policies
Social dialogue within our own workforce	Hybrid working support scheme
Work-life balance for our own workforce	Remote working from abroad scheme
Mental health and safety for our own workforce	Terms and conditions of employment
Privacy for our own workforce	Health & Happiness Guide
Non-discrimination within our own workforce	Psychological Safety Booklet
	Privacy Policy
	Regulations on Undesirable Behavior
Targets	Key actions
Employee engagement score: 77%	Implementing engagement channels, including surveys
Satisfaction score: 74%	Supporting people during life changes
Psychological safety score: 73%	Embedding Values First and emphasizing psychological safety
	Managing work volumes and promoting predictability, teaming, and open communication
	Adapting processes to support equal opportunities
	Providing training and tools to tackle discrimination and bias

Our workforce operates in a dynamic, high-performance setting, which, if not properly managed, can negatively affect mental health, for example by contributing to stress and anxiety. Promoting the health and well-being of our workforce is a top priority for KPMG. Our DMA identified five sustainability matters related to this theme: social dialogue, work-life balance, mental health and safety, privacy, and non-discrimination. In the following sections, we outline how our policies, actions, metrics, and targets address material IROs related to well-being and engagement among our own workforce.

Social dialogue within our own workforce

Key policies and actions

We recognize social dialogue as a valuable opportunity for our organization and therefore strongly emphasize employee engagement. While we do not have a specific policy governing social dialogue, our active engagement with our employees – particularly on topics such as well-being – helps to strengthen overall engagement, enhance productivity, improve working conditions, and reduce employee turnover.

Although KPMG is not subject to a collective labor agreement and does not have a trade union, we are committed to providing multiple channels that support effective and constructive communication and enable employees to engage with us on a wide range of topics, based on their individual preferences. Table 20 describes the key channels we use to engage with our employees, helping us effectively identify and manage potential or actual impacts and risks within our own workforce.

Form of employee engagement	Nature of engagement	Frequency
Global People Survey	Our GPS assesses employee engagement and our performance in areas including career development, collaboration, IDE, innovation, quality, leadership, and work environment. The survey is distributed to all employees and equity partners, with the exception of short-term inbound expats, who typically do not meet the employment duration threshold of more than three months. The CHRO holds operational responsibility for ensuring engagement with the GPS, including sharing results with leadership and the wider organization and taking appropriate action.	The GPS is conducted annually in October, with results made available shortly thereafter. The results are first reviewed by the Board of Management, after which an action plan is developed outlining the intended follow-up actions based on the GPS scores. The GPS results are communicated to the entire organization, and specific actions are implemented in line with the action plan. The effectiveness of these actions is evaluated through the results of the following year's GPS results and to a lesser extent through interim pulse surveys. By thoroughly analyzing the GPS results and translating insights into targeted actions, we ensure that employees' perspectives are understood and meaningfully integrated into how we manage potential or actual impacts they may face. The GPS results are communicated to the entire organization and specific actions are carried out in line with the action plan. The effectiveness of these actions is measured in the following year's GPS results and – to a lesser extent – through our pulse surveys. By thoroughly evaluating the GPS results and implementing informed actions, we ensure that our employees' perspectives are understood and effectively used to guide our management of any potential or actual impacts they may face.
Pulse surveys	The GPS is supplemented by interim pulse surveys that assess whether interim action is needed. Pulse surveys are sent to a randomly selected group of about 600 employees. Non-employees are excluded from the pulse surveys. The CHRO holds operational responsibility for ensuring engagement with the pulse survey program, including sharing results with leadership and the wider organization and taking appropriate action.	During 2024/2025, we conducted three pulse surveys on the following topics: well-being, improvements to make our offices an even more attractive place to work, ethical culture, and communication. To ensure the effectiveness of these surveys, the results are shared with the Board of Management, with whom specific follow-up actions are discussed. We communicate key results and agreed actions within KPMG via various platforms, including webcasts for Partners and Directors and our intranet (InsideOut).

Form of employee engagement	Nature of engagement	Frequency
Works Council	The duties and rights of the Works Council are set out in the Wet op de Ondernemingsraden (WOR; Dutch Works Councils Act). The Works Council consists of 15 elected members who consult with the Board of Management on behalf of our employees. It represents all employees on the payroll of KPMG Staffing & Facility Services B.V. Non-employees are not represented by the Works Council. Our CEO is ultimately responsible for overseeing engagement with the Works Council.	<p>Both the Board of Management and our workforce collaborate closely with the Works Council, which strives to be a strong and respected partner in these dialogues. Every year, the Works Council holds approximately seven consultation meetings with members of the Board of Management and the CHRO, depending on the nature of the topics under discussion. While the Works Council engages in a broad range of discussions, key topics in 2024/2025 included our reward strategy, the remodelling of our Amstelveen headquarters, the Business Services Transformation, gaining consent on important employee matters related to data privacy, the health and well-being of our employees, our ethical culture, and performance development.</p> <p>The Works Council not only influences important decisions within KPMG but also contributes to its effective operation. Whenever a decision has substantial financial, economic, or organizational consequences for our firm, the CEO must request written advice from the Works Council. In addition, according to Article 27 of the WOR, the CEO must obtain written approval from the Works Council before introducing new policies or amending existing policies.</p>
Young Board Now	To facilitate effective communication and ensure that our younger generation of employees is heard, we engage in regular dialogue with our Young Board Now. This group of nine engaged and energetic colleagues represents young KPMG professionals under the age of 31. Its members actively collaborate with our leadership on crucial subjects, such as ESG, innovation, culture, IDE, and leadership. Our Chief Executive Officer (CEO) is ultimately responsible for overseeing engagement with the Young Board Now.	In 2024/2025, interaction between the Young Board Now and our Board of Management and Supervisory Board took place during multiple events, including a lunch session, six-weekly meetings for each business line, a GPS analysis session, a strategy session, and our Partners & Directors Event. This ongoing dialogue between the Young Board Now and the Board of Management ensures that the experiences and challenges faced by our young employees are effectively communicated to our key decision-makers, helping to address any potential or actual impacts. The Board of Management formally reflects on its dialogue with the Young Board Now, taking follow-up action where appropriate.

Table 20

Metrics, targets, and performance

Setting targets for social dialogue is part of our annual business planning process. Based on the previous year's results and future goals, the HR Leadership Team, led by the CHRO, proposes targets that are subsequently discussed and approved by the Board of Management. Our target employee engagement score (as measured through our GPS) is directly linked to the desired level of engagement experienced by our employees and equity partners. This score serves as a key indicator of how well people feel heard within the organization and is part of our broader approach to social dialogue.

Social dialogue	Target for 2024/2025	Performance in 2024/2025	Performance in 2023/2024
Employee engagement target (GPS score)	77%	77%	77%

Table 21

As in the previous year, our GPS showed an on-target engagement score of 77% in 2024/2025. The response rate was 74%. This result reflects a consistent level employee engagement. Feedback from the GPS highlighted several areas for continued attention, including workload management, innovation, collaboration, societal impact, and values-driven leadership. These insights inform our understanding of actual and potential impacts on workforce well-being and culture.

In response, the Board of Management has set two priorities: (i) trust and leadership, and (ii) career development. These priorities guide the follow-up actions in our GPS action plan and are supported by initiatives such as the Values First program and the predictability, teaming, and open communication (PTO) initiative.

Work-life balance for our own workforce

Key policies and actions

Policy name	Key contents
Hybrid working scheme	Under this scheme, we offer employees a working-from-home allowance and fully-equipped home office facilities.
Remote working from abroad scheme	As part of the hybrid working support scheme, employees are allowed to temporarily work from abroad, subject to approval. To be eligible, employees must be able to perform their work properly and collaborate effectively with their team and clients. Remote working from abroad is not permitted during the probation period, nor in case of long-term illness, or if the employee's performance score is below "3" or if they are following a Performance Improvement Plan. The maximum period allowed is 4 weeks per rolling 12-month period (pro rata for part-time employees), which can be spread throughout the year. When combined with a holiday, the total consecutive stay abroad may be up to 6 weeks (42 calendar days). Employees are responsible for all costs accrued during their travel.
Terms and conditions of employment	KPMG offers a comprehensive leave scheme to support employees in balancing their professional and personal lives. The terms and conditions of employment cover statutory and additional leave types, including holidays, special occasions, and care and parental responsibilities. Employees can also request part-time work or adjust their working hours, in consultation with their manager, to better suit their personal needs and circumstances.

Table 22

At KPMG, we are committed to fostering a flexible and inclusive working environment that supports a healthy work-life balance for all employees. At the same time, we acknowledge the challenges that may arise in our high-performance and dynamic environment, including burnout, stress, and their impact on personal relationships. To address these issues, we have implemented a range of policies and initiatives that align with our values.

In accordance with Dutch law, we provide maternity and parental leave schemes, including nine working weeks of partially paid leave for children under one year old. We actively support employees during life changes, such as the arrival of a child, enabling them to dedicate more time and attention to their home life. Flexible family-related leave options are also available to ensure employees can take time off when needed. Our hybrid working support scheme enables employees to balance their time between home and the office, accommodating various needs and enhancing our flexible work culture.

In Assurance, we actively manage workloads through our work volume management program, designed to optimize energy and motivation while maintaining audit quality and resource capacity. The PTO initiative, meanwhile, fosters predictability, team-based ground rules, and open communication about well-being, both professionally and personally. This approach promotes a healthier work-life balance, while maintaining the high standards of quality we expect of both our clients and ourselves. To ensure our Assurance employees are rewarded fairly and supported during peak periods, we also offer an overtime compensation scheme for roles below manager level.

Several other initiatives, while not directly related to work-life balance, help foster a culture of openness, empathy, and flexibility – all of which are key enablers for employees to manage their professional and personal responsibilities effectively. These include our Values First program, which is now embedded in daily operations, such as onboarding, goal-setting, performance evaluation, and leadership development. We also promote psychological safety, integrity, and inclusive leadership, supported by initiatives such as the Development Management Quality program and inclusive sponsorship programs. Moreover, KPMG is home to employee resource groups (ERGs) for cultural diversity, gender equality, neurodiversity, and pride, all empowered by and aligned with our IDE strategy.

Metrics, targets, and performance

We take a dynamic and flexible approach to mitigating any negative impacts on our employees' work-life balance. While we have not set formal targets for work-life balance, we engage with our employees through diverse communication channels (see section "Social dialogue within our own workforce") to understand their concerns and foster an environment that supports both their professional and personal well-being.

As well as tracking the uptake of family-related leave, we also measure the effectiveness of our Assurance overtime compensation scheme, through planned and actual overtime tracking and the annual GPS, which includes well-being indicators.

Family-related leave	2024/2025					
Employees entitled to family-related leave	100%					
	F		M		Grand total	
	#	%	#	%	#	%
Employees taking family-related leave	231	12%	242	10%	473	11%
2023/2024						
Employees entitled to family-related leave	100%					
	F		M		Grand total	
	#	%	#	%	#	%
	Employees taking family-related leave	220	12%	229	9%	449

Table 23

During the reporting period, acceptance of family-related leave continued to increase, supported by enhanced communication and open dialogue on parental leave. A growing number of employees of all, genders opted to take parental leave, reflecting a shift towards a better work-life balance. Legislative changes have further increased the appeal of extended leave options. These developments enable employees to return to work in a better physical and mental state.

Mental health and safety for our own workforce

Key policies and actions

Policy name	Key contents
Health & Happiness Guide	The guide provides information on benefits, initiatives, and tips related to (mental) well-being.
Psychological Safety Booklet	The booklet offers guidance on handling difficult workplace situations, including relevant links and resources related to maintaining a psychologically safe environment.

Table 24

Supporting well-being is fundamental to our high-performance culture at KPMG. We continuously strive to create a working environment that promotes good mental health and safety, minimizing any negative mental health impacts resulting from workload pressures. Although we do not have a formal overarching mental health policy, we make our Health & Happiness Guide and Psychological Safety Booklet available to all employees and our non-employees in the Netherlands via our intranet.

Our approach to prioritizing mental health includes both preventive and curative support, for example in our PTO program. Since 2022, we have also provided access to OpenUp for employees and non-employees working in the Netherlands. This external platform offers a range of (mental) well-being and vitality programs in an easily accessible and user-friendly format. In 2024/2025, more than 1,100 colleagues used OpenUp to access masterclasses, online check-ins, and consultations with a psychologist.

As part of our ongoing commitment to employee well-being, we transitioned to a new occupational health provider in July 2025, enhancing the quality and consistency of absenteeism support. Employees currently involved in an absenteeism process were invited to authorize the transfer of their medical files. We have also updated the system used by Development Managers to register sick leave, with guidance available on the Health Portal.

We actively monitor the well-being and psychological safety of our employees and equity partners through data from our annual GPS and our pulse surveys. This enables us to proactively address any negative mental health signals. This allows us to keep a close eye on well-being trends and take timely action where needed.

Metrics, targets, and performance

To assess the effectiveness of our actions, we use two GPS-related key performance indicators (KPIs): satisfaction (well-being) and psychological safety. These metrics reflect how our employees perceive well-being and psychological safety within KPMG. Target-setting for these KPIs is part of our annual business planning process. Led by the CHRO, the HR Leadership Team proposes targets based on our prior-year results and future ambitions. The targets are then discussed with and approved by the Board of Management.

GPS scores	Target for 2024/2025	Result 2024/2025	Result 2023/2024
Satisfaction score – well-being	74%	72%	72%
Psychological safety score	73%	71%	71%

Table 25

We analyze the GPS results annually and prepare action plans to address feedback. In 2024/2025, the GPS satisfaction (well-being) score was 72% (2023/2024: 72%), just below our target of 74%. In response, we are focusing on workload management and employee resilience.

Since 2022/2023, we have specifically measured psychological safety, defined as the extent to which employees feel respected, part of a team, and valued for their contributions. With a score of 71% in 2024/2025, we came in slightly below our target of 73%. We recognize that psychological safety is a key enabler of the culture we aim to uphold, and it is therefore a foundational pillar of the Values First culture program launched in 2023/2024 and embedded across our organization in 2024/2025.

When setting the 2024/2025 targets for employee engagement, satisfaction, and psychological safety, we aimed for ambitious improvements compared to 2023/2024 actuals. This ambition was driven by initiatives such as the Values First program, enhancements to several policies and schemes and the Development Manager Quality program. These measures were expected to strengthen psychological safety and overall well-being during 2024/2025. However, many of these initiatives were implemented later in the year, meaning their full impact will likely materialize in 2025/2026.

Additionally, external factors such as uncertainty related to the Business Services Transition program, the accelerated impact of AI, and increased geopolitical instability affected employee sentiment during 2024/2025. As a result, the targets were adjusted to reflect a more realistic outlook. These adjustments ensure alignment with current conditions while maintaining focus on long-term improvement.

Privacy for our own workforce

Key policies and actions

Policy name	Key contents
Privacy Policy	Together with the Privacy Statement for Staff Members, this policy ensures that KPMG safeguards the personal data entrusted to us and defines how this data is processed in compliance with applicable privacy laws and regulations.

Protecting our workforce's personal data is a top priority, governed by our Privacy Policy and Privacy Statement for Staff Members. The Board of Management is ultimately responsible for overseeing these documents and for ensuring the lawful and careful processing of personal data within KPMG. Our Privacy Policy is grounded in several regulations, including the European Union (EU) General Data Protection Regulation (GDPR), ensuring that personal data is handled in accordance with applicable laws. Our Data Protection Officer is involved in all material matters concerning data protection and supervises compliance with the GDPR.

In accordance with our Privacy Policy, all KPMG employees and non-employees working in the Netherlands complete annual mandatory privacy training. This training promotes continuous awareness of data privacy risks, enhances knowledge, and promotes safe and responsible behavior. The effectiveness of these measures is assessed through close monitoring of and follow-up on any (actual or potential) data breaches.

Metrics, targets, and performance

Although we have not set specific targets for this sustainability matter, we have implemented a Privacy Control Framework to support our commitment to preventing data breaches. The Data Privacy Office, a specialized unit within our Legal department, maintains this framework. The Data Privacy Office is responsible for maintaining and continuously improving the Privacy Control Framework, monitoring its effectiveness, and following up on any circumstances that pose risks or result in actual incidents concerning the data privacy of our own workforce.

The Data Privacy Office also prepares an annual data privacy report, shared and discussed with the Board of Management. The report includes an overview of data breaches and their nature, progress on previously identified focus areas, and new focus areas for the coming year.

Non-discrimination within our own workforce

Key policies and actions

Policy name	Key contents
Regulations on Undesirable Behavior	These regulations apply to individuals with an employment contract at KPMG, including equity partners, interns, and contractors. They outline procedures to prevent and eliminate all forms of undesirable behavior, including discrimination.

Discrimination can have harmful consequences, and KPMG is committed to eliminating all forms of discrimination within our own workforce. We actively work to ensure fair treatment and equal opportunities for all our employees, regardless of gender, race, age, or other characteristics. By embedding non-discrimination practices into our operations, we aim to reduce adverse impacts and foster an inclusive workplace.

Discrimination is addressed in our Regulations on Undesirable Behavior, for which our CHRO holds ultimate responsibility. The Board of Management ensures that our people can report on alleged irregularities without fear of retaliation; for example, by appointing a Case Manager to monitor the response. The Global Code of Conduct does not allow discrimination in any form.

We recognize that employees may face unequal starting positions due to their diverse profiles. We therefore critically examine our policies and processes – such as those related to recruitment, performance evaluation, and promotion – to identify and remove barriers that may contribute to discriminatory outcomes. Where necessary, we adapt these processes to ensure they support equal career opportunities for everyone.

Metrics, targets, and performance

We have not set formal targets for the implementation of our non-discrimination practices. While we consistently aim to keep the number of discrimination-related incidents, including harassment, as low as possible, we view it as a positive sign that our people feel safe to report such matters through our internal and external reporting channels. Nevertheless, we also believe that every incident is one too many. Our current policy provides us with a clear understanding of when an incident occurs, enabling us to support affected individuals effectively and take appropriate measures to prevent recurrence.

Reporting channel	2024/2025			2023/2024		
	Discrimination	Other complaints	Total	Discrimination	Other complaints	Total
Counselors	1	42	43	1	36	37
Mediators	0	10	10	1	3	4
Complaints and Disputes Committee	0	6	6	0	12	12
Internal Audit & Compliance Office	4	7	11	1	7	8
Total	5	65	70	3	58	61

Table 26

The total number of discrimination-related complaints (including harassment based on discrimination grounds) and other types of complaints in 2024/2025 increased by 15% compared to the previous year. The share of complaints specifically related to discrimination increased from 4.9% to 7.1% of total complaints in 2024/2025. No fines, penalties, and/or compensation for damages were imposed in relation to non-discrimination incidents and complaints.

Inclusion, diversity, and equity (IDE)

Sustainability matters	Key policies
Diversity within our own workforce	Global Code of Conduct
Gender equality and equal pay for work of equal value	Legal Framework Diversity Policy
Target	Key actions
Female representation at Partner/Director level: 24%	Removing systemic barriers
Female representation on Supervisory Board: 50%	Implementing IDE Impact Program
Female representation on Board of Management: $\geq 40\%$	Reviewing bias in promotions processes
Female representation in Leadership Teams: 30%	Surveying employees on inclusion

We promise our workforce the best human experience. This means creating an inclusive, diverse, and equitable working environment that people want to be part of and where they feel safe and supported. Our IDE programs help foster an inclusive environment that our people are proud to call their workplace. We value different perspectives and encourage all our people to be their authentic selves. This section provides an overview of our performance on our two identified material IROs – diversity and gender equality – highlighting our policies, actions, metrics, and targets.

Diversity within our own workforce

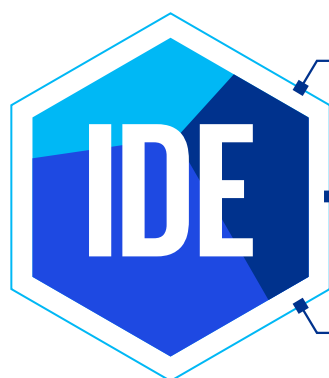
Key policies and actions

Policy name	Key contents
Legal Framework Diversity Policy	This policy guides our commitment to IDE, outlining the requirements necessary to achieve our IDE goals for our entire workforce. With gender equality and pay being central to KPMG's IDE programs, the policy also reinforces our dedication to positively impacting female employees by ensuring equal treatment for men and women in terms of pay, benefits, and advancement opportunities.
Global Code of Conduct	The KPMG network's Global Code of Conduct applies to our own workforce. It underpins our commitment to equality and to a culture free from discrimination, regardless of race, ethnicity, gender, gender identity, sexual orientation, disability, age, marital status, or religious belief.

KPMG aims to create an inclusive, diverse, and equitable workplace where everyone feels safe, supported, and empowered to thrive. With 4,294 colleagues, each bringing unique perspectives and experiences, we foster a culture that values openness, learning, and collaboration. In turn, this supports both individual and team development and contributes to the delivery of high-quality work.

Our Global Code of Conduct states that we do not tolerate illegal, unethical, or human-rights-breaching behavior from clients, suppliers, or public officials as well as our own workforce. Our Legal Framework Diversity Policy, meanwhile, addresses all three elements of IDE. Responsibility for this policy lies with the Leadership, Culture & Inclusion team, which reports to the CHRO, who in turn holds overall accountability. The policy is aligned with the Dutch Diversity Act, which came into effect on January 1, 2022, and the Dutch Corporate Governance Code (2022).

The three elements of IDE



Inclusion is about our culture

We are committed to creating a safe environment built on trust, where we can bring our true authentic selves to work and feel valued for our differences.

Diversity is about our people

We recognize and respect the variety of unique experiences, cultures, qualities and characteristics we collectively bring to KPMG.

Equity is about access to opportunities

We acknowledge systemic barriers must be addressed to help level the playing field and to ensure everyone can succeed and thrive at KPMG.

Our actions in support of this policy include removing systemic barriers in core processes, such as recruitment and promotion, to ensure equal career opportunities for all employees. We encourage inclusive sponsorship, particularly for women and non-native Dutch speakers, to address advancement gaps and promote leadership diversity. By implementing culture and training programs such as our IDE Impact Program for Partners and Directors and unconscious bias training, we build awareness of IDE issues, inclusive leadership, and communication skills.

KPMG supports ERGs and other employee communities, where individuals with shared backgrounds or identities can connect and support one another. We also foster cultural inclusion through initiatives including International Day, Culture Week, the Ramadan Challenge, and the option for people to exchange public holidays for culturally significant ones.

To amplify IDE in our workplace, we partner with external organizations, including Workplace Pride (participating annually in the Global Benchmark to evaluate and improve our LGBTIQ+ policies and practices) and the Agora Network (providing employees from culturally diverse backgrounds with access to masterclasses, mentoring, and networking opportunities). KPMG also takes part in Talent to the Top mentoring and coaching programs, which promote gender and cultural diversity in leadership and track progress through the Talent to the Top Monitor.

Metrics, targets, and performance

We report diversity metrics based on the headcount as of October 1 2025. To ensure our employees and equity partners feel seen and heard, we ask them to indicate whether they perceive themselves to be part of a vulnerable or marginalized group. This enables more targeted analysis of our GPS results and helps us formulate measures in response.

We report headcount for employees and non-employees as of the first reporting day of the next financial year, using October 1 as the reference date to reflect the year-end workforce situation, since assigned promotions take effect on that date.

Number of employees by gender (headcount)	Number of employees (headcount) 2024/2025	Number of employees (headcount) 2023/2024
Male	2,421	2,416
Female	1,873	1,840
Other	0	0
Not reported	0	0
Total Employees	4,294	4,256

Table 27

Our headcount in 2024/2025 increased by 0.9% compared to 2023/2024. There was a higher increase in the number of women (1.8%) relative to men (0.2%).

Number of employees (headcount)	2024/2025				
	Female	Male	Other	Not reported	Grand total
Permanent	1,568	2,102	0	0	3,670
Advisory	534	824	0	0	1,358
Assurance	770	1,073	0	0	1,843
Central Services	264	205	0	0	469
Temporary	305	319	0	0	624
Advisory	107	145	0	0	252
Assurance	138	139	0	0	277
Central Services	60	35	0	0	95
Non-guaranteed	0	0	0	0	0
Advisory	0	0	0	0	0
Assurance	0	0	0	0	0
Central Services	0	0	0	0	0
Grand total	1,873	2,421	0	0	4,294

Number of employees (headcount)	2023/2024				
	Female	Male	Other	Not reported	Grand total
Permanent	1,512	2,052	0	0	3,564
Advisory	499	795	0	0	1,294
Assurance	751	1,057	0	0	1,808
Central Services	262	200	0	0	462
Temporary	328	364	0	0	692
Advisory	110	143	0	0	253
Assurance	154	192	0	0	346
Central Services	64	29	0	0	93
Non-guaranteed	0	0	0	0	0
Advisory	0	0	0	0	0
Assurance	0	0	0	0	0
Central Services	0	0	0	0	0
Grand total	1,840	2,416	0	0	4,256

Table 28

The proportion of our employees with a temporary contract decreased in 2024/2025 to 14.5% from 16.3% in the previous year. The decline is primarily driven by fewer new joiners within Assurance following the Omnibus outcome and the fact that new joiners typically start on a one-year temporary contract. As a result, the overall ratio between permanent and temporary staff has shifted further toward permanent employment.

Gender diversity per employee category	2024/2025			
	Female		Male	
	#	%	#	%
Partner/Director (incl. equity partners)	113	23%	385	77%
Partner/Director (excl. equity partners)	86	26%	242	74%
Senior Manager	240	36%	430	64%
Manager	306	43%	400	57%
Senior	562	46%	663	54%
Junior	482	42%	671	58%
Other	197	93%	15	7%
Total employees	1,873	44%	2,421	56%
Total employees and equity partners	1,900	43%	2,564	57%

Gender diversity per employee category	2023/2024			
	Female		Male	
	#	%	#	%
Partner/Director (incl. equity partners)	105	22%	377	78%
Partner/Director (excl. equity partners)	80	26%	229	74%
Senior Manager	209	34%	410	66%
Manager	280	41%	396	59%
Senior	581	46%	677	54%
Junior	495	42%	687	58%
Other	195	92%	17	8%
Total employees	1,840	43%	2,416	57%
Total employees and equity partners	1,865	42%	2,564	58%

Table 29

Gender diversity across employee categories in 2024/2025 remained broadly consistent compared to 2023/2024. While overall representation did not change significantly, we continue to work toward increased female representation, particularly at senior career levels. For more information about our diversity targets see page 117.

Number of full- and part-time employees (headcount)	2024/2025		
	Female	Male	Grand total
Full-time	1,391	2,221	3,612
Advisory	488	889	1,377
Assurance	740	1,132	1,872
Central Services	163	200	363
Part-time	482	200	682
Advisory	153	80	233
Assurance	168	80	248
Central Services	161	40	201
Grand total	1,873	2,421	4,294

Number of full- and part-time employees (headcount)	2023/2024		
	Female	Male	Grand total
Full-time	1,359	2,208	3,567
Advisory	453	861	1,314
Assurance	745	1,160	1,905
Central Services	161	187	348
Part-time	481	208	689
Advisory	156	77	233
Assurance	160	89	249
Central Services	165	42	207
Grand total	1,840	2,416	4,256

Table 30

In 2024/2025, the proportion of employees working full-time was 83.7%, compared to 84% in 2023/2024. A higher proportion of women than men worked part-time (26.1% and 8.6% respectively). Within Advisory, we observed an increase in the number of women transitioning to full-time roles over the past year. This positive development contributes to the overall trend and reflects ongoing efforts to support and encourage female talent in pursuing full-time positions.

Table 31 compares this headcount-based information to the representative number in the financial statements, based on full-time equivalent (FTE), as an annual average and on October 1.

2024/2025										
	FTE – average			FTE – October 1			Headcount – October 1			
	(financial statements)			(financial statements)			(sustainability statement)			
	Female	Male	Grand total	Female	Male	Grand total	Female	Male	Grand total	Of which equity partner
Advisory	610	994	1,604	627	1,016	1,643	651	1,028	1,679	71
Assurance	904	1,300	2,204	892	1,275	2,167	924	1,291	2,215	92
Central Services	301	239	540	298	244	542	327	250	577	7
Grand total	1,815	2,533	4,348	1,817	2,535	4,352	1,902	2,569	4,471	170

2023/2024										
	FTE – average			FTE – October 1			Headcount – October 1			
	(financial statements)			(financial statements)			(sustainability statement)			
	Female	Male	Grand total	Female	Male	Grand total	Female	Male	Grand total	Of which equity partner
Advisory	575	941	1,516	595	989	1,584	619	999	1,618	71
Assurance	876	1,264	2,140	889	1,312	2,201	919	1,330	2,249	95
Central Services	288	225	513	296	229	525	327	235	562	7
Grand total	1,739	2,430	4,169	1,780	2,530	4,310	1,865	2,564	4,429	173

Table 31

In 2024/2025, overall workforce growth was primarily driven by Advisory, where headcount and FTE increased significantly to support the execution of the business plan, with a particular focus on end-to-end transformation initiatives. In Central Services, the reported average headcount was higher due to the inclusion of KPMG EMA General cost center allocations and the need for additional hires to facilitate ongoing transformation activities.

Total number of non-employees (headcount)	2024/2025	2023/2024
Equity partners	170	173
Offshore resources	474	506
Contractors	159	238
Interns	75	117
Grand total	878	1,034

Table 32

The total number of non-employees decreased by 15% in 2024/2025. This decline was primarily driven by the reduced use of independent contractors, mainly in Assurance, following the Omnibus announcement and the Employment Relationship Deregulation Act (Wet DBA). Lower hiring targets for consultants in Advisory also led to fewer intern starts. Additionally, a shift in external support from KGS India to KDN India contributed to the overall reduction. As a result, the proportion of non-employees relative to the total workforce declines compared to the previous year.

Target-setting is embedded in our annual business plan process. Based on prior-year results and future ambitions, the HR Leadership Team, led by the CHRO, proposes diversity targets that are subsequently discussed with and approved by the Board of Management. Our target-setting for increasing workforce diversity has primarily focused on enhancing gender diversity across various levels of KPMG, directly supporting our objective to provide equal opportunities to all our people.

We have established multiple targets for the Supervisory Board, the Board of Management, and the Partner/Director level (including equity partners). In addition, we have set a target for female representation within our Leadership Teams, which include the Group Leadership Team, the Board of Management, and the Leadership Teams of Assurance, Advisory, and Central Services. For the Supervisory Board and Board of Management, gender diversity targets are defined in the applicable governance regulations and formally determined by the Supervisory Board.

Gender diversity per leadership level	Target for 2024/2025	Performance in 2024/2025		Performance in 2023/2024	
	%	#	%	#	%
Female representation at Partner/Director level	24%	113	23%	105	22%
Supervisory Board		6		5	
Female	50%	3	50%	2	40%
Male	50%	3	50%	3	60%
Board of Management		4		4	
Female	≥ 40%	2	50%	2	50%
Male	≥ 40%	2	50%	2	50%
Leadership teams		27		26	
Female	30%	12	44%	12	46%
Male		15	56%	14	54%

Table 33

With 23% female representation at the Partner/Director level, we fell short of our target in 2024/2025. While we continue to succeed in our aim to hire and promote more women at Partner/Director level, and the percentage of women at the Partner/Director level has steadily increased over time, progress remains slow. This is due to the proportionally larger number of men in senior positions.

As part of our commitment to gender diversity, we aim to achieve 50% female representation on the Supervisory Board. Following the departure of Claartje Bulten in 2024, one position became vacant. On October 1, 2024, the Supervisory Board consisted of five members, 40% of whom were women. In June 2025, Barbara Frohn and Dirk Jan van den Berg were appointed as new members of the Supervisory Board (see section "[Members of the Supervisory Board](#)" in the management review). Dirk Jan van den Berg also succeeded Bernard Wientjes as Chair of the Supervisory Board. With these appointments, the Supervisory Board now consists of six members, three of whom are women, meeting our target of 50% female representation. With no changes in the membership of the Board of Management, its 50% gender balance remained at the end of 2024/2025.

Female representation in our Leadership Teams (comprising KPMG's Group Leadership Team and the separate Leadership Teams of Assurance, Advisory, and Central Services) stands at 44% in 2024/2025, compared to 46% in the previous year. Although this represents a slight decrease, we continue to exceed our target of 30% and remain committed to promoting gender diversity at the leadership level.

Cultural diversity within business lines	2023/2024 ¹		
	Dutch	European migration origin	Non-European migration origin
Assurance	51%	10%	39%
Advisory	65%	12%	24%
Central Services	62%	8%	30%
Total	58%	10%	32%

¹ Figures for 2024/2025 were not available before publication of the annual report; therefore, figures for 2023/2024 have been included. For 4.5% of the population (employees and equity partners), CBS could not determine the country of origin, which should be considered when interpreting these figures.

Cultural diversity within business lines	2022/2023		
	Dutch	European migration origin	Non-European migration origin
Assurance	54%	10%	36%
Advisory	66%	12%	22%
Central Services	64%	7%	29%
Total	60%	10%	30%

Table 34

In 2024/2025, we obtained detailed insights into the cultural diversity of our employees and equity partners, using the Central Bureau of Statistics (CBS) Cultural Diversity Barometer to analyze data from 2023/2024.^[1] The analyses show that 42% of our employees and equity partners are of non-Dutch origin, with the Assurance function showing the highest level of cultural diversity among our three business lines.

Cultural diversity per employee category	2023/2024 ¹		
	Dutch	European migration origin	Non-European migration origin
Partner/Director	82%	6%	12%
Senior manager	65%	8%	27%
Manager	53%	12%	34%
Senior	51%	12%	37%
Junior	52%	11%	38%
Other	66%	5%	29%
Total	58%	10%	32%

¹ Figures for 2024/2025 were not available before publication of the annual report; therefore, figures for 2023/2024 have been included. For 4.5% of the population (employees and equity partners), CBS could not determine the country of origin, which should be considered when interpreting these figures.

¹ Due to the timing of data delivery by the CBS, the most recent figures from the barometer – covering 2024/2025 – could not be published prior to the release of the annual report. For 4.5% of the population (employees and equity partners), the CBS was not able to determine the country of origin. This uncertainty should be taken into account when interpreting these figures.

Cultural diversity per employee category	2022/2023		
	Dutch	European migration origin	Non-European migration origin
Partner/Director	84%	5%	11%
Senior manager	66%	10%	23%
Manager	57%	12%	31%
Senior	53%	12%	35%
Junior	54%	11%	35%
Other	66%	5%	29%
Total	60%	10%	30%

Table 35

Cultural diversity is highest among our junior and senior employee groups, and tends to decline at higher levels of seniority. In 2023/2024, 38% of juniors and 37% of seniors had a non-European migration origin, while this share is 12% at the Partner/Director level, a slight increase from 11% in the previous year. This reflects the trend we observe in our inflow: culturally diverse professionals, especially those from outside Europe, continue to increase, thereby strengthening diversity across all employee categories, including at the Partner/Director level. We are using the 2022/2023 data as a baseline for determining future targets and will continue our efforts to achieve the desired outcomes.

Employee distribution by age group (headcount/percentage)	2024/2025		2023/2024	
	#	%	#	%
< 30	1,846	43%	1,947	46%
30–50	2,056	48%	1,944	46%
> 50	392	9%	365	9%
Total employees	4,294	100%	4,256	100%

Table 36

In 2024/2025, the age distribution of our workforce remained broadly stable compared to 2023/2024, with 43% of employees under 30 years of age, 48% between 30 and 50, and 9% over 50. While the overall composition show little year-on-year change, the underlying dynamics reflect the impact of inflow, outflow, and aging within the existing employee base. The < 30 age group decreased by 2.7%, while the 30-50 and > 50 groups increased by 2.2% and 0.5%, respectively. This shift is primarily driven by employees aging to higher age brackets, combined with a relatively high inflow of < 30 employees and a higher outflow among older groups.

Gender equality and equal pay for work of equal value

Key policies and actions

Policy name	Key contents
Legal Framework Diversity Policy	This policy guides our commitment to IDE, outlining the requirements necessary to achieve our IDE goals for our entire workforce. With gender equality and pay being central to KPMG's IDE programs, the policy also reinforces our dedication to positively impacting female employees by ensuring equal treatment for men and women in terms of pay, benefits, and advancement opportunities.

As set out in our Legal Framework Diversity Policy (see section “Diversity within our own workforce”), gender equality and pay parity are central to KPMG’s IDE programs. The policy enforces equal treatment for men and women in terms of pay, benefits, and advancement opportunities.

We strive to ensure equal pay by annually monitoring our gender pay gap performance. In addition, our salary structure includes minimum and maximum salary ranges per function, helping to prevent unequal pay for work of equal value. To support gender-equal career progression and opportunities, we conduct an annual horizontal comparison of all promotions and performance outcomes across the organization at year-end. Covering all employees across Assurance, Advisory, and Central Services, this review helps us identify any biases or deviations and ensures gender-equitable performance outcomes.

Metrics, targets, and performance

Our target is to ensure equal pay for men and women within the same functions. To track our performance, we carry out process checks on the outcomes of promotions, performance reviews, and variable pay, actively monitoring the results. The findings from the gender pay gap assessment are reported to the Board of Management as part of our year-end review, which includes analysis of the promotion ratio, equal pay ratio, and progress on annual variable remuneration by gender. In 2024/2025, we found no significant differences in pay between employees performing comparable work, confirming compliance with equal pay principles.

Gender pay gap per employee category	2024/2025	2023/2024	2022/2023 ¹
Partner/Director	8.6%	3.8%	7.5%
Senior manager	6.6%	5.5%	6.2%
Manager	1.0%	0.0%	0.8%
Senior	3.1%	2.3%	2.0%
Junior	-1.4%	-2.3%	-0.6%
Other	4.7%	4.2%	-7.2%
Grand total ²	14.4%	13.4%	15.1%

¹ The comparative figures have been restated to reflect the gender pay gap in accordance with ESRS S1 95. This means that, unlike in 2022/2023, pension contributions and lease or mobility budgets are included.

² The total gender pay gap is calculated based on our total employee population. The CEO is not included in the gender pay gap per employee category as this is considered a stand-alone function of which the annual pay is not comparable to any of the identified employee groups.

Table 37

The gender pay gap is reported in accordance with the ESRS requirements. The gender pay gap is defined as the difference between the average hourly pay for men and the average hourly pay for women, divided by the average hourly pay for men. This calculation includes all male and female employees within our organization, regardless of the nature of their work. As such, a pay gap may arise when there are proportionally more men than women in higher-level positions in the organization or within specific employee categories. The gender pay gap should not be confused with pay equality.

The gender pay gap highlights the importance of increasing female representation in senior roles. In 2024/2025, the overall gender pay gap increased to 14.4% from 13.4% in 2023/2024, largely due to developments at the Partner/Director level, where the gap widened to 8.6% (2023/2024: 3.8%). This change coincided with horizontal hires that added 6 women (+7.5%) and 13 men (+6.7%) in this category. At the senior manager level, the gap also increased by 0.8% to 3.1% (2023/2024: 2.3%). While the median total compensation for women remained stable (-0.1%), men’s median compensation increased by 5.8%, reinforcing the need for continued focus on pay equity and representation at senior levels.

The employee category “other” consists primarily of secretarial staff, with a smaller, diverse group of support staff within Assurance, Advisory, and Central Services. The number of men in this category is relatively low, and they hold a wide range of roles. As a result, the average hourly pay for men in this category tends to fluctuate from year to year.

Our internal annual analysis confirmed that, during the year under review, there was no significant gender pay gap among employees performing comparable jobs for the same duration. This outcome is consistent with our target of achieving equal pay for equal work. In addition, for all critical processes, such as bonus allocation, promotions, and YER, we apply a bias check aligned with a normal distribution to ensure fairness and objectivity. These measures reinforce that women within our organization receive equal pay, supporting our commitment to an equitable and inclusive reward structure. This metric is not validated externally.

Annual total remuneration ratio

2024/2025	16.89
2023/2024	18.40

Table 38

The total annual remuneration ratio reflects the relationship between the highest remuneration within KPMG to the median total for our employees (excluding the highest paid individual). In 2024/2025, the ratio decreased to 16.89 from 18.40 in 2023/2024, indicating progress compared to the previous year while remaining broadly in line with historical levels.

As well as providing training to raise awareness of discrimination and unconscious biases, we equip development managers and community leaders with tools to lead inclusively and fairly. Our confidential counselors, Complaints and Disputes Committee, and whistleblowing hotline are available to our workforce who experience or witness discrimination (see section “Reporting and remediating negative impacts”).

Consumers and end-users

Sustainability matter	Key policies
Impact on sustainability through our services	ESG Assurance Quality Framework Global Quality & Risk Management Manual Client engagement policies
Target	Key actions
No formal target currently set	Collaborating with external experts Providing our workforce with education on ESG issues Publishing ESG communications and thought leadership Implementing digital tools

Our impact and strategy

Our role at KPMG is to strengthen public trust in information, including among consumers and end-users, who we define as the users of corporate reporting and the consumers of our clients' goods and services. Through our ESG services, we help ensure that the sustainability information disclosed by organizations is accurate, verifiable, and trustworthy. This enables investors, lenders, consumers, and other users of this reporting to make informed decisions about the products they buy, the companies they support, and the investments they make.





KPMG's policies are aligned with internationally recognized instruments, including the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. These commitments are embedded in our Global Code of Conduct and supported by due diligence processes and a grievance mechanism.






As society's sustainability expectations continue to grow, the roles of both the auditor and the advisor remain essential. We are confident that our values empower our professionals to fulfil these roles and contribute to the change society needs, including by encouraging our people to proactively bring ESG into client conversations. Indeed, this is the foundation of one of four ESG pillars we have defined to guide our efforts, translating into tangible impact for consumers and end-users.

Our ESG pillars

Our ESG pillars			
Best services	Best example	Best brand	Best people
Embedding ESG in all client conversations and measuring the social impact of our work	Leading by example through our Impact Plan and CSRD compliant reporting, including carbon pricing	Strengthening our ESG narrative and thought leadership to build trust with external stakeholders	Attracting and educating ESG talent, including via immersive learning experiences

Based on our DMA, we have concluded that the impact we make on sustainability in society through our ESG-related Assurance and Advisory services is a material sustainability matter for KPMG. Our ESG services have a positive impact by helping our clients to improve transparency, manage environmental and social risks, and accelerate their transition to more sustainable business models. We also consider this a financial opportunity, while recognizing that if we fail to properly address the need for sustainability support across all our services, it becomes a financial risk.

S4 Consumers and end-users	Impact materiality		Financial materiality		Value chain
Sustainability matter	Positive	Negative	Opportunity	Risk	
Impact on sustainability through our services					

We have embedded sustainability into our services since 1992, when KPMG first established a dedicated sustainability department. Over the past 30 years, our initial focus on environmental transparency has evolved into a comprehensive ESG approach, combining our Assurance and Advisory expertise with technical capabilities across a range of topics, including decarbonization, human rights, and ESG strategy development.

Today, KPMG aims to support clients with sustainability services in two categories: those related to reporting and those related to performance.

Services related to sustainability reporting

While the European Commission has committed to reducing regulatory reporting burdens through the Omnibus process, the societal transition toward a more equitable and environmentally sustainable economy continues. In response, we continuously enhance our services, in close collaboration with our global network, in order to maintain our frontrunner position in sustainability. For a full list of the sustainability reporting services we offer, visit our [website](#).

Services related to sustainability performance

Sustainability transformations are no longer driven purely by compliance but, increasingly, by value. With our ESG Advisory services, we help our clients create and protect value. We are committed to supporting our clients in improving their sustainability performance, and our efforts have earned global recognition through inclusion in the Verdantix Green Quadrant 2024 and HFS Research in Horizon 2024 reports.

Our Advisory professionals work with numerous clients seeking to accelerate their progress toward their transition ambitions, as well as with clients considering their sustainability performance for the first time due to new ESG-related laws and regulations. We support companies in preparing for these requirements and in gaining insights that enhance their resilience to sustainability-related developments. Moreover, since 2022/2023, we have also include a paragraph on climate scope in our long-form audit reports on clients’ financial statements. For a full list of the sustainability performance services we offer, visit our [website](#).

We are committed to driving meaningful, sustainable change for our clients, which in turn has a positive effect on consumers, end-users, and society. By “watermarking ESG” in everything we do, we continue to develop and apply our technical ESG expertise in combination with our strategic and reporting capabilities.

Engaging with consumers and end-users

We primarily engage with consumers and end-users about our impact on sustainability through our audit opinions and explanations of the audit process during shareholder meetings. We also engage with these groups in various ways at different stages, including before, during, and after service delivery.

Engagement channel	Frequency of engagement
User-group engagement (for example, through investor associations)	Annual
Thought leadership shared via our website or social media	Regular
Free webinars for clients and non-clients on technical sustainability topics	Five in 2024/2025
Our ESG Expert podcast series offering actionable insights	Four in 2024/2025
Media channels (for example, participating in public debates)	Regular
Our client satisfaction survey	On completion of engagement (or during longer engagements)
Attendance at annual general meetings of our clients	Annual

Table 39

Responsibility for consumer and end-user engagement lies with Assurance and Advisory Leadership Teams. Insights from our engagement activities are discussed in quarterly ESG steering meetings and used to inform the development of our services.

We evaluate the effectiveness of our engagement through client satisfaction scores, participation rates in webinars and podcasts, and feedback collected during stakeholder roundtables. This helps us refine both our communications and our service offerings.

Reporting and remediating negative impacts

Consumers and end-users can use the channels described in the Governance information chapter to raise concerns related to our impact on sustainability in society. These channels are publicly accessible and actively monitored to identify potential negative impacts in a timely manner. We do not have a specific process for remediating negative impacts related to this sustainability matter; instead, we focus on strengthening the capabilities of our workforce to support clients by delivering ESG assurance and advisory services in line with public trust requirements.

Key policies and actions

Policy name	Key contents
ESG Assurance Quality Framework	This framework provides teams with technical guidance, enabling them to better embed ESG knowledge in all engagements.
Engagement policies	These define and guide our processes for and management of client engagements and establish standards for ESG-related work. They are supported by standardized working papers and tools to support our professionals.

We carry out acceptance procedures for all clients and engagements. These are essential to our organization, serving to assess the risks of accepting prospective and existing clients and engagements across all KPMG functions. The implementation of the CSRD has not yet led to changes in our client and engagement acceptance criteria.

Once an engagement is accepted, our people follow the ESG Assurance Quality Framework to ensure high-quality assurance on ESG. This framework is, in turn, supported by competence centers staffed by subject-matter experts. Our other engagement policies and procedures also guide our teams in their client-facing work, across both Assurance and Advisory.

Alongside this, we prioritize the delivery of relevant and up-to-date ESG knowledge to all our professionals, enabling them to provide our clients with high-quality insights and services. This includes training on key ESG regulations (such as the CSRD and the Corporate Sustainability Due Diligence Directive (CSDDD)), delivered through technical education programs that are tailored to the needs of our workforce. These initiatives also equip our professionals to engage in forward-looking discussions with clients about ESG needs.

Other actions to enhance our positive impact on sustainability in society include thought leadership initiatives that promote and disseminate our ESG knowledge and stimulate change. We also published a climate letter in 2025 (the KPMG Klimaatbrief), which informs our clients about our approach to climate risk in the audit process.

In 2024/2025, we continued to collaborate with external partners to develop effective ESG solutions for clients. For example, we combine Naturalis's biodiversity expertise with KPMG's experience in sustainability strategy and implementation, advising organizations on their impact on nature. We also work with technology providers to offer clients expertise, tooling, and solutions that enhance efficiency and effectiveness in ESG-related workflows.

Metrics, targets, and performance

We do not currently have any metrics or targets in place related to this sustainability matter. We maintain our ambition to introduce metrics in this area, and we are therefore continuing to explore how best to approach this, given that it is not yet possible for us to record ESG-related revenue in our data systems. However, we are actively working on improving the overall ESG data landscape. A significant part of this effort is the transition from source systems to our central data platform. While we already extract a large amount of data from the platform, we are in an intermediate phase where full automation is still under development. Once all relevant data is fully integrated into the platform, we will be able to leverage it for more comprehensive ESG reporting and future metric setting.



Governance information

KPMG operates in a complex regulatory and legislative context, and our business model relies on our ability to protect our stakeholders' trust in our firm. Upholding high standards of business conduct is fundamental to securing this trust and, in turn, maintaining our license to operate.

In this chapter, we provide information on how we manage and perform on our governance-related sustainability matters, including both entity-specific and ESRS disclosures.

04

Business conduct

Themes
Audit quality
Corporate culture
Data security

Our impact and strategy

At KPMG, we are committed to upholding high standards of governance in the way we conduct our business, both internally and externally. In our double materiality assessment (DMA), we identified five sustainability matters connected to business conduct. We have grouped these under three themes: corporate culture, which aligns with the ESRS G1 topical standard, and the two entity-specific matters of (audit) quality and data security. For more information on the DMA process and outcomes, see Table 2 in “Results of our DMA review” in the General information chapter.

G1 Business conduct	Impact materiality		Financial materiality		Value chain
	Positive	Negative	Opportunity	Risk	
(Audit) quality focus (incl. AQIs)				●	◀ ■ ▶
Corporate culture					
• Corporate culture (including organizational ethics and integrity)	●			●	◀ ■ ▶
• Protection of whistleblowers	●			●	◀ ■ ▶
• Compliance with regulations	●			●	◀ ■ ▶
Data security				●	◀ ■ ▶

◀ Upstream applicable ▶ Downstream applicable ◀ Upstream not applicable ▶ Downstream not applicable ■ Own operations applicable

Ensuring high standards of business conduct at KPMG is a shared responsibility of the Board of Management and the Supervisory Board. The Board of Management develops and implements policies on integrity, ethics, and compliance, while the Supervisory Board monitors their effectiveness and reviews regular reports on compliance and incidents. This governance structure guarantees that business conduct is fully integrated into our culture and operations.

With backgrounds in governance, compliance, and ethics, board members are well equipped to oversee matters related to business conduct. Their expertise is continuously enhanced through relevant training and experience, enabling them to address risks and opportunities and maintain public trust.

In the following thematic sections, we outline our approach to managing material impacts, risks, and opportunities (IROs) related to business conduct.

Audit quality

Sustainability matter	Key policies
(Audit) Quality focus (including AQIs)	Global Quality & Risk Management Manual
Targets	Key actions
Audit quality indicators (see Table 40)	Maintaining our System of Quality Management Undertaking digital audit transformation Implementing advanced technologies and AI tools Expanding engagement management life cycle initiative

Our ambition is for KPMG to be the leading and most trusted professional services firm. To achieve this goal, we must deliver exceptional audit quality and communicate transparently with our stakeholders about our audit quality journey, in line with our values of Excellence and Integrity. Reductions in audit quality would result in a potential financial risk, as confirmed by our DMA. We have therefore identified audit quality as an entity-specific material sustainability matter for KPMG.

We define audit quality as the consistent delivery of assurance engagements that meet both the requirements and the intent of professional standards, underpinned by a system of quality management (SoQM). In 2024/2025, we maintained a dual emphasis on our people, who are essential to ensuring high audit quality and trust, and our technology, which continues to play a transformative role in our organization in general and in audit quality in particular.

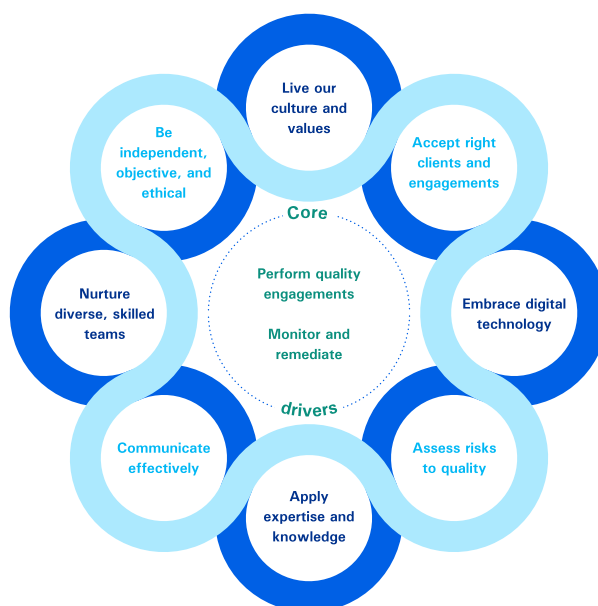
Our approach to ensuring consistent audit quality is founded on the controls in our SoQM. This aligns with KPMG International's methods and policies and has been adapted to the needs of the Dutch market. During 2024/2025, we began preparing to ensure that our SoQM is compliant with the PCAOB's QC 1000 standard, coming into effect in December 2026. We continue to operate in line with the International Standard on Quality Management (ISQM 1).

Key policies and actions

Policy name	Key contents
Global Quality & Risk Management Manual	This manual covers the scope, requirements, and procedures related to quality and risk management for all KPMG member firms and personnel, including the System of Quality Management (ISQM1) and its components.

KPMG's approach to audit quality is anchored in the KPMG Global Quality Framework (see diagram on the next page), which underpins all related policies and actions. These are documented in the KPMG Quality & Risk Management Manual, which is aligned with European Union (EU) and Dutch legislation, as well as the requirements of the Royal Netherlands Institute of Chartered Accountants (NBA) and the US Public Company Accounting Oversight Board (PCAOB).

Global Quality Framework



While the Global Quality Framework applies to our entire workforce, it is particularly relevant for our Assurance teams, who are guided by its principles in their daily work. The framework is implemented by the Audit Quality Professional Practice department and overseen by the Head of Assurance. Information about the policy is available to relevant stakeholders through mandatory training, our intranet, and KPMG's internal and external reporting channels.

During the year, we continued to take actions to meet the main objectives set out in the Global Quality Framework, focusing on sustained investment and innovation to drive ongoing improvements. This begins with applying a consistent, risk-based approach to our System of Quality Management (SoQM), thereby ensuring compliance with ISQM 1. We also launched initiatives to integrate new regulatory requirements and to proactively identify and remediate quality issues. In two key developments, we have begun adapting our quality control system to comply with the upcoming QC1000 regulation, which will take effect on December 15, 2026. We also prepared for the implementation of the new audit quality indicators (AQIs) as proposed by the Quartermasters.

In addition, we have rolled out comprehensive policies and guidelines for all our professionals, with dedicated protocols for the use of AI in audit engagements. Our approach includes a strong focus on training and development, covering both the technical application of audit tooling and the ethical considerations surrounding its use. This ensures our teams are well-equipped to apply these tools responsibly, with integrity, and professional skepticism.

We continued to foster a culture of integrity, professional skepticism, and continuous improvement by further embedding our Values First program – and our core values – into our training activities, daily operations, and in our SoQM. To support ethical decision-making in engagements, we adopted KPMG International's Consider, Assess, Respond, Evolve (CARE) framework. Moreover, we distinguish between careless behavior and genuine human error, encourage open dialogue, and learn from mistakes. This mindset supports our commitment to maintaining public trust, especially in areas such as fraud and going-concern assessments. We also scaled up our engagement management life cycle initiative, which improves workload management for our people and enhances audit execution, from 200 projects to the majority of our audit engagements.

To improve the skills and expertise of our teams, our learning programs are now more tailored, allowing our professionals to select training that aligns with their roles and responsibilities. We invested in various programs during the year, including digital auditor training, ESG pathways, and accreditation for digital tools such as Alteryx. As a result of these investments, we were able to perform and issue independent limited assurance reports for 27 clients in 2024/2025, specifically focused on verifying compliance with the CSRD. In each of these engagements, a formal assurance report was provided to the client.

The KPMG Clara global platform, including KPMG Clara AI, is transforming the audit experience at KPMG. KPMG Clara delivers a digitally enabled approach that enhances quality, including by enabling AI-supported risk analysis, and insights as well as built-in guidance and training, supporting consistency and compliance in our audit work. We expanded the deployment of KPMG Clara, AI Transaction Scoring, and other (AI) tooling with human oversight in client engagements in 2024/2025, enabling full-population testing and deeper insights. While it is too early to quantify the impact on audit quality, early feedback from our clients and engagement teams has been positive. We also collaborate with partners such as Microsoft, AI4FinTech, Rossum, and MindBridge to further enhance quality across Assurance and/or Advisory.

The combination of these tools and the improvements implemented in 2024/2025 has led to progress in audit quality and efficiency. Within KPMG, audit quality indicators – such as internal quality review results and feedback from engagement teams – are closely monitored. The introduction of data-driven procedures has been linked to positive trends in these indicators.

Training programs for auditors

To support quality, our aim is to ensure that people can access relevant training at the optimal time in the audit cycle. Rather than mandating one-size-fits-all programs, we prefer to empower our workforce to focus on the skills they need to perform their work to the highest standards. In 2024/2025, we invested in five important training programs:

Digital auditor training: Our digital trainees are junior audit staff (not yet fully qualified audit professionals) who are trained in core technologies that enable them to create and run data and analytics (D&A) routines on their audit engagements.

ESG Pathway: Combining online and classroom training sessions, this course covers the CSRD and European Sustainability Reporting Standards (ESRS) and the methodology we apply in performing sustainability assurance engagements.

Digital MBA for partners: This two-day training is held in partnership with Vlerick Business School, where KPMG leaders and leading academics give lectures and classes on AI and digital platforms. This empowers partners and directors to lead their teams through a changing digital world.

Alteryx accreditation: Audit practitioners can be certified to use the Alteryx D&A tool in their engagements. Managers are also trained to review this work. This allows audit teams to combine their client-specific knowledge with cutting-edge data and analytics capabilities.

Annual immersive trainings: All KPMG audit professionals attend off-site training sessions on key topics like ESG, AI, fraud, accounting topics and cybersecurity. The classroom environment brings together people at different levels of seniority, facilitating the transfer of valuable knowledge.

Metrics, targets, and performance

Our audit quality performance during the year was strong, reflecting KPMG's many years of investment in our SoQM. We have defined a set of AQIs to monitor and enhance audit quality (see Table 40). We review our performance against these indicators biannually and, where necessary, take specific actions in response. These metrics are not validated externally.

In 2024/2025, we continued to monitor our existing AQIs, with one key adjustment: “Financial statements with restatements as percentage of audit opinions issued” was replaced by two new indicators, “Number of restatements due to material errors as a percentage of the total number of audit opinions” and “Number of restatements due to fundamental errors – 362 BW2.” This split provides better insight into the severity of the restatements. Although we have a 1.5% restatement rate in total for 2024/2025 we had no case under Dutch Civil Code 362.6 involving fundamental errors. By replacing the original AQI with two separate indicators, one for material errors and one for fundamental errors, the distinction between the seriousness and impact of the restatements becomes clearer. For detailed definitions of our AQIs, see “Definitions of all metrics” in the appendices to this statement.

Target-setting is embedded in our annual business plan cycle and substantiated in the annual audit quality plan. Targets are proposed by the Head of Audit Quality, based on prior-year results, sector developments (such as Quartermaster recommendations), and future ambitions. These are reviewed and approved by the Assurance Leadership Team and the Board of Management.

In 2024/2025, we met or exceeded target thresholds for 11 of the 16 AQIs, resulting in an overall performance score of 69%.

Audit quality indicator	Target for 2024/2025	2024/2025	2023/2024
Results of internal KPMG N.V. audit inspections	100%	92%	94%
Results of external inspections	100%	100%	n/a
Percentage of engagements involving engagement quality control review (EQCR)	≥ 20%	33%	32%
EQCR hours spent as percentage of total hours spent on EQCR engagements (scope: all EQCR engagements excl. three largest clients)	≥ 1.2%	1.2%	1.2%
Partner hours percentage:			
- in public-interest entity (PIE) audit engagements (OOB)	≥ 7%	8%	8%
- in non-public-interest audit engagements (non-OOB)	≥ 6%	7%	6%
Average number of hours spent in training per client-facing professional in audit	> 160	221	218 (restated) ²
Hours spent by IT and other specialists:			
- in public-interest entity (PIE) audit engagements (OOB)	≥ 9%	17%	18%
- in non-public-interest entity (PIE) audit engagements (non-OOB)	≥ 6%	6%	6%
Technical resources support (FTEs) as percentage of total audit FTEs	> 5%	6%	6% (restated) ³
Number of technical consultations as percentage of total audit engagements	≥ 10%	18%	16%
Number of restatements due to material errors as a percentage of the total number of audit engagements ¹	< 1%	1.5%	2.2%
Number of restatements due to fundamental errors - 362.6 BW2	0%	0.0%	0.2%
External independence violations as a percentage of total headcount	0%	0.2%	0.3%
Breaches of internal independence rules – not resulted in an external violation – as percentage of total headcount	≤ 1%	3.3%	3.0%
Global People Survey (GPS) results relating to audit quality	≥ 85%	80%	79% (restated) ⁴

¹ This is a new audit quality indicator.

² Restated due to a change in definition to include offshore resources and change from FTE to headcount to align with S1 - Average training hours per employee as training standards apply equally to all individuals regardless of working hours.

³ Restated due to a change in definition to include offshore resources as they are a part of the Audit professionals.

⁴ Restated due to a change in definition to exclude the following statement "There is consistency between leadership communications on audit quality and my day-to-day experience". This item is now addressed through GPS Communication, which is reported internally to ensure clarity and alignment with organizational priorities. Population changed from KPMG to Assurance because AQIs relate directly to audit quality, which is primarily delivered and monitored by Assurance professionals.

Table 40

Key results

In general, the outcome of our Audit Quality Indicators for FY2024/2025 is positive. Important areas of attention are the outcome of the internal audit inspections and the breaches on internal independence rules. We analysed the results, performed root cause activities, and will work on remedial actions in 2025/2026.

Internal audit inspections rated “compliant” and “compliant – improvement needed” decreased to 92% in 2024/2025 (94% 2023/2024). Of the 51 total files reviewed, 38 were rated “compliant,” nine were rated “compliant – improvement needed,” and four were rated “non-compliant.”

We strive for 100% compliance and are implementing several initiatives to empower our audit teams to achieve this. In 2025/2026, we aim to improve further our internal Quality Performance Review (QPR) scores and further strengthen audit quality overall. Our planned approaches include enhancing root cause analyses of recurring findings and leveraging GPS insights to drive continuous improvements. This will be supported by workload management initiatives designed to foster the optimal conditions for delivering excellent quality. We will also maintain our focus on ethical culture and behavioral drivers and continue to provide targeted learning programs via online and in-person classrooms, coaching, and sector-specific training. These initiatives support the successful completion of our enhanced supervision phase, ensuring that strengthened governance and compliance practices remain embedded across the organization.

During its inspection, the PCAOB did not identify any engagement-level deficiencies that indicated insufficient audit evidence to support our audit opinions. The PCAOB found no issues that would call into question the basis of our audit opinions for three inspected engagements. The AFM finalized one thematic inspection on “Quality of audit procedures that address assessed fraud risks”. On one audit engagement file pertaining to a 2022 engagement, that was still documented in our former documentation tool, the AFM reported findings on the audit procedures to address this identified fraud risk. On the other three engagement files, no findings were reported. This year, the AFM conducted seven other thematic reviews or inspections. For two of these inspections, final reporting without regulatory findings were received after our year end. For more background information, see “External reviews, inspections, and interactions with regulators” in our management review.

Corporate culture

Sustainability matters	Key policies
Corporate culture (including organizational ethics and integrity)	Global Code of Conduct
Protection of whistleblowers	Complaints and Reports Scheme (incl. Whistleblowing)
Compliance with regulations	Supplier Code of Conduct
	Global Quality & Risk Management Manual
	Personal Investigation Manual
Targets	Key actions
Employee engagement score: 77%	Mandating annual training on integrity, independence, and ethical conduct
Psychological safety score: 73%	Requiring annual confirmation of awareness of the Code of Conduct
	Providing anti-bribery and anti-corruption training
	Carrying out acceptance checks on all clients and engagements
	Investigating all complaints and whistleblowing reports
	Promoting a speak-up culture
	Assessing anti-bribery and anti-corruption annually

As a professional services firm dedicated to earning and protecting trust, we place high value on the principles of organizational ethics and integrity, whistleblower protection, and regulatory compliance. These aspects of our corporate culture represent both material positive impacts for our stakeholders and potential financial risks for KPMG, including penalties, legal costs, and reputational damage.

In our approach to these matters, including mitigating associated risks, we are guided by our core values – Integrity, Excellence, Courage, Together, For Better – which underpin our ethical standards and contribute to positive impacts. Below, we set out KPMG’s structured approach to these principles.

Overarching approach

Policy name	Key contents
Global Code of Conduct	The code serves as a comprehensive framework for ethical behavior and a positive corporate culture.

For all three sustainability matters under this material theme, the Global Code of Conduct (see “Own workforce”) supports our commitment to transparency, accountability, and providing a safe workplace. The code is publicly available and serves as a key resource for ethical behavior, guiding actions and interactions throughout our organization. Our Ethics & Independence department provides oversight to ensure the code is upheld and implemented.

This framework is supported in turn by targeted policies, processes, and governance structures that address critical issues. In particular, we have developed mechanisms for detecting, preventing, and addressing unlawful behavior, protecting whistleblowers, and preventing corruption and bribery. These include dedicated committees and reporting channels that promote openness and address concerns in a timely and appropriate way. These mechanisms are explained in further detail below.

Corporate culture (including organizational ethics and integrity)

Key policies and actions

Policy name	Key contents
Supplier Code of Conduct	This policy outlines principles related to business conduct, working conditions, human rights, and environmental responsibilities. It must be included in all contracts exceeding a total value of EUR 25,000.

Our Supplier Code of Conduct provides a foundation for ethical business conduct and relationships with our suppliers. The Chief Operating Officer (COO) is responsible for its implementation and enforcement.

Internally, to ensure proper adherence to the Global Code of Conduct and strengthen our corporate culture, we require our people to undertake mandatory annual training. KPMG International member firms share many of the same risk, independence, and compliance training programs, ensuring consistency in international engagements and minimizing compliance risks. The “We do what is right” training is a required course, aimed at instilling integrity in both client-facing and non-client-facing employees.

Along with our other values, Integrity is central to our professional conduct, forming the foundation of quality control at KPMG. Accordingly, each training course begins by asking the participant to confirm they will complete the course and assessment independently. Since 2023/2024, internal monitoring has been introduced to prevent answer sharing.

In addition to formal policies, KPMG invests in strengthening its corporate culture through the Values First program. This firm-wide initiative aims to embed our values into daily behavior and decision-making. For a detailed description of the program, refer to the chapters “[Message from our CEO](#)” and “[Value created for our people](#)” in the management review.

Metrics, targets, and performance

We track our performance on corporate culture through our GPS scores on engagement (77% in 2024/2025) and psychological safety (73% in 2024/2025). For more information, see "Mental health and safety." We also monitor diversity figures, retention rates, and levels of engagement with our ethical culture programs, as discussed in the chapter "Own workforce."

Protection of whistleblowers

Key policies and actions

Policy name	Key contents
Complaints and Reports Scheme (incl. Whistleblowing)	This policy empowers all internal and external stakeholders to report concerns related to unlawful behavior.
Regulations on Undesirable Behavior	These regulations apply to individuals with an employment contract at KPMG, including equity partners, interns, and contractors. They outline procedures to prevent and eliminate all forms of undesirable behavior, including discrimination.
Regulations on how to deal with labor disputes	These regulations outline a confidential, step-by-step procedure for resolving labor suits, involving confidential counselors, mediators, and a Complaints and Disputes Committee. The aim is to ensure careful, fair, and independent handling of conflicts, with strong safeguards for confidentiality and protection against disadvantage.
Protocol for Personal Investigations	This policy defines a personal investigation as a targeted inquiry into the actions, omissions, or behavior of individuals when there is a suspicion of a breach of internal or external rules. The purpose is to establish the facts in case of suspected misconduct or violation of company policies, laws, or regulations. Investigations may cover issues such as breaches of confidentiality, fraud, unacceptable behavior, or violations of codes of conduct. The process is conducted confidentially and fairly, with protection against retaliation for whistleblowers. Based on the findings, KPMG may impose disciplinary measures or report findings to authorities, ensuring all actions are proportional and compliant with legal standards.

Together with the Global Code of Conduct, which includes details of our reporting channels, our Complaints and Reports Scheme (including the Whistleblowing Scheme) enables people to raise concerns about unlawful behavior. We provide a separate whistleblowing channel for our workforce to report undesirable behavior and labor disputes. We actively promote awareness of these mechanisms through our intranet, integrated reports, and email updates.

The scheme is designed to be accessible and undergoes annual effectiveness testing. It is managed by experienced auditors in our Internal Audit & Compliance Office, with ultimate responsibility lying with the head of this department. For more information on our reporting safety net, see section "Reporting and remediating negative impacts" within "Own workforce."

Our whistleblowing channel complies with the EU Whistleblower Protection Directive and provides secure avenues for reporting unethical conduct. Certified and specially trained auditors carry out subsequent investigations. The procedure for personal investigations follows our Protocol for Personal Investigations, ensuring integrity and confidentiality at every step.

We prioritize whistleblower protection and have put in place several safeguards, which we continuously review and update in line with evolving regulations:

- Option to report anonymously
- Legal protection for whistleblowers
- Guarantees against unfair treatment of reporters

- Legal safeguards against retaliation
- Secure handling of data related to investigations

In 2024/2025, as in every year, our employees were required to confirm compliance with our internal policies. This includes explicitly acknowledging their awareness of our complaints and whistleblowing channels. Through our continued focus on psychological safety and ethics, we also promoted a culture where people feel safe to speak up about any concerns.

Metrics, targets, and performance

We do not currently have any targets or metrics related to whistleblower protection.

Compliance with regulations

Key policies and actions

Policy name	Key contents
Global Quality & Risk Management Manual	The manual contains our anti-bribery and anti-corruption policies. These align with the UN Convention against Corruption and provide clear guidance to employees on preventing and responding to (potential) instances of bribery and corruption. The manual is supported by our Global Code of Conduct.

Regulatory compliance is a fundamental part of our operations and an area of constant and significant attention for KPMG. We provide more information on our approach to managing this matter elsewhere in our sustainability statement, including “Audit quality,” “Data security,” and “Own workforce.”

Regarding anti-bribery and anti-corruption (ABC) in particular, employees must follow the Global Quality & Risk Management Manual, which is supported by our Global Code of Conduct. These policies align with the UN Convention against Corruption. The Internal Audit & Compliance Office conducts safeguarding to check that the policies outlined in the manual are properly applied at all levels of KPMG.

While we operate in a low-risk country and do not designate specific functions as being “high risk,” we conduct regular training for employees in departments such as Finance, Procurement, and Marketing. This raises awareness of bribery and corruption risks, enhances people’s ability to recognize and act on potential threats, and ensures compliance with ABC regulations.

We also carry out risk assessments as part of the client and engagement acceptance process (see “Consumers and end-users”). Our teams are trained to detect and address potential corruption. In high-risk cases, we engage forensic experts, with the Audit Quality Professional Practice department providing guidance.

Using the annual ABC assessment, which is mandatory for all KPMG member firms, we monitor fraud, bribery, and corruption. This assessment is carried out by the Forensics team and includes follow-up recommendations to ensure compliance with global standards.

Metrics, targets, and performance

We do not currently have any metrics or targets in place for this sustainability matter.

KPMG did not receive any convictions or fines for violations of ABC laws in 2024/2025.

Data security

Sustainability matters	Key policies
Data security	Global information security policies, standards, and guidelines Acceptable Use Policy Information Classification Policy
Targets	Key actions
Maintain ISO 27001:2022 certification	Conducting regular risk assessments and monitoring Performing annual internal and external audits Carrying out regular penetration tests and cyber response exercises Implementing and updating awareness and training programs, such as our AI Awareness Week Reviewing and updating policies and controls Reporting and following up on incidents Classifying information according to confidentiality

We are committed to providing a secure and safe environment for the (personal) data and information we hold, as well as to protecting the data of our clients, service providers, and other third parties. We regard this information and the associated information technology (IT) systems as valuable assets that are essential to KPMG's business operations. Data security is not only a regulatory requirement, but also fundamental in upholding stakeholder trust and protecting our business continuity and reputation. We also recognize the potential risks associated with data threats and the mishandling of confidential information.

To address these risks, we base our information security and data protection practices on globally recognized and accepted security best practices. By obtaining ISO 27001:2022 certification – the standard for Information Security Management Systems (ISMS) – we ensure that our information security practices are mature and effective, up to date, and internationally benchmarked.

Securing and protecting data is everyone's responsibility at KPMG. Our approach to information security requires all employees to implement policies and follow processes appropriately within their area of responsibility. We support our workforce in doing this by providing clear guidelines, tools, and regular training.

We manage risks related to data security using a "three-lines-of-defense" model, where internal stakeholders are actively involved in preventing, mitigating, and managing any information security risks within our organization before they can negatively impact operations.

Three lines of defence model

First line of defense	Business Management and Operations own and manage risks and controls.
Second line of defense	Risk & Compliance establishes methodologies and frameworks; monitors risks, compliance, and controls in support of management; and typically owns IT and security risk management processes.
Third line of defense	The Internal Audit function provides assurance on the effectiveness of risk-mitigation controls.

Table 41

At the organizational level, to ensure effective information management that is aligned with our business needs and regulatory requirements, KPMG has a well-defined governance framework for implementing and monitoring data protection policies, risk management, and compliance measures. Our National IT Security Officer leads our information security program, working closely with IT and other technology teams. By embedding security into the foundation of our digital architecture, we mitigate potential breaches and ensure resilience in the face of cyber risks.

Our cybersecurity strategy is underpinned by clear principles that apply to all layers of our operations – empowering decision-makers to balance risk and opportunity, while safeguarding our data assets. These principles include:

- **Risk-based decision-making:** All decisions in relation to data management and protection balance risk with economic opportunity, in line with legal, regulatory, and contractual requirements.
- **Transparency:** We maintain transparency in our risk posture and ensure clear communication of our security policies and incident response procedures.
- **Defense-in-depth:** Multiple, reinforcing layers of technical and organizational controls are in place, including access management, encryption, monitoring, information classification, rules of acceptable use, a zero-trust approach, and incident response.
- **Security by design and breach preparedness:** Security is integrated into all solutions and processes from the design phase. We operate under the principle of “assume breach,” meaning our systems and employees are prepared for incidents and know how to respond.
- **Awareness and culture:** Security is an integral part of every employee’s mindset. Annual awareness training and clear communication about policy, incidents, and best practices are mandatory.
- **Compliance and auditing:** Regular internal and external audits ensure that policies are followed and that we comply with relevant regulations, such as the EU Global Data Protection Regulation, and contractual obligations to clients.

Key policies and actions

Policy name	Key contents
Global information security policies, security policies, standards, and guidelines	These are directly associated with ISO 27001:2022 controls and represent the minimum information security baseline for our IT operations. Together, they establish a baseline for protecting the information and systems of KPMG and our clients.
Acceptable Use Policy	<p>This policy establishes the minimum standards for the acceptable and appropriate use of information and technology assets by our people. It also sets out how we should protect KPMG's technology assets in our care.</p> <p>All users must accept responsibility for their actions regarding the use and safeguarding of KPMG information assets, data, and technology resources, in accordance with the global KPMG policies. In the event of a conflict, local laws and regulations take precedence.</p>
Information Classification Policy	This policy describes the confidentiality classifications for KPMG's and clients' information and provides guidance on how to determine the appropriate level of classification.

Our data security policies are all part of the Information Protection Policy Framework within our Global Quality & Risk Management Manual. Developed in consultation with stakeholders and topical experts, the policies are accessible to all employees and key stakeholders – who are required to read, understand, and apply them – via our intranet. They address potential vulnerabilities across all levels of our operations, from network infrastructure to employee access rights, and are supported by continuous monitoring, training, and incident response plans.

We safeguard our organization against data security risks through actions that apply to all our business activities and employees and are embedded in our day-to-day operations. Internally, we demonstrate compliance with the global information security policies in an annual review. Externally, our ISO 27001:2022 certification covers all KPMG services.

We follow a robust risk management process comprising four key steps: identification, assessment, control and treatment, and monitoring and review. During the identification and assessment phases, we evaluate potential threats to our assets, identifying vulnerabilities, assessing their impacts, and determining the likelihood of occurrence. If a risk exceeds the threshold, we promptly treat and control it, following our established protocols. We also conduct periodic reviews to monitor identified risks, assess the effectiveness of treatments, and detect new or emerging risks. When we identify risks that exceed our risk appetite, we address them accordingly. We also supplement monitoring activities with regular penetration tests and cyber response tests to ensure that our risk posture remains responsive and up to date.

To strengthen our resilience against cyberattacks and data breaches, and to support a safer working environment, we aim to promote a security-aware culture among our people. We therefore implement a program of awareness and education initiatives, empowering our workforce to identify and respond to security incidents in the IT sphere and beyond.

In 2024/2025, we ran frequent phishing awareness campaigns, offered e-learning, organized the annual Safety Week, and communicated regularly with our people through news updates, screensaver messages, and other internal channels. We also continued to provide additional, targeted, training to employees in high-risk functions, such as IT, Finance, Legal, Procurement, Forensics, IT Development, and the Security Operations Center.

We continue to monitor developments around the delayed implementation of the EU's Network and Information Security Directive into Dutch law. At the time of reporting, the Cybersecurity Act (Cyberbeveiligingswet) is expected to enter into force in the second quarter of 2026. Organizations such as ours will need to strengthen their data security policies, monitoring, and incident handling to ensure compliance and avoid penalties once the law takes effect.

Since January 2025, our financial services clients must comply with the Digital Operational Resilience Act (DORA). Depending on the services we provide, this means we are asked to meet specific DORA requirements, which we handle on a case-by-case basis.

Metrics, targets, and performance

In 2025, we achieved our data security target of earning recertification under ISO 27001:2022. This international standard confirms the quality, safety, and efficiency of KPMG's ISMS. We also track internal metrics related to data security; for security reasons, we do not disclose these metrics or results publicly.

Appendices to the sustainability statement

05

Reference table

This report includes all disclosure requirements assessed as material. Any disclosure requirement not presented herein has been evaluated and determined to be non-material in the context of our reporting.

No.	Description	Section	Comment
BP-1	General basis for preparation of the sustainability statement	Basis for preparation About this statement	
BP-2	Disclosures in relation to specific circumstances	Disclosures incorporated by reference Disclosures related to specific circumstances	
GOV-1	The role of the administrative, management, and supervisory bodies	Disclosures incorporated by reference Roles and responsibilities Sustainability experience Risk management and internal controls over sustainability reporting	
GOV-2	Information provided to and sustainability matters addressed by undertaking's administrative, management, and supervisory bodies	Roles and responsibilities	
GOV-3	Integration of sustainability-related performance in incentive schemes	Incentives and remuneration	
GOV-4	Statement on due diligence	Due diligence	
GOV-5	Risk management and internal controls over sustainability reporting	Risk management and internal controls over sustainability reporting	
IRO-1	Description of the process to identify and assess material impacts, risks, and opportunities (IROs)	Introduction Roles and responsibilities Risk management and internal controls over sustainability reporting Our material IROs Climate scenario modeling and risk assessment Alignment assessment: Activity CCM 7.7 Acquisition and ownership of buildings	
IRO-2	Disclosure requirements covered by our sustainability statement	Our material IROs	
MDR-A	Actions and resources in relation to material sustainability matters	Climate change Employee attraction and retention Training and education for our own workforce Social dialogue within our own workforce Work-life balance for our own workforce Mental health and safety for our own workforce Privacy for our own workforce Diversity within our own workforce Non-discrimination within our workforce Gender equality and equal pay for work of equal value Corporate culture (including organizational ethics and integrity) Data security	
MDR-P	Policies adopted to manage material sustainability matters	Climate change Overarching approach Employee attraction and retention Training and education for our own workforce Social dialogue within our own workforce Work-life balance for our own workforce Mental health and safety for our own workforce Privacy for our own workforce Diversity within our own workforce Non-discrimination within our workforce Gender equality and equal pay for work of equal value Consumers and end-users Corporate culture (including organizational ethics and integrity) Data security	
MDR-M	Metrics in relation to material sustainability matters	Climate change Employee attraction and retention Training and education for our own workforce Social dialogue within our own workforce Work-life balance for our own workforce Mental health and safety for our own workforce Privacy for our own workforce Diversity within our own workforce Non-discrimination within our workforce Gender equality and equal pay for work of equal value Audit quality Data security	
MDR-T	Tracking effectiveness of policies and actions through targets	Climate change Employee attraction and retention Training and education for our own workforce Social dialogue within our own workforce Work-life balance for our own workforce Mental health and safety for our own workforce Privacy for our own workforce Diversity within our own workforce Non-discrimination within our workforce Gender equality and equal pay for work of equal value Audit quality Data security	
SBM-1	Strategy, business model, and value chain	Disclosures incorporated by reference Sustainability and our strategy, business model, and value chain	ESRS 2 SBM-1 40((b), (c), (d) i, ii, iii, iv not applicable
SBM-2	Interests and views of stakeholders	Disclosures incorporated by reference Stakeholder views and interests	
SBM-3	Material IROs and their interaction with strategy and business model	Disclosures incorporated by reference Material IROs and their interaction with our strategy and business model Stakeholder views and interests Our material IROs Climate scenario modelling and risk assessment Alignment assessment Consumers and end-users: Our impact and strategy	ESRS 2 SBM-3-S1 14 (f),(g) non-material datapoints

No.	Description	Section	Comment
E1-1	Strategy on climate change mitigation: Our transition plan	Strategy for climate change mitigation EU Taxonomy assessment	
E1-2	Policies related to climate change mitigation and adaption	Key policies and actions	
E1-3	Actions and resources in relation to climate change policies	Key policies and actions	
E1-4	Targets and approach to mitigating climate change	Metrics, targets, and performance	
E1-6	Gross Scope 1, 2, and 3 greenhouse gas (GHG) emissions	Metrics, targets, and performance Improving emission data processing	
S1-1	General policies related to our own workforce	Own workforce: Overarching approach	ESRS S1-1 par. 22 non-material datapoint
S1-2	Processes for employee engagement working paper	Social dialogue Well-being and engagement	
S1-3	Process to remediate negative impacts and channels for our own workforce to raise concerns	Reporting and mediating negative impacts Non-discrimination within our own workforce	
S1-4	Actions on IROs	Our impact and strategy Employee attraction and retention Training and education for our workforce Social dialogue within our own workforce Work-life balance for our own workforce Mental health and safety for our own workforce Privacy for our own workforce Non-discrimination within our own workforce Diversity within our workforce Gender equality and equal pay for work of equal value	
S1-5	Targets related to managing IROs	Our impact and strategy Employee attraction and retention Social dialogue within our own workforce Mental health and safety for our own workforce	
S1-6	Characteristics of the undertaking's employees	Diversity within our own workforce	
S1-7	Characteristics of the undertaking's non-employees	Diversity within our workforce	
S1-9	Diversity metrics	Diversity within our workforce including entity specific metrics gender diversity and cultural diversity	
S1-13	Training and education of our own workforce	Training and education for our workforce	
S1-14	Mental health and safety metrics for our own workforce	Mental health and safety including entity-specific metric	ESRS S1-14 par. 88(b),(c),(e) non-material datapoints
S1-15	Work-life balance metrics	Work-life balance	
S1-16	Remuneration metrics	Gender equality and equal pay for work of equal value	
S1-17	Incidents, complaints, and severe human rights impacts	Own workforce: Overarching approach Non-discrimination within our workforce	ESRS S1-17 par. 104 (a) non-material datapoint
S4-1	Policies related to consumers and end-users	Key policies and actions	ESRS S4-1 par. 17 non-material datapoint
S4-2	Processes for engaging with consumers and end-users about impacts	Engaging with consumers and end-users	
S4-3	Process to remediate negative impacts and channels for consumers and end-users to raise concerns	Reporting and mediating negative impacts	
S4-4	Taking action on material impacts on consumers and end-users, approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Key policies and actions Metrics, targets and performance	ESRS S4-4 par. 35 non material datapoint
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Metrics, targets, and performance	
G1-AQ	Entity specific disclosures on sustainability matter audit quality including 16 entity-specific metrics	Business conduct: Our impact and strategy Audit quality	
G1-1	Business conduct policies and corporate culture	Corporate conduct: Overarching approach Key policies and actions Protection of whistleblowers Compliance with regulations	

The table below includes all data points derived from other EU legislation, as listed in ESRS 2 Appendix B, indicating where the data points that are material to KPMG can be found in our report.

#	Data point and disclosure requirement		Material/Not material	Legislation	Reference location	Pages
General information						
ESRS 2 GOV-1	21 (d)	Board's gender diversity	Material	SFDR/BR	Board of management Diversity	42 111
ESRS 2 SBM-1	21 (e)	Percentage of board members who are independent	Material	BR	Roles and responsibilities	60
ESRS 2 GOV-4	30	Statement of due diligence	Material	SFDR	Due diligence	61
ESRS 2 SBM-1	40 (d) i, ii, iii and iv	Involvement in activities related to fossil-fuel activities, chemical production, controversial weapons, and production of tobacco	Not material	SFDR/Pillar 3/BR		
Environmental information						
ESRS E1-1	14	Transition plan to reach climate neutrality by 2025	Material	EU Climate Law	Strategy for climate change mitigation	74
	16 (g)	Undertakings excluded from Paris-aligned benchmarks	Material	Pillar 3/BR	Strategy for climate change mitigation	74
ESRS E1-4	34	GHG emission reduction targets	Material	SFDR/Pillar 3/BR	Metrics, targets and performance	78
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	Not material	SFDR		
	40 to 43	Energy intensity associated with activities in high climate impact sectors	Not material	SFDR		
ESRS E1-6	44	Gross Scope 1, 2, 3, and Total GHG emissions	Material	SFDR/Pillar 3/BR	Metrics, targets and performance	80
	53-55	Gross GHG emissions intensity	Material	SFDR/Pillar 3/BR	Metrics, targets and performance	81
ESRS E1-7	56	GHG removals and carbon credits	Not material	EU Climate Law		
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks	Not material	BR		
	66 (a), (c)	Disaggregation of monetary amounts by acute and chronic physical risks / Location of significant assets at material physical risk				
	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes	Not material	Pillar 3		
	69	Degree of exposure of the portfolio to climate-related opportunities	Not material	BR		
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water, and soil	Not material	SFDR		
ESRS E3-1	9	Water and marine services	Not material	SFDR		
	13	Dedicated policy paragraph	Not material	SFDR		
	14	Sustainable oceans and seas	Not material	SFDR		
ESRS E3-4	28 (c)	Total water recycled and reused	Not material	SFDR		
	29	Total water consumption in m³ per net revenue on own operations	Not material	SFDR		
ESRS 2-IRO 1-E4	16 (a) i		Not material	SFDR		
	16 (b), (c)		Not material	SFDR		
ESRS E4-2	24 (b)	Sustainable land/agriculture practices or policies	Not material	SFDR		
	24 (c)	Sustainable oceans/seas practices or policies	Not material	SFDR		
	24 (d)	Policies to address deforestation	Not material	SFDR		
Social information						
ESRS SBM3 - S1	14 (f)	Risk of incidents of forced labor	Not material	SFDR		
	14 (g)	Risk of incidents of child labor	Not material	SFDR		
ESRS S1-1	20	Human rights policy commitments	Material	SFDR	Overarching approach/ Human rights	93
	21	Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8	Material	BR	Overarching approach/ Human rights	93
	23	Workplace accident prevention policy or management system	Material	SFDR	Working conditions	96
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	Material	SFDR	Reporting and mitigating negative impacts	94-96
ESRS S1-14	88 (b) and (c)	Number of fatalities and number and rate of work-related accidents	Not material	SFDR/BR		
	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	Not material	SFDR		
ESRS S1-16	97 (a)	Unadjusted gender pay gap	Material	SFDR/BR	Gender equality and equal pay for work of equal value	120
	97 (b)	Excessive CEO pay ratio	Material	SFDR	Gender equality and equal pay for work of equal value	121
ESRS S1-17	103 (a)	Incidents of discrimination	Material	SFDR	Non-discrimination within our workforce	110
	104 (a)	Non-respect of UNGPs on Business and Human Rights OECD guidelines	Not material	SFDR/BR		
ESRS 2 - SBM3 - S2	11 (b)	Significant risk of child labor in the value chain	Not material	SFDR		
ESRS S2-1	17	Human rights policy	Not material	SFDR/BR		
	18	Policies related to value chain workers	Not material	SFDR		
	19	Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8	Not material			
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	Not material	SFDR		
ESRS S3-1	16	Human rights policy	Not material	SFDR		
	17	Non-respect of UNGPs on Business and Human Rights ILO principles or and OECD guidelines	Not material	SFDR		
ESRS S3-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	Not material	SFDR		
ESRS S4-1	16	Policies related to consumers and end-users	Material	SFDR	Key policies and actions	124
	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Material	SFDR	Our impact and strategies	122
ESRS S4-4	35	Human rights issues and incidents	Material	SFDR	Not applicable	
Governance						
ESRS G1-1	10 (b)	United Nations Convention against Corruption	Material	SFDR	Compliance with regulations	136
	10 (d)	Protection of whistleblowers	Material	SFDR	Protection of whistleblowers	135
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery	Not material	SFDR/BR		
	24 (b)	Standards of anti-corruption and anti-bribery	Not material	SFDR/BR		

Definitions and detailed basis for preparations of metrics

E1 Climate change	Definition
Scope 1	
Scope 1	<p>Emissions from direct operations from owned and controlled activities:</p> <ul style="list-style-type: none"> • Stationary combustion (tCO₂e) of natural gas that is used for heating in our office buildings. • Mobile combustion (tCO₂e) of benzine and diesel used in leased company cars as reported by the fleet supplier. <p>We use https://co2emissiefactoren.nl/ to determine the emission factors used in accounting for this scope.</p>
Scope 2	
Scope 2 location-based	<p>Emissions from purchased electricity:</p> <ul style="list-style-type: none"> • Purchased electricity in our office buildings. • Electricity consumed for charging our electric vehicle (EV) fleet, as reported by the fleet supplier, and converted to kWh using a supplier-specific factor. We use https://co2emissiefactoren.nl to determine the emission factors used in accounting for this scope.
Scope 2 market-based	<p>Emissions from purchased electricity including market-based instruments:</p> <ul style="list-style-type: none"> • Electricity consumption accounted including purchased renewable energy certificates for green offices. This includes 10 green offices located in Alkmaar, Amstelveen, Arnhem, Breda, The Hague, Eindhoven, Enschede, Groningen, Utrecht, Rotterdam, and excludes offices rented in Maastricht and Zwolle. In certain cases where certificate is not yet available, the contract serves as evidence for green offices. • Electricity consumed for charging our EV fleet, as reported by the fleet supplier, and converted to kWh using a supplier-specific factor. • We use the Association of Issuing Bodies residual mix to determine the emission factors used in accounting for this scope.
Scope 3	
Scope 3 overall emissions	<p>We follow the GHG Protocol Corporate Value Chain Standard to measure and report on Scope 3 emissions. We conducted a full screening on our value chain emissions and assessed the material and relevant Scope 3 categories as disclosed in this report.</p>
Category 1 - Purchased goods and services IT devices	<p>Upstream emissions associated with the procurement of IT equipment, including but not limited to monitors, desktops, and mobile devices. To estimate emissions, we use product carbon footprint provided by suppliers, including emissions from materials extraction, manufacturing, and upstream transportation.</p>
Category 1 - Purchased goods and services - Other	<p>This category included all upstream emissions from both goods procured and services taken within the reporting year excluding, IT devices. To estimate these emissions, we applied a spend-based accounting method using the EXIOBASE 2022 database, adjusted for 2025 inflation factors.</p> <p>While this method is recommended by the GHG Protocol and widely adopted, it has inherent limitations, including a higher degree of uncertainty. Sector-specific emission factors can vary from year to year, which may not always accurately reflect the actual changes in emissions. Part of the observed increase since our base year can be attributed to shifts in these underlying emission factors, introducing uncertainty about whether the increase is due to actual rising GHG emissions in our value chain or limitations of the EXIOBASE model.</p> <p>For our calculations, we used EXIOBASE 2019 for the base year and EXIOBASE 2022 for the current year, including inflation adjustments. Additionally, we improved the allocation of emissions by refining the spend-based data distribution, ensuring a more accurate representation of emissions per expenditure category. Due to data availability, 2018/2019 figures represent the re-baselining analysis using an FTE approach based on 2021/2022 purchased goods and services figures.</p>
Category 3 - Fuel and energy-related activities	<p>Upstream emissions associated with fuel and electricity consumption accounted for as in Scopes 1 and 2. We use https://co2emissiefactoren.nl to determine the emission factors used in accounting for this scope.</p>
Category 5 - Waste generated in operations	<p>Total waste generated in our operations. We use the DEFRA methodology to determine the emission factors used in accounting for this scope.</p> <p>Due to data limitations in 2024/2025, the waste amount on which we base the emissions estimation is derived from prior-year FTE figures.</p>
Category 6 - Business travel	<p>Emissions from distances traveled for business-related activities.</p> <ul style="list-style-type: none"> • Air travel distance reported by our travel booking agency for short-, medium-, and long-haul flights taken per ticket class. • Rail travel kilometers registered within our internal system. • Mobility scheme kilometers by public transport (bus, metro, and tram), registered without our internal system. <p>Due to data availability, these emission sources are based on calendar year 2024 and extrapolated to reflect FY2025 figures. The extrapolation is conducted based on headcount, since this metric accurately reflects the mobility of our employees.</p> <p>We use the DEFRA to determine the Air Travel emission factors and https://co2emissiefactoren.nl for transport modes used in accounting for this scope.</p>
Category 7 - Employee commuting	<p>Total kilometers registered under employee mobility scheme for employees without leased cars. We use https://co2emissiefactoren.nl to determine the emission factors for transportation used in accounting for this scope. Due to data availability, these emission sources are based on calendar year 2024 and extrapolated to reflect FY2025 figures. The extrapolation is conducted based on headcount, since this metric accurately reflects the mobility of our employees.</p>

S1 Own workforce	
Key performance indicator	Definition
Number of employees	<p>The total number of employees by headcount and a breakdown by gender based on a reference date of October 1, 2025. This includes regular employees, fixed-term employees, non-equity partners, inbound expats, casual workers, and virtual short-termers.</p> <p>Gender is self-registered by employees during onboarding. Afterward, this is reviewed based on their passport or another form of ID.</p>
Number of permanent employees, temporary employees, and non-guaranteed hours employees	The total number of employees broken down by headcount and employment relationship (permanent/temporary/non-guaranteed), with a split by business line and gender, as of a reference date of October 1, 2025.
Total number of leavers	The total number of employees by headcount who leave the organization during the financial year (October 1 to September 30) with a split by business line and gender.
Employee turnover	The percentage of employees (headcount) who leave the organization during the financial year (October 1 to September 30), based on the headcount of October 1, 2024 with a split by business line.
Full-time and part-time employees	The total number of employees by headcount, including full-time (40 hours) versus part-time (< 40 hours) working hours, with a split by business line and gender, based on a reference date of October 1, 2025.
Total number of non-employees	The total headcount of people without an employment relationship but who perform work for KPMG, with a reference date of October 1, 2025. These include equity partners, offshore resources, contractors, and interns.
Gender diversity	The total number and percentage of employees per employee category (Partner and Director, excluding equity partners), senior manager, manager, senior, junior, and other (secretaries and other Central Services employees) by headcount and a breakdown by gender, based on a reference date of October 1, 2025.
Gender diversity at top management level	The total number of headcount and rate (percentage) within KPMG's governance bodies by headcount and a breakdown by gender, based on a reference date of October 1, 2025. Governance bodies = Supervisory Board, Board of Management and Leadership Teams of Advisory/Assurance/Central Services.
Number and percentage of employees by age group	The distribution of employees (headcount and percentage) by headcount, and a breakdown by age group (< 30 years old, 30-50 years old, > 50 years old), based on a reference date of October 1, 2025.
Percentage participation in regular performance and career development	Percentage of employees by headcount on October 1, 2025, that participated in regular performance and career development reviews by employee category, business line, and gender.
Average training hours per employee	Average internal and external training hours per employee, based on average headcount and broken down by business line, gender, and employee category, for the financial year (October 1 to September 30).
Family-related leave	<p>All employees are entitled to family-related leave. The percentage of entitled employees who took family-related leave is the total number of employees that took any family-related leave divided by the average headcount of the financial year.</p> <p>Family-related leave is based on birth leave, additional birth leave (first week), additional birth leave (second to sixth weeks), paid parental leave, care leave, and maternity leave.</p>
Gender pay-gap	<p>The difference in average total compensation between male and female employees, and a breakdown by employee category: Partner/Director (excluding equity partners), senior manager, manager, senior, junior, and other, based on a reference date of the opening balance workforce (October 1, 2025).</p> <p>Our calculation is based on the following formula: Average male total compensation minus average female total compensation, divided by average male total compensation, and multiplied by 100. Total compensation is the total fixed pay and total variable pay amount.</p> <p>Total fixed pay includes full-time salary (including holiday pay), mobility allowance, and pension contribution. Total variable pay includes variable remuneration, one-off bonuses for special achievements, and success-sharing benefits.</p>
Annual total remuneration ratio	<p>The ratio within KPMG (excluding KPMG International) between the remuneration of its "highest-paid individual" and the median remuneration for its employees (excluding the highest-paid individual), based on a reference date of the opening balance workforce (October 1, 2025).</p> <p>Calculated as "annual total remuneration" for the undertaking's "highest-paid individual" divided by "median employee annual total remuneration excluding the highest-paid individual". Annual total remuneration refers to the total compensation, which includes total fixed pay and total variable pay.</p> <p>Total fixed pay includes full-time salary (including holiday pay), mobility allowance, and pension contribution. Total variable pay includes variable remuneration, one-off bonuses for special achievements, and success-sharing benefits.</p>
The total number of incidents of discrimination	<p>Total discrimination-related incidents, including harassment related to discrimination reported in the reporting period from the following channels:</p> <ul style="list-style-type: none"> • Counselor • Mediator • Complaints and Disputes Committee • Internal Audit & Compliance Office
Other complaints	<p>Total complaints excluding the discrimination-related incidents reported in the reporting period from the following channels:</p> <ul style="list-style-type: none"> • Counselor • Mediator • Complaints and Disputes Committee • Internal Audit & Compliance Office
Employee engagement	Percentage of positive responses to Global People Survey (GPS) questions ("strongly agree" and "agree" on a five-point scale) in the reporting period relating to employee engagement, e.g., "I am proud to work for KPMG" and "I would recommended KPMG as a great place to work."
Gender diversity at Partner/Director level (including equity partners)	The total number and percentage of employees per employee category, Partner (including equity partners), Director, senior manager, manager, senior, junior, and other (secretaries and other Central Services employees), by headcount and broken down by gender, based on a reference date of October 1, 2025.
Retention performance	The percentage of active employees and equity partners (excluding inbound expats) by headcount at the end of the financial year (September 30), based on the opening balance retention of the financial year (October 1, 2024). For the business lines Assurance and Advisory only client-facing staff has been taken into account.
Satisfaction score well-being	Percentage of positive responses to GPS questions ("strongly agree" and "agree" on a five-point scale) in the reporting period relating to employee engagement, e.g., "I am treated with dignity and respect at work" and "There is open and honest two-way communication at KPMG".
Cultural diversity	Percentage of cultural diversity indicated by migration background based on the CBS's Cultural Diversity Barometer.

G1 Governance	
Key performance indicator	Definition
Results of internal KPMG audit inspections	Percentage of audit engagements rated "compliant" and "compliant - improvement needed" during internal Quality Performance Reviews completed during the reporting period.
Results of external inspections	Percentage of external reviews by the AFM, NBA, and PCAOB performed during the reporting period that were rated satisfactory as a percentage of the total number of external reviews. The results are based on finalized file reviews by the AFM, NBA, and PCAOB. Theme-driven reviews by the AFM are excluded, as these do not provide a definitive conclusion on file compliance.
Percentage of engagements involving engagement quality control review (EQCR)	Number of EQCRs being carried out prior to publication of auditor's report as a percentage of legal audits being conducted during the reporting period.
EQCR hours spent as a percentage of total hours spent on EQCR engagements (scope: all EQCR engagements, excluding three largest clients)	Number of hours spent on EQCRs by the EQCR partner and designated EQCR Assist (senior manager and up) as a percentage of total hours spent on audit engagements involving an EQCR during the reporting period, excluding the three largest clients.
Partner hours in public-interest entity (PIE) audit engagements (OOB)	Percentage of hours spent by KPMG Partners and Directors on financial statement audit engagements for PIE clients during the reporting period.
Partner hours in non-PIE audit engagements (non-OOB)	Percentage of hours spent by KPMG Partners and Directors on financial statement audit engagements for non-PIE clients during the reporting period.
Average number of hours spent in training per client-facing professional in audit	Average number of hours per audit professional (excl. non-client facing professionals) spent on study or training during the financial year.
Hours spent on PIE audit engagements (OOB) by IT and other specialists	Percentage of hours spent by specialists working in Assurance departments (other than audit) on financial statement audit engagements for PIE clients during the reporting period.
Hours spent on non-PIE audit engagements (non-OOB) by IT and other specialists	Percentage of hours spent by specialists working in Assurance departments (other than audit) on financial statement audit engagements for non-PIE clients during the reporting period.
Technical resources support (FTEs) as a percentage of total audit FTEs	The percentage of the YTD average FTE sum of technical resource support, based on the total YTD average FTE sum of all professionals within audit during the financial year (or reporting period).
Number of technical consultations as a percentage of total audit engagements	Technical audit or accounting consultations by the Audit Quality Professional Practice department that are finalized as a percentage of total financial statement audit engagements during the reporting period.
Number of restatements due to material errors as a percentage of the total number of audit opinions (both legal and non-legal)	The number of financial statements where KPMG performed the audit in the previous year and in which a misstatement was identified (after issuance of the audit opinion) that has a material impact on the financial statements and which require a retrospective correction in next year's financial statements as a percentage of "the number of issued auditor's reports."
Number of restatements due to fundamental errors - 362.6 BW2	The number of financial statements with fundamental errors, whereby the financial statements in which the errors were made were audited by KPMG.
External independence violations as a percentage of total headcount	Number of externally reported violations of personal and engagement independence rules as a percentage of average total employee headcount during the reporting period.
Breaches of internal independence rules (not resulting in an external violations) as a percentage of total headcount	Breaches of internal independence rules reported internally, not resulting in an external violation as a percentage of average total employee headcount during the reporting period.
GPS survey results related to audit quality	Positive responses to GPS questions ("strongly agree" and "agree" on a five-point scale) relating to quality as a percentage of total responses by employees who indicated in the survey that they worked on audit engagement in the reporting period.

Overview of not-applicable Scope 3 emission categories

The table shows the emission categories that, based on our screening exercise, we believe are not relevant for KPMG, as well as our reasoning for each conclusion.

Scope 3 category	Rationale for non-applicability
Category 2 – Capital goods	The firm does not purchase any capital goods
Category 4 – Upstream transportation and distribution	Related emissions are accounted for in Category 1 emissions
Category 8 - upstream leased assets	Related emissions are accounted for in Category 1 emissions
Category 9 - Downstream transportation and distribution	The firm does not sell products
Category 10 – Processing of sold products	The firm does not sell products
Category 11 - Use of sold products	The firm does not sell products
Category 12 - End-of-life treatment	The firm does not sell products
Category 13 - Downstream leased assets	The firm does not lease any owned assets to other entities
Category 14 – Franchises	The firm does not operate franchises
Category 15 - Investments	The firm does not hold financial instruments within the scope of this emission category

Supervisory Board report

Letter from the Chair	149
Functioning of the Supervisory Board	151
Training and evaluation	153
Members of the Supervisory Board	154
Board activities in 2024/2025	156
Remuneration report	160

Letter from the Chair

Having taken up my role as Chair of KPMG N.V.'s Supervisory Board in June 2025, I am honored to share reflections on a year of good strategic progress and positive financial results, achieved despite ever-growing uncertainty in a tumultuous operating environment. While the credits for the firm's strong performance belong to the Board of Management and KPMG's people, the Supervisory Board takes pride in its role of safeguarding trust and ensuring long-term value for all stakeholders.

Developments at KPMG

Our foremost responsibility as Supervisory Board is to uphold trust and quality—the foundation of KPMG's reputation. We closely monitored the execution of the Trust & Growth strategy, with particular attention to culture and the digital and AI transformations. Investments in responsible AI and ESG capabilities reflect our commitment to sustainable growth and ethical innovation. Achievements such as the EcoVadis Gold rating and expanded community initiatives underscore the firm's broader societal impact.

The lifting of enhanced regulatory supervision by the AFM in September 2025 marked a significant milestone and I am confident that the **Values First** program, focused on clarity on integrity and courage to address, continues to shape culture and drive positive change throughout the organization. The Supervisory Board commends the firm and its people for their efforts in transforming KPMG's culture. We urge all colleagues to continue focusing on the values needed to earn and maintain stakeholder trust.

This trust is particularly important at a time of rapid change. **Artificial intelligence (AI)** is driving a major evolution – both in ways of working in Assurance, Advisory and Central Services, and also in the solutions the firm provides to clients who are themselves navigating the impact of new technologies. At the same time, KPMG and its clients are facing challenging and unpredictable business conditions, due to (geo)political developments and associated economic turmoil. This requires the firm to remain agile and resilient in the face of disruption, ensuring it can steer effectively around risk and toward opportunity.



It is therefore more important than ever that KPMG is able to attract and retain exceptional **people**, especially among the younger generations. The Supervisory Board supports the ongoing focus on leadership behaviors and on offering stimulating work, growth opportunities, and an enriching environment where people feel safe, included, and able to perform to their highest potential.

Amid disruption, KPMG is committed to standing side by side with **clients**, viewing challenges through their eyes. Beyond its traditional remit of providing incisive and actionable advice, the firm's role today is to develop and implement tangible solutions. However, regardless of how the organization's services and ways of working evolve, quality must remain constant. This is, after all, the foundation for fulfilling the firm's primary role of increasing public trust in information, systems, and institutions and thereby making a positive difference in our society.

Developments in the Supervisory Board

The Supervisory Board enjoyed open and rewarding cooperation with the firm's Board of Management and its shareholder (the Board of Management of Coöperatie KPMG U.A.) during the year, as well as with the Works Council, Young Board Now, and KPMG International. We expect interactions with our global network to increase as KPMG N.V. continues to leverage centrally developed technology solutions. Externally, the Supervisory Board also engaged with the Dutch Authority for the Financial Markets (AFM).

On behalf of the Supervisory Board, I would like to thank Bernard Wientjes for temporarily resuming the role of Chair between September 2023 and April 2025. Shortly after my own arrival in June, we welcomed Barbara Frohn to the Supervisory Board, strengthening our expertise in regulatory strategy and risk management.

Looking ahead

As we enter FY26, KPMG is well positioned to navigate disruption and pursue further growth. Their strategic focus on trust, quality, innovation, and people enables KPMG to continue in making a positive impact for clients, society, and its stakeholders. The Supervisory Board is confident in the organization's ability to adapt, lead, and deliver excellence in a complex world.

We are grateful to the firm's partners and employees for their dedication and enthusiasm throughout 2024/2025. Alongside the excellence and integrity that are firmly embedded in the organization's work, these qualities will be essential to continuing the organization's success in the new financial year and beyond.

Dirk Jan van den Berg

Chair of the Supervisory Board

Functioning of the Supervisory Board

KPMG's Supervisory Board is responsible for overseeing and advising the Board of Management, with a view to protecting public interest, especially in upholding audit quality, and to creating long-term value for the firm's stakeholders. This includes advising on the Assurance and Advisory businesses, as well as the challenges and opportunities that arise from KPMG being active in both markets.

The Supervisory Board also advises the Board of Management regarding KPMG's wider organization, including the internal controls that are in place to mitigate the firm's risks as identified in the enterprise risk management (ERM) framework. The Supervisory Board's responsibilities are set out in KPMG's Articles of Association and the Supervisory Board's own rules of procedure, available online.^[1]

Consultation with internal and external stakeholders

Members of the Supervisory Board regularly meet other internal stakeholders. These stakeholders include board members of Coöperatie KPMG U.A., equity partners, employees, Young Board Now members, and representatives from the firm's Works Council. The Board also maintains regular contact with KPMG International, clients, regulators, and other external stakeholders. These conversations keep the Supervisory Board up to date on developments and help it to constantly assess and review its role within KPMG.

Current composition and committee memberships

At the end of 2024/2025, the Supervisory Board comprised six members, each of whom complied with the profile description set out in the Supervisory Board Rules. Collectively, the Board has considerable expertise in management, finance, information technology (IT), risk and compliance, environment, social, and governance (ESG) matters, and human resources (HR).

On April 13, 2025, Bernard Wientjes completed his term as temporary Chair of the Supervisory Board. Two new members were appointed during the year: on June 1, 2025, Dirk Jan van den Berg joined the Supervisory Board as Chair, and on June 16, 2025, Barbara Frohn joined the Supervisory Board and became a member of the Audit & Risk Committee, further strengthening its expertise. There are currently no vacancies in the Supervisory Board.

Details of Board members, their appointments, and their committee memberships are presented in the table.

¹ These rules of procedure are compliant with the Dutch Audit Firms Supervision Act (Wta) and measures introduced by the Royal Netherlands Institute for Chartered Accountants (NBA) as part of its 2014 Public Interest Report, as well as the Supervisory Board's "Toezichtsvisie." For more information, please see KPMG's website.

Supervisory Board member	Appointed	First term, ending	Second term, ending	Committee memberships	Relevant experience
Kuldip Singh	March 1, 2022	2026	n/a	Assurance Quality Audit & Risk	Digital technologies
Linda Hovius ¹	March 8, 2022	2026	n/a	Assurance Quality Remuneration & Appointment	Industry Finance & management
Sandra Berendsen ¹	September 1, 2023	2027	n/a	Assurance Quality Remuneration & Appointment	Industry Finance & management
Pascal Visée	August 1, 2024	2028	n/a	Assurance Quality Audit & Risk	Legal Finance & management
Dirk Jan van den Berg	June 1, 2025	2029	n/a	Assurance Quality	Public & private sector management International relations Academia
Barbara Frohn	June 16, 2025	2029	n/a	Assurance Quality Audit & Risk	Regulatory strategy & risk management Finance & management

¹ Supervisory Board members appointed on the recommendation of the Works Council are, by law, members of the Board's Remuneration & Appointment Committee. Of the Committee's current members, this provision applies only to Linda Hovius and Sandra Berendsen.

Former Board member, leaving during 2025	Appointed	First term, ending	Second term, ending	Committee memberships	Date of departure
Bernard Wientjes ¹	September 13, 2023	n/a	n/a	Assurance Quality Audit & Risk	April 13, 2025

¹ Bernard Wientjes rejoined KPMG's Supervisory Board as temporary Chair in September 2023 for a period of 18 months. This was his second time as Chair, having already served for 6.5 years between 2015 and 2021. He was responsible for, among other things, appointing the current Chair, Dirk Jan van den Berg.

Board independence

All Supervisory Board members qualify as independent under the terms of the Dutch Corporate Governance Code and Audit Firms Supervision Act (as well as KPMG's own Supervisory Board Rules). Members' independence is monitored by the Ethics &

Independence unit, part of KPMG's Risk Management function. Supervisory Board members are obligated to notify KPMG's Ethics & Independence department of any material change in their positions. Members' continued independent status is verified at all meetings of the Supervisory Board, and members must inform the Chair of potential conflicts of interest.

Training and evaluation

As well as an extensive induction program for new Supervisory Board members, there is a training curriculum for all Supervisory Board members. This comprises training modules and meetings in addition to e-learning courses, covering subjects such as data privacy, Board independence, and information protection. During the year, the Supervisory Board's training program focused on quality management systems (International Standard on Quality Management (ISQM 1) and QC 1000), digital and innovation, ESG, and developments in Advisory (specifically, the Technology suite).

In May 2025, the Supervisory Board undertook its annual self-assessment, facilitated by an external party. This covered, among other things, the composition and the functioning of the Board's committees and boardroom dynamics with the Board of Management. The Supervisory Board also discussed the set-up of its meetings and its desire to be able to spend more time on educational and strategic topics. In May 2025, a joint session of the Supervisory Board and the Board of Management was held to assess the cooperation between the Supervisory Board and the Board of Management. This session was facilitated by an external party.

Board evaluation

The Supervisory Board held discussions in closed preparatory sessions as necessary during the year. The topics discussed covered the profile and composition of the Supervisory Board, given the approaching conclusion of two first-term appointments, and the onboarding of new members. The Board also discussed the performance of the members of the Board of Management against agreed targets. This was done in advance of the annual evaluation conversations with the members of the Board of Management.

Members of the Supervisory Board



LTR: Barbara Frohn, Sandra Berendsen, Linda Hovius, Dirk Jan van den Berg, Kuldip Singh, Pascal Visée

Dirk Jan van den Berg

Chair of the Supervisory Board and member of the Assurance Quality Committee

Dirk Jan has been Chair of the Supervisory Board since June 2025. In addition to his current role as independent Chair of the Association of Health Insurance Companies, he holds supervisory positions in various sectors, including non-executive board member at Air France-KLM. Previously, he served in the Dutch diplomatic and civil service, including as Secretary-General of the Ministry of Foreign Affairs, permanent representative to the United Nations in New York, and ambassador to China. Dirk Jan was also Chair of the Executive Board at Delft University of Technology and Chief Executive Officer (CEO) of Sanquin.

Sandra Berendsen

Chair of the Assurance Quality Committee and member of the Remuneration & Appointment Committee

Sandra was appointed as a member of the Supervisory Board in September 2023. She is a dairy farmer and co-owner of the Addink-Berendsen farm and is currently a member of the supervisory board of Royal FrieslandCampina N.V., Coöperatieve Rabobank U.A. and De Lage Landen International B.V. Sandra worked for nearly 20 years with accountancy firm Countus, in Zwolle. She has previously served on the supervisory boards of ForFarmers N.V. and Alfa Accountants and Advisors. For four years, she was an ambassador for the industry group Global Dairy Platform.

Pascal Visée

Chair of the Audit & Risk Committee and member of the Assurance Quality Committee

Pascal was appointed to the Supervisory Board in August 2024. He is currently also a member of the supervisory board of Royal FloraHolland and Lucas Bols and a non-executive board member of Nolet Holding and Ketel One Worldwide.

A certified public accountant, Pascal worked for nearly 27 years at Unilever in various financial and general management roles in the Netherlands and abroad. He has extensive experience both as a supervisory board member and as a member and chair of an audit committee. Over the past 10 years, he has held a combination of advisory and supervisory roles.

Linda Hovius

Vice-Chair of the Supervisory Board, Chair of the Remuneration & Appointment Committee, and member of the Assurance Quality Committee

Linda was appointed to the Supervisory Board in March 2022 after many years working as a boardroom consultant.

Linda was formerly founder and managing partner at Aberkyn and Director of Consulting Staff at McKinsey & Co. in Amsterdam. In addition to her position at KPMG, Linda is a non-executive board member at Flow Traders and Royal FloraHolland, as well as Chair of the Royal Holland Society of Sciences and Humanities.

Kuldip Singh

Member of the Audit & Risk Committee and member of the Assurance Quality Committee

Kuldip has been a member of the Supervisory Board since March 2022. He is a business economist, holds two post-graduate degrees, and attended Harvard Business School.

Kuldip previously worked for Innogy Retail International in digital and digital business transformation. He was also Global Head of Digital Transformation Customer Solutions at E.ON Group, Chief Operating Officer (COO) at Sanoma Digital, and CEO and Chief Financial Officer (CFO) of Grüner + Jahr in India.

In addition to his position at KPMG, Kuldip is a member of the Supervisory Board at Tennet, Chair of the Supervisory Board at Kyndryl, interim CEO at Whiffle, member of the Supervisory Board at ROM InWest, member of the Advisory Board at Wickey GMBH & Co, board member at Skoon Energy, and a lecturer in Digital Technology, AI and Cyber Security for the supervisory board training program at the Governance Academy.

Barbara Frohn

Member of the Audit & Risk Committee and member of the Assurance Quality Committee

Barbara was appointed as a member of the Supervisory Board in June 2025. Barbara began her career at ABN AMRO Bank, serving in various commercial and managerial roles. She has also held several positions at Banco Santander in Madrid, including managing director, and worked at the Financial Conduct Authority in the United Kingdom. She was also Head of Regulatory Strategy & Policy at Citigroup and a member of the executive team for Citigroup's EMEA region.

Barbara has extensive experience as a supervisor, both as a member and as chair.

Board activities in 2024/2025

During the past year, the Supervisory Board worked closely with KPMG's Board of Management in several important areas:

- Strategy and value creation (implementation of the firm's long-term vision and strategy; digital and innovation; business growth; regulatory developments; new business models and services; and brand management)
- Quality and independence (implementation of a vision/strategy for quality; policies, controls, and measures to further improve quality; and protecting independence and supporting a broader culture of quality within the firm)
- Culture (creating a culture that encourages high performance, innovation, and integrity; supporting greater openness, diversity, and inclusion; and encouraging KPMG's people to show accountability and leadership)

During the year, the Supervisory Board held eight meetings, based on the annual plan, each beginning with a closed preparatory session. The average attendance rate at all regular meetings was 98%; no member was frequently absent. The meetings addressed various topics – some of which were part of the Board's annual planning, with others relating to events or developments during the year. The main topics discussed in 2024/2025 were:

- The investigation into answer sharing, including the root cause analysis, mitigating measures, the outcomes of continued monitoring and horizon scanning, the progress and conclusion of the AFM's enhanced supervision program, and the Values First cultural change program.
- Recent developments and societally relevant issues in the firm's operating environment, including the economic slowdown in light of global conflicts, rising prices, climate change, and the impact of AI.
- Digital and innovation, with the Board regularly reviewing progress on the firm's strategy, focusing on the increasing adoption of AI and the intensifying competition in this field.
- The annual integrated report, with the Board discussing, among other things, the external auditor's report prior to publication (in the presence of both the auditor and the Board of Management).

Functioning and activities of the Supervisory Board committees

The Supervisory Board operates through three committees: Assurance Quality, Audit & Risk, and Remuneration & Appointment. The terms of reference for these committees can be found on KPMG's website. Where necessary, committee meetings are attended by subject matter specialists.

Assurance Quality Committee (AQC)

Responsibilities	<p>Overseeing the firm's system of controls affecting audit quality, independence, integrity, and stakeholder/public interest</p> <p>Advising the Board of Management on quality performance</p> <p>Approving the long-term vision and strategy to further improve the firm's approach to quality</p>
2024/2025 meetings and other activities	<p>All Supervisory Board members are also members of the AQC. AQC meetings are held in the presence of members of the Board of Management. The AQC held five meetings during the year.</p> <p>The main topics of discussion were:</p> <ul style="list-style-type: none"> • Remediation steps and conclusion of the enhanced supervision program • Results of external inspections • Audit quality indicator (AQI) target-setting • Outcomes of quality performance reviews and engagement quality control reviews • Annual ratings for the firm's equity partners with respect to quality • Recent policy developments in the Dutch accountancy sector • Implementation of ISQM 1 and the Public Company Accounting Oversight Board (PCAOB)'s new QC 1000 standard • The European Commission's Omnibus announcement and its implications for KPMG's clients, people, and organization
Attendance	<p>Sandra Berendsen: 100%</p> <p>Bernard Wientjes: 100% (until departure on April 13, 2025)</p> <p>Pascal Visée: 100%</p> <p>Linda Hovius: 100%</p> <p>Kuldip Singh: 100%</p> <p>Dirk Jan van den Berg: 100% (since appointment on June 1, 2025)</p> <p>Barbara Frohn: 100% (since appointment on June 16, 2025)</p>

"In a rapidly evolving environment, KPMG's focus on assurance quality is perhaps more important than ever. The AQC was therefore engaged during the year on key topics such as AI, Omnibus, and quality performance and control reviews. Having paid close attention to the remediation actions taken under enhanced AFM supervision, we are pleased that enhanced supervision has now been lifted and that the firm remains committed to embedding the desired culture and behaviors."

Sandra Berendsen, Chair of the AQC

Audit & Risk Committee (ARC)

Responsibilities	<p>Monitoring the functioning of the firm's ERM framework, as well as compliance with laws and regulations, including the European Union's General Data Protection Regulation (GDPR)</p> <p>Overseeing financing of operations, financial and non-financial reporting (including sustainability statement), the firm's tax position, and the use of IT</p> <p>Advising on accounts, budgets, and investments and monitoring delivery of the Trust & Growth strategy</p>
2024/2025 meetings and other activities	<p>The ARC met eight times in 2024/2025 in the presence of the COO, CFO, and Head of the Internal Audit & Compliance Office. Representatives from the external auditor, PricewaterhouseCoopers (PwC), were also present at relevant moments in several meetings. One closed meeting between the ARC and PwC took place during the year.</p> <p>The main topics of discussion were:</p> <ul style="list-style-type: none"> • Business plan, financial and business performance, tax, insurance, fraud risk, ERM, and "soft controls" • External audit scope, approach, fees, external auditor functioning, and annual management letter • Cybersecurity as part of the firm's overall digital and data strategy • Enterprise service management • Internal audit and compliance plan, annual report, mergers and acquisitions strategy, and IT general controls • Findings from internal and external audits and follow-up actions • Financial statements and annual integrated report for 2024/2025 • GDPR compliance • The transformation of KPMG's Central Services (formerly Business Services) function
Attendance	<p>Pascal Visée: 100%</p> <p>Kuldip Singh: 100%</p> <p>Barbara Frohn: 100% (since appointment on June 16, 2025)</p>

"Alongside executing our core agenda, the ARC was closely involved in special topics including the Amstelveen remodeling, the Central Services transformation, and the impact of the Wet deregulerend beoordelen arbeidsrelaties (DBA; assessment of employment relationships deregulation act). We also reviewed our enterprise risk management (ERM), paying close attention to cyber and IT risks. The arrival of Barbara Frohn means the ARC is returned to full strength as we move into the new financial year."

Pascal Visée, Chair of the ARC

Remuneration & Appointment Committee (RAC)

Responsibilities	<p>Overseeing remuneration, selections, and (re-)appointments</p> <p>Monitoring compliance with policies related to remuneration and appointments</p> <p>Reviewing performance of Board of Management members</p> <p>Advising the Supervisory Board on the appointment or dismissal of external auditors</p>
2024/2025 meetings and other activities	<p>The RAC held seven meetings during the year, with the CEO and Chief HR Officer present for most agenda items.</p> <p>The main topics of discussion were:</p> <ul style="list-style-type: none"> • Results of the annual Global People Survey (and follow-up actions), together with Young Board Now representatives • Overview of the firm's People Agenda, including talent management, culture, inclusion, diversity, and equity, and psychological safety • Search for and selection of a new Supervisory Board chair and new members of the Supervisory Board • Overseeing the firm's policies and procedures for the appointment of partners and directors • Setting key performance indicators (KPIs) and assessing performance for members of the Board of Management
Attendance	<p>Linda Hovius: 100%</p> <p>Sandra Berendsen: 100%</p>

"The design and implementation of Values First and the progress of the Central Services transformation were regular agenda items for the RAC in 2024/2025. We also discussed employee engagement, rewards and recognition, talent and skills development, AI, retention, and IDE. While we recognize management's efforts to increase diversity in the organization, we continue to emphasize the need for attention to this area. Meanwhile, the RAC was fully engaged in the search for and onboarding of the Supervisory Board's new Chair and ARC member. We were pleased to welcome Dirk Jan van den Berg and Barbara Frohn to these respective roles in June."

Linda Hovius, Chair of the RAC

Remuneration report

KPMG has a clear, consistent approach to remuneration. The firm's people are entitled to both a fixed salary and performance-related variable pay. In determining variable pay, several criteria are considered, the most important of which is quality. As a matter of policy, professionals who underperform on quality are not eligible for variable pay. However, KPMG does reward those who go beyond the original scope of their roles and/or have a positive impact on their team and the company as a whole.

For all colleagues, performance is assessed against pre-agreed annual goals, which are linked to KPMG's business plan, culture, values, and behaviors. Performance is graded, with these grades – together with an individual's potential career path – used to determine remuneration. KPMG regularly benchmarks its remuneration against selected markets to ensure the firm remains competitive.

For engagement leaders – that is, those leading audits or advisory projects with clients – performance scores are determined using standardized quality and risk metrics (including the results of external reviews and internal monitoring programs, success in “leading by example,” and timely completion of training).

Partners

There is a different remuneration structure for equity partners. They do not receive a salary; instead, each year, they receive a share of the profits, which is also adjusted for performance (starting with quality). In 2024/2025, partners received an average profit share of EUR 765,000, an increase of 9% compared to the previous year (EUR 701,000).

Partners' pay is determined by three factors: the company's profit for the year, personal performance, and the number of partners. Management closely monitors any partners scoring four or five (the two lowest grades), for whom individual improvement plans are put in place. This process is overseen by the Supervisory Board. Equity partners are subject to clawbacks; this allows the firm to recover part of their annual management fees in the case of “demonstrably culpable conduct.” A deferred payment scheme is also in place for Assurance equity partners (in line with measure 3.5, published by the NBA).

Board of Management

Members of the Board of Management receive a fixed compensation and are not eligible for variable pay. Equity partners serving as members of the Board of Management are also excluded from profit sharing. The remuneration for Board of Management members is determined at the beginning of each year by the Supervisory Board, based on levels of partner pay over the past three years (a so-called rolling mechanism), long-term performance of the firm, market trends, and professional responsibility. This is done to focus remuneration on the longer-term performance of the firm. The CEO, as non-partner, is entitled to a severance payment in certain circumstances, and receives retirement benefits as a participant in the pension scheme.

When evaluating the performance of members of the Board of Management, the Supervisory Board takes into account their personal performance and their approach to long-term KPIs in areas such as quality, public trust, client satisfaction, people management, and sustainable business growth.

Supervisory Board

Members of the Supervisory Board receive fixed annual fees. In 2024/2025, they received total remuneration of EUR 405,000 (2023/2024: EUR 472,000). Remuneration (in EUR) for 2024/2025 was as follows:

Bernard Wientjes*	Linda Hovius	Kuldip Singh	Sandra Berendsen	Pascal Visée	Dirk Jan van den Berg*	Barbara Frohn*
40,000	79,000	76,000	79,000	79,000	30,000	22,000

* The lower remuneration of Bernard Wientjes, Dirk Jan van den Berg, and Barbara Frohn reflects their respective departure from or appointment to the Supervisory Board during the year.

In 2024/2025, the remuneration of the members of the Supervisory Board was evaluated and benchmarked, resulting in an adjustment per 2025/2026.

Financial statements & notes

Consolidated statement of profit or loss and other comprehensive income	163
Consolidated statement of financial position	164
Consolidated statement of changes in equity	165
Consolidated statement of cash flows	166
Notes to the consolidated financial statements	167
Company statement of financial position	227
Company statement of profit or loss	228
Notes to the company financial statements	229

Consolidated statement of profit or loss and other comprehensive income

for the year ended September 30, 2025

EUR 000		2024/2025	2023/2024
Revenue	6	809,944	770,915
Other income	7	33,493	33,001
Operating income		843,437	803,916
Costs of outsourced work and other external charges	8	76,666	76,423
Employee benefits expenses	9	444,315	420,267
Depreciation, amortization and net impairment loss	6, 15, 16	38,401	38,480
Impairment loss on trade receivables	18	580	1,401*
Other expenses	10	142,000	139,322*
Operating expenses		701,962	675,893
Operating result		141,475	128,023
Finance income	11	1,076	2,099
Finance expenses	12	-11,295	-9,339
Profit before income tax		131,256	120,783
Income tax expense	13	1,369	2,238
Fees payable to Coöperatie KPMG U.A.	14	129,887	118,545
Profit and total comprehensive income for the year		–	–
<i>Profit and total comprehensive income attributable to:</i>			
Owners of the Company		–	–
Non-controlling interest		–	–
		–	–

* Adjusted for comparison purposes.

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statement of financial position

as at September 30, 2025

EUR 000		September 30, 2025	September 30, 2024
Assets			
Non-current assets			
Intangible assets and goodwill	15	12,330	12,975
Property, plant and equipment	16	174,575	140,393
Other financial assets	17	3,525	3,680
Contract assets	6	51	44
Deferred tax assets	13	1,616	1,243
Total non-current assets		192,097	158,335
Current assets			
Contract assets	6	46,476	44,706
Trade and other receivables	18	168,535	169,895
Cash and cash equivalents	19	161,908	142,577
Total current assets		376,919	357,178
Total assets		569,016	515,513
Equity and liabilities			
Equity			
Share capital	20	5,500	5,500
Share premium		19,730	19,430
Reserves		6,396	6,396
Profit for the year		-	-
Total equity		31,626	31,326
Non-current liabilities			
Loans and borrowings	21	181,705	155,836
Employee benefits	9	1,769	1,845
Provisions	22	-	400
Total non-current liabilities		183,474	158,081
Current liabilities			
Loans and borrowings	21	154,321	132,782
Trade and other payables	23	75,506	78,933
Employee benefits	9	53,979	51,436
Provisions	22	6,119	3,385
Contract liabilities	6	63,991	59,570
Total current liabilities		353,916	326,106
Total liabilities		537,390	484,187
Total equity and liabilities		569,016	515,513

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statement of changes in equity

for the year ended September 30, 2025

EUR 000	Share capital	Share premium	Reserves	Profit for the year	Total equity
Balance as at October 1, 2023	5,500	17,960	5,768	628	29,856
2022/2023 Result appropriation	–	–	628	-628	–
Total comprehensive income for the year					
Profit/(loss) for 2023/2024	–	–	–	–	–
Other comprehensive income for the year	–	–	–	–	–
Total comprehensive income for the year	–	–	–	–	–
Transactions with owners of the Company recognized directly in equity					
	–	–	–	–	–
Contributions and distributions					
Repayment to Coöperatie KPMG U.A.	–	-990	–	–	-990
Addition by Coöperatie KPMG U.A.	–	2,460	–	–	2,460
Balance as at September 30, 2024	5,500	19,430	6,396	–	31,326
Balance as at October 1, 2024	5,500	19,430	6,396	–	31,326
2023/2024 Result appropriation	–	–	–	–	–
Total comprehensive income for the year					
Profit/(loss) for 2024/2025	–	–	–	–	–
Other comprehensive income for the year	–	–	–	–	–
Total comprehensive income for the year	–	–	–	–	–
Transactions with owners of the Company recognized directly in equity					
	–	–	–	–	–
Contributions and distributions					
Repayment to Coöperatie KPMG U.A.	–	-2,250	–	–	-2,250
Addition by Coöperatie KPMG U.A.	–	2,550	–	–	2,550
Balance as at September 30, 2025	5,500	19,730	6,396	–	31,626

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statement of cash flows

for the year ended September 30, 2025

EUR 000		2024/2025	2023/2024
Profit for the year		–	–
<i>Adjustments for:</i>			
Income tax expense	13	1,369	2,238
Impairment trade receivables and contract assets		580	1,401
Depreciation and amortization	15, 16	37,834	38,424
Impairment losses on property, plant and equipment	16	517	–
Finance income	11	-1,076	-2,099
Finance expenses	12	11,295	9,339
Cash flows before movements in working capital and provisions		50,519	49,303
Change in contract assets	6	-1,777	-6,515
Change in trade and other receivables	18	780	-5,643
Change in other assets		433	408
Change in contract liabilities	6	4,421	468
Change in trade and other payables	23	-3,284	11,325
Change in provisions	22	2,334	-40,106
Change in employee benefits	9	2,467	10,165
Cash flows from operating activities		55,893	19,405
Income tax paid		-1,884	-1,934
Net cash from operating activities		54,009	17,471
Acquisition of property, plant and equipment	16	-10,683	-3,730
Investment in software	15	-1,042	-1,256
Net cash used in investing activities		-11,725	-4,986
Additional share premium paid by Coöperatie KPMG U.A.		2,550	2,460
Net proceeds of loans and borrowings from partners	21	15,546	30,008
Net proceeds of loans and borrowings from former partners	21	409	1,316
Interest paid to Coöperatie KPMG U.A. re partners and former partners	12	-5,398	-5,454
Repayment of share premium to Coöperatie KPMG U.A.		-2,250	-990
Interest and bank charges paid	12	-6,192	-4,170
Interest received	11	1,076	2,099
Payment of lease liabilities	25	-29,720	-31,187
Proceeds of employee bonds	21	1,990	1,517
Repayment of employee bonds	21	-964	-1,661
Net cash used in financing activities		-22,953	-6,062
Net change in cash and cash equivalents		19,331	6,423
Cash and cash equivalents as at October 1		142,577	136,154
Cash and cash equivalents as at September 30	19	161,908	142,577

The accompanying notes are an integral part of these consolidated financial statements.

Notes to the consolidated financial statements

1 General

1.1 Reporting entity

KPMG N.V. (the Company) is the holding company of companies that operate in the Assurance or Advisory business segments. Coöperatie KPMG U.A. (the Cooperative) holds the shares in KPMG N.V. The only members of the Cooperative are the practice companies of the partners. On the basis of a management agreement the services of the partners are made available to the Cooperative. The Cooperative subsequently makes the services of the partners available to KPMG N.V. and its subsidiaries.

Coöperatie KPMG U.A. is the ultimate parent company of KPMG N.V. KPMG N.V. is registered with the Dutch Chamber of Commerce under number 34153857, and is a member firm of the KPMG network of independent member firms affiliated with KPMG International limited (KPMG International), a private English company limited by guarantee.

KPMG N.V.'s registered office in the Netherlands is at Laan van Langerhuize 1-11, 1186 DS Amstelveen. The Company's consolidated financial statements for the year include the financial statements of the Company and its subsidiaries and the Group's investments in associates. The Company and its subsidiaries are jointly referred to as 'KPMG' or 'the Group'.

1.2 Reporting period

The Company's financial year runs from October 1 to September 30 of the following calendar year.

The financial statements for 2024/2025 were approved for issue by the Board of Management on December 5, 2025.

2 Basis of preparation

2.1 Statement of compliance

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as endorsed by the European Union (EU-IFRS) and with Section 2:362(9) of the Dutch Civil Code. The consolidated financial statements have also been prepared on a historical cost basis, unless otherwise stated in the respective note or [Note 3](#) Material accounting policies.

2.2 Functional currency

These consolidated financial statements are presented in euro, which is the Company's functional currency. All tables and amounts are in thousands of euros unless otherwise stated. In addition, all amounts have been rounded to the nearest thousand, unless otherwise indicated.

2.3 Use of estimates and judgements

The preparation of financial statements in conformity with EU-IFRS requires the management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported values of assets and liabilities, income and expenses. The estimates and underlying assumptions are based on past experience and various other factors considered reasonable in the circumstances.

The estimates and underlying assumptions are assessed periodically. Any revised estimates are accounted for in the period in which they are revised, if such revision only affects that period, or the period in which the revision is made and future periods, if the revision has implications for both the period under consideration and future periods.

Judgements

Information about judgements as at September 30, 2025 made in applying accounting policies that have the most significant effect on the carrying amounts of assets and liabilities in the next financial year is included in the following note:

- [Note 22](#) Provision for claims/legal proceedings: key judgement relates to the possibility of receiving a claim.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties as at September 30, 2025 that has a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities in the next financial year is included in the following notes:

- [Note 6](#) and [18](#) Measurement of unbilled services and trade receivables: in the measurement of the ECL allowance for trade receivables and contract assets, key assumptions relate to the determination of the weighted-average loss rate. Judgement is required in the valuation of contract assets and liabilities in order to measure the progress of a project against the total estimated costs of a project at reporting date;
- [Note 22](#) Provision for claims/legal proceedings: in the recognition and measurement of provisions and contingencies, key assumptions relate to the likelihood and magnitude of an outflow of resources.

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

Management regularly reviews the Group's significant unobservable inputs and valuation adjustments. If third-party information, such as broker quotes or pricing services, is used to measure fair values, then management assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of IFRS, including the level in the fair value hierarchy in which such valuations should be classified.

When measuring the fair value of an asset or a liability, management uses market observable data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability might be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Management recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in [Note 24](#) Financial instruments and associated risks.

2.4 Going concern

The financial statements have been prepared on a going concern basis.

2.5 Application of Section 402, Book 2 of the Dutch Civil Code

The financial information of the Company is included in the consolidated financial statements. For this reason, in accordance with Section 402, Book 2 of the Dutch Civil Code, the separate profit and loss account of the Company exclusively states the share of the result of participating interests after tax and the other income and expenses after tax.

For an appropriate interpretation of these statutory financial statements, the consolidated financial statements of the Company should be read in conjunction with the separate financial statements, as included.

2.6 Changes in IFRS and other accounting policies/Accounting policies adopted for the preparation of the consolidated financial statements

The Group has adopted the following new standards, interpretations and/or amendments to a standard with a date of initial application of October 1, 2024 unless otherwise stated:

- Amendments to IAS 7 Statement of Cash Flow and IFRS 7 Financial Instruments: Disclosures: Supplier Finance Arrangements. The amendments require an entity to provide additional disclosures about its supplier finance arrangements, to provide users of financial statements with information to enable them to assess how supplier finance arrangements affect an entity's liabilities and cash flows, and to understand the effect of supplier finance arrangements on an entity's exposure to liquidity risk and how the entity might be affected if the arrangements were no longer available to it. KPMG does not make use of supplier finance arrangements.

- Amendments to IAS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current; and Non-current Liabilities with Covenants. The amendments clarify how the classification of liabilities as current or non-current should be determined. In addition, they clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability: only covenants with which an entity is required to comply on or before the reporting date affect the classification of a liability as current or non-current. An entity has to disclose information in the notes that enables users of financial statements to understand the risk that non-current liabilities with covenants could become repayable within twelve months. KPMG does not have any conditions with which it must comply within twelve months after the reporting period.
- Amendments to IFRS 16 Leases: Lease Liability in a Sale and Leaseback. The amendments clarify how a seller-lessee subsequently measures sale and leaseback transactions that satisfy the requirements in IFRS 15 to be accounted for as a sale. They require a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that it does not recognize any amount of the gain or loss that relates to the right of use it retains. The new requirements do not prevent a seller-lessee from recognizing in profit or loss any gain or loss relating to the partial or full termination of a lease. KPMG is not involved in sale and leaseback transactions.

The implementation of the above-mentioned amendments did not impact the financial statements.

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements and by all companies included in the consolidation, except those explained in [Note 2.6](#), which address changes in accounting policies.

3.1 Consolidation principles

3.1.1 Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

A list of significant subsidiaries is included in [Note 26](#) List of subsidiaries.

3.1.2 Loss of control of subsidiaries

When the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interest and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

3.1.3 Transactions eliminated on consolidation

Intra-group balances, intra-group transactions and any unrealized gains or losses on transactions within the Group are eliminated in preparing the consolidated financial statements.

3.2 Foreign currency

Transactions in foreign currencies are translated to the Group's functional currency at the exchange rate as at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate as at the reporting date. Foreign exchange differences arising on translation are recognized in the statement of profit or loss and other comprehensive income.

When derivative financial instruments are used to hedge exposure to foreign exchange risks of recognized monetary assets or liabilities, hedge accounting is not applied. A gain or loss on the hedging instrument is recognized in the statement of profit or loss.

3.3 Financial instruments

3.3.1 Recognition and initial measurement

Trade receivables and debt securities issued are initially recognized when they are originated. All other financial assets and financial liabilities are initially recognized when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

3.3.2 Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at: amortized cost; fair value through other comprehensive income (FVOCI) – debt investment; FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets.

In this case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

- It is held within a business model, the objective of which is to hold assets to collect contractual cash flows; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- It is held within a business model, the objective of which is achieved by both collecting contractual cash flows and selling financial assets; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income (OCI). This election is made on an investment-by-investment basis. The Group has not elected to present subsequent changes in the investment's fair value in OCI for any equity investments.

All financial assets not classified as measured at amortized cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise. The Group has not designated any financial asset to be measured at FVTPL.

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level as this best reflects the way in which the business is managed and information is provided to management.

For the purposes of assessing whether the contractual cash flows are solely payments of principal and interest, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time, and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin. In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition.

After initial recognition, financial instruments are valued in the manner described below.

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognized in profit or loss.

Financial assets at amortized cost

These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment losses are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss.

Debt investments at FVOCI

These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment losses are recognized in profit or loss. Other net gains and losses are recognized in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.

Equity investments at FVOCI

These assets are subsequently measured at fair value. Dividends are recognized as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in OCI and are never reclassified to profit or loss.

Financial liabilities

Financial liabilities are classified as measured at amortized cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss.

The Group has the following other non-derivative financial liabilities: loans and borrowings, and trade and other payables.

3.3.3 Derecognition

The Group derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognizes a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognizes a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognized in profit or loss.

3.3.4 Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends to either settle them on a net basis or to realize the asset and settle the liability simultaneously.

3.3.5 Derivative financial instruments

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are recognized in profit or loss.

3.4 Property, plant and equipment

3.4.1 Owned assets

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

Where property, plant and equipment consist of significant parts that have different useful lives, they are accounted for as separate items under property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognized in profit or loss.

3.4.2 Right-of-use assets

For information regarding right-of-use assets, see [Note 3.5 Leases](#).

3.4.3 Subsequent costs

Subsequent expenditure is capitalized only when it is probable that the future economic benefits associated with the expenditure will flow to the Group, and that the cost of the asset can be measured reliably. All other costs are recognized as expenses in the statement of profit or loss and other comprehensive income when they are incurred.

3.4.4 Depreciation

Depreciation is recognized in the statement of profit or loss and other comprehensive income in accordance with the straight-line method over the estimated useful life of each part of an item of property, plant and equipment.

The estimated useful lives are as follows:

- Fittings, fixtures and alterations: up to ten years;
- Computers and communications equipment: five to eight years;
- Office furniture and equipment: five to eight years depending on the lease term;
- Buildings: up to fifteen years depending on the lease term;
- Lease cars: four to five years depending on the lease term.

Depreciation methods, estimated useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

3.5 Leases

The Group has long-term property leases, leases for cars and leases for printers and photocopiers.

Lessee accounting

At the inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for a consideration.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of either the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements or modifications of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. In general, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments less temporary deductions;
- Amounts expected to be payable under a residual value guarantee;
- The exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured if there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option, or if there is a revised in-substance fixed lease payment.

When a lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in the profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases of cars that have a lease term of 12 months or less. The Group recognizes the lease payments associated with the leases as an expense on a straight-line basis over the lease term.

- For disclosure on right-of-use assets, please see [Note 25](#);
- For disclosures regarding interest expenses on lease liabilities, please see [Note 12](#);
- For disclosure on leasing related cash outflows and the split between interest and principal payments, please see the consolidated statement of cash flows;
- For disclosures on lease liabilities and maturity analysis, please see [Note 25.1.4](#);
- For future lease obligations, please see [Note 24.3](#).

Lessor accounting

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, it is considered an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group acts as an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset.

The Group applies the derecognition and impairment requirements in IFRS 9 to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

The Group recognizes lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other income'.

3.6 Intangible assets and goodwill

3.6.1 Goodwill

Goodwill is stated at cost less accumulated impairment losses, if any. An impairment loss is recognized if the recoverable amount of the cash generating unit to which the goodwill pertains is lower than its carrying value.

3.6.2 Intangible assets

Purchased software and licenses are stated at cost. Software development expenditure is capitalized only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. If not, the costs of software development are recognized in profit or loss as incurred.

Subsequent to initial recognition, software is measured at cost less accumulated amortization and any accumulated impairment losses. Expenditure on research activities is recognized in profit or loss as incurred.

Amortization is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives and is generally recognized in profit or loss. Goodwill is not amortised.

Each category is amortized over its estimated useful life, except for licenses with an indefinite useful life, as follows:

- Software five to eight years;
- Software under construction is not amortized until ready for use or sale.

Amortization methods, useful lives and residual values are reviewed at each reporting date and adjusted if necessary.

The useful life of an intangible asset that is not being amortized is reviewed in each annual reporting period to determine whether events and circumstances continue to support an indefinite useful life for that asset.

3.7 Contract balances

Contract balance comprises mainly unbilled services and other contract assets. Unbilled services represent the gross unbilled amount expected to be collected from customers for rendering services performed to date. It is measured at cost plus profit recognized to date, in proportion to the progress of the project, less progress billings and recognized losses.

Unbilled services are presented as part of contract assets for all contracts in which costs incurred plus recognized profits exceed progress billings. If progress billings exceed costs incurred plus recognized profits, then the difference is presented as part of contract liabilities.

3.8 Impairment

3.8.1 Intangible and tangible assets

The carrying amount of the Group's tangible and intangible assets with a definite useful life is reviewed in case there is an objective indication of impairment. If such an indication exists, the recoverable amount of the asset is estimated. In the event that the recoverable amount is lower than the carrying amount, an impairment loss is recognized in the consolidated statement of profit or loss. For goodwill and intangible assets that have indefinite lives or that are not yet available for use, the recoverable amount is estimated each year at the same time, irrespective of indications that they are impaired.

For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generate cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the cash-generating unit, or CGU).

The recoverable amount of an asset or CGU represents the greater of the fair value less costs of disposal and the value in use. In determining the value in use, the present value of the estimated future cash flows is calculated on the basis of a discount factor before tax that reflects the current market estimates of the time value of money and the specific risk to the asset or CGU.

Impairment losses in respect of goodwill cannot be reversed. An impairment loss related to other assets is reversed if and to the extent there has been a change in the estimates used to determine the recoverable amount, and only to the extent that the asset's carrying amount on the reporting date does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

3.8.2 Financial assets measured at amortized cost and contract assets

The Group recognizes loss allowances for expected credit losses (ECLs) on:

- Financial assets measured at amortized cost; and
- Contract assets.

The Group currently does not own any debt investments measured at FVOCI.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- Debt securities and bank deposits that are determined to have low credit risk at the reporting date; and
- Other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables (including lease receivables) and contract assets are always measured at an amount equal to lifetime ECLs. The Group uses an allowance matrix to measure the ECLs of trade receivables from individual customers, which comprise a very large number of small balances.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience, together with informed credit assessment and including forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days overdue.

The Group considers a financial asset to be in default if:

- The debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held); or
- The financial asset is more than 90 days overdue.

The Group considers a debt security to have low credit risk if its credit risk rating is equivalent to the globally understood definition of 'investment grade'. The Group considers this to be Baa3 or higher based on the rating scale employed by credit rating agency Moody's Investor Services, or BBB- or higher as per S&P Global Ratings or Fitch Ratings.

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive).

ECLs are discounted at the effective interest rate of the financial asset.

At each reporting date, the Group assesses whether financial assets carried at amortized cost and debt securities at FVOCI, if any, are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes the following observable data:

- Significant financial difficulty experienced by the borrower or issuer;
- A breach of contract such as a default or being more than 90 days overdue;
- The restructuring of a loan or advance by the Group on terms that the Group would not otherwise consider;
- It is probable that the borrower will enter bankruptcy or other financial reorganization; or
- The disappearance of an active market for a security due to financial difficulties.

Loss allowances for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets.

For debt securities at FVOCI, the loss allowance is charged to profit or loss and is recognized in OCI.

The Group measures ECLs on a collective basis. Financial assets are grouped on the basis of shared credit risk characteristics, where the main driver is instrument type. In addition, credit-impaired or defaulted loans are assessed individually.

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. However, financial assets that are written off could still be subject to enforcement activities in order to recover the amounts due.

3.9 Employee benefits

3.9.1 Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and if the obligation can be estimated reliably.

3.9.2 Pension schemes

Obligations for contributions to defined contribution plans are expensed as the related service is provided. The Group has an individual defined contribution pension plan (het.kpmg.pensioen) for all employees, which is administered by an insurance company.

3.9.3 Long-term employee benefits

The net obligation in respect of long-term employee benefits is the amount of future benefits that employees have earned in return for their services in the current and prior periods. The obligation is calculated using the projected unit credit method, and is discounted to determine its present value. The discount rate is the yield at the reporting date on AA credit-rated corporate bonds that have maturity dates approximating the term of the obligations.

These employee benefits relate primarily to supplementary WIA (Occupational Disability Insurance Act) benefits and a provision for long-service benefits.

3.9.4 Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

3.10 Provisions

A provision is recognized in the statement of financial position when, as a result of a past event, the Group has a legal or constructive obligation that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the obligation.

A provision for onerous contracts is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract, which is determined based on the incremental costs of fulfilling the obligation under the contract and an allocation of other costs directly related to fulfilling the contract. Before a provision is established, the Group recognizes any impairment loss on the assets associated with that contract.

A provision for claims and/or legal proceedings is recognized following an evaluation of the matters that resulted in the Group being held liable by third parties, or the matters in which the relevant circumstances are such that it is reasonable to assume that they will result in the Group being held liable on the grounds of alleged failure to perform professional duties.

An assessment has been made on a case-by-case basis as to whether it is probable that the case will involve an outflow of resources from the Group. The estimates of both the probability of an outflow of resources and the amounts required involves a degree of uncertainty due to the nature of making such estimations. In general, such proceedings are long-term in nature and estimates are therefore revised from time to time. The amounts provided for include legal expenses, and are only presented net of expected reimbursements from the insurance company where appropriate. Reimbursements from the insurance companies are recognized when it is virtually certain that reimbursement will be received when settling the obligation.

Employee benefits provisions relate to long-term disability benefit supplements, pay-out obligations for secondary years of illness and long-service entitlements. The provisions for long-term disability benefit supplements is carried at its present value using a discount rate of 3.3% (2023/2024: 3.2%), the pay-obligations for secondary years of illness are carried at present value using a discount rate of 0.7% (2023/2024: 1.5%) and long-service entitlements are carried at present value using a discount rate of 3.5% (2023/2024: 3.3%) and taking account of staff turnover probability.

A provision for Social Return on Investment (SROI) obligations is recognized where contractual requirements related to Social Return on Investments result in the Group having a present obligation that has not yet been met.

3.11 Revenue

Information about the Group's accounting policies and identified performance obligations relating to contracts with customers is provided in [Note 6](#).

3.12 Other income

Included in other income are amounts billed to third parties for services other than assurance and advisory services, including SaaS licenses. This relates to housing expenses and IT services charged externally, primarily KPMG Meijburg & Co and KPMG International, which occupy buildings leased by the Group. Furthermore, the Group employs personnel working for KPMG International at KPMG Staffing & Facility Services B.V. These costs are rebilled in full to KPMG International.

3.13 Finance expenses

Finance expenses comprise interest payable on borrowings, which is calculated using the effective interest method, interest on leases, which is calculated using the incremental borrowing rate, and foreign exchange gains and losses.

3.14 Finance income

Finance income comprises of interest income that is recognized as it accrues in the statement of profit or loss and other comprehensive income using the effective interest method.

3.15 Fees payable to Coöperatie KPMG U.A.

In accordance with KPMG regulations and management agreements, partners are entitled to a variable contractual fee as compensation for services performed. This variable fee is equal to the profit after income tax of KPMG N.V. before deducting the variable fee and excluding the amount the Board of Management proposes to add to the reserves.

These contractual fees payable are recognized as expenses in the statement of profit or loss and comprehensive income.

3.16 Income taxes

Under management agreements, all earnings of KPMG N.V. are distributed to the partners, through Coöperatie KPMG U.A., who pay tax on these earnings. The Group has a ruling for corporate income tax purposes, under which the total net income before tax is subject to corporate income tax at the level of Coöperatie KPMG U.A., KPMG N.V., and the practice companies of the individual equity partners respectively. For this reason, the income tax payable by the Group itself is limited.

Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for:

- Temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss;
- Temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future;
- Taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Such reductions are reversed when the probability of future taxable profits improves.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date. For the financial year 2024/2025, the tax rate applied was 25.8% for 2024 and later years (2023/2024: 25.8% for 2023 and later years).

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only in the event that certain criteria are met.

3.17 Principles for presentation of the consolidated cash flow statement

The cash flow statement is prepared according to the indirect method.

The funds in the cash flow statement consist of cash and cash equivalents. Cash equivalents can be considered to be highly liquid investments.

Cash flows in foreign currencies are translated at the rate at the date of the cash flow.

Corporate income taxes and dividends received are presented under the cash flow from operating activities. Dividends paid, issuance of share capital, interest received, interest paid and payments of lease liabilities are presented under the cash flow from financing activities.

4 New standards and interpretations not yet adopted

A number of new standards, amendments to standards, and interpretations are effective for annual periods beginning after January 1, 2025 and have not been applied in preparing these consolidated financial statements. They will be applied as of October 1, 2025 or later:

- Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability. The amendments contain guidance to specify when a currency is exchangeable and how to determine the exchange rate when it is not;
- IFRS 18 Presentation and Disclosure in Financial Statements. The new standard that replaces IAS 1 will improve the quality of financial reporting by requiring defined subtotals in the statement of profit or loss, requiring disclosure about management-defined performance measures and adding new principles for aggregation and disaggregation of information;
- Amendments to the Classification and Measurement of Financial Instruments: Amendments to IFRS 9 and IFRS 7. The changes relate to settling financial liabilities using an electronic payment system, and assessing contractual cash flow characteristics of financial assets, including those with environmental, social and governance (ESG)-linked features;
- Amendments to IFRS 9 and IFRS 7 regarding Contracts Referencing Nature-dependent Electricity. The amendments provide guidance on the 'own-use' exemption for purchasers of electricity under contracts referencing nature-dependent electricity; and hedge accounting requirements for companies that hedge their purchases or sales of electricity using those contracts;
- IFRS 19 Subsidiaries without Public Accountability: IFRS 19 allows eligible subsidiaries to apply IFRS Accounting Standards with the reduced disclosure requirements of IFRS 19.

IFRS 18 will impact the presentation and disclosures in the financial statements. Other expected changes in amendments and standards are not expected to have a material impact on the financial statements. A number of other changes to IFRSs will not have an effect on the Group.

5 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. The Group has the following primary operating segments, which have been identified based on the way operations and financial information are organized and financial information is reported to the Board of Management:

- Assurance;
- Advisory.

The operating results of all operating segments for which discrete financial information is available is reviewed regularly by the Board of Management so that it can make decisions about resources to be allocated to the segment and to assess the segment's performance.

As the Group operates in the Netherlands, there is only one geographic segment, the Netherlands.

The pricing of intersegment transactions is determined in accordance with the applicable internal policies.

The Group's operating segments are its reportable segments.

Information about reportable segments

Information related to each reportable segment is set out below. Net sales, income and operational results are used to measure performance as management believes this information to be the most relevant in evaluating the results of the respective segments relative to other entities that operate in the same industries. In addition, average FTEs per segment are closely monitored.

Segmentation 2024/2025	Assurance	Advisory	Total reportable segments	Other and intersegment eliminations	Total
Net sales	442,633	295,849	738,482	-9	738,473
Income	425,188	313,210	738,398	-5,155	733,243
Operational result	139,546	89,380	228,926	-137,419	91,507

The total of net sales, income and operational result is reconciled to the amounts reported in the financial statements below. Other and intersegment eliminations include the elimination of revenues between operating segments on the one hand and central departments and support services on the other hand, on income level. On operational result level, intersegment eliminations relate to the elimination of all costs of central departments and support services providing services to the operating segments.

	Assurance	Advisory	Total reportable segments	Other	Total
Average FTEs					
Equity partners	92	71	163	7	170
Other professionals	1,974	1,437	3,411	5	3,416
Support staff	137	97	234	656*	890
Total FTEs	2,203	1,605	3,808	668	4,476

* This includes personnel working for KPMG International.

Segmentation 2023/2024	Assurance	Advisory	Total reportable segments	Other and intersegment eliminations	Total
Net sales	415,332	282,423	697,755	1	697,756
Income	397,503	300,128	697,631	-2,268	695,363
Operational result	126,906	90,027	216,933	-125,305	91,628
	Assurance	Advisory	Total reportable segments	Other	Total
Average FTEs					
Equity partners	95	71	166	5	171
Other professionals	1,896	1,352	3,248	6	3,254
Support staff	149	93	242	642*	884
Total FTEs	2,140	1,516	3,656	653	4,309

* This includes personnel working for KPMG International.

Reconciliation of information on reportable segments to the amounts reported in the financial statements

EUR 000	2024/2025	2023/2024
Net sales and income		
Net sales for reportable segments	738,473	697,756
Adjustment internal revenue	-5,230	-2,393
Income	733,243	695,363
Client related expenses	76,701	75,552
Consolidated revenue	809,944	770,915
Operational result		
Operational result	91,507	91,628
Advanced fees paid to the Cooperative	40,778	41,266
IFRS 16 adjustments	3,372	3,021
Extraordinary results	5,818	-7,892
Consolidated operating result	141,475	128,023
Unallocated amounts		
Finance income	1,076	2,099
Finance expenses	-11,295	-9,339
Consolidated profit before tax	131,256	120,783

Work performed by employees for internal purposes (adjustments internal revenue) is included in net sales for internal reporting purposes. This is excluded from income or consolidated revenue.

Income for internal reporting purposes is exclusive of client-related expenses, such as travel expenses, expense declarations or external client-related invoices. When these expenses are invoiced to the client, they are included in consolidated revenue.



Operational result presented for internal reporting purposes includes “notional” advanced fees paid to Coöperatie KPMG U.A. as a cost element, while they are not a cost element under IFRS. In addition, for internal reporting purposes, IFRS 16 is not followed and therefore the effects thereof are presented as a reconciling item.

For internal reporting purposes, certain items that are considered one-off and non-operational are presented separately and are therefore not considered part of operational result, however they are included in consolidated operating result. Extraordinary results comprise, amongst others, expenses for claims and legal proceedings and insurance reimbursements.

6 Revenue

Performance obligations and revenue recognition policies

Revenue is measured based on the consideration specified in a contract with a customer. The Group has determined that for assurance and advisory services, the Group recognizes revenue when (or as) it satisfies a performance obligation by transferring services to a customer. The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs.

The Group has elected to apply the practical expedient of IFRS 15.63. That means it does not adjust the promised amount of the consideration for the effects of a significant financing component if the Group expects, at the inception of a contract, that the period between when the Group transfers a promised good or service to a customer and when the customer pays for that good or service will be one year or less.

Information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies, is described below.

Assurance and advisory services

Nature and timing of satisfaction of performance obligations, including significant payment terms

The Group has determined that for assurance and advisory services, the customer controls all of the work in progress as the services are being provided. Furthermore, under such contracts, services provided do not create an asset with an alternative use to the Group as they relate to facts and circumstances that are specific to the customer and, in the event that a contract is terminated by the customer, the Group is entitled to reimbursement of the costs incurred to date, including a reasonable margin, unless a contract is onerous.

Invoices are issued according to contractual terms and are usually payable within 15 days. Amounts not yet invoiced are presented as unbilled services, as part of contract assets or contract liabilities.

Revenue recognition

Revenue is recognized over time by measuring the proportion of costs incurred to date compared with the estimated total costs of the service.

For those contracts with a constrained variable consideration that is highly susceptible to factors outside the Group's influence (e.g. success fees), the constrained amount is not included in the transaction price until the uncertainty associated with the variable consideration is resolved.

In contracts with multiple performance obligations, the stand-alone selling price of assurance and advisory services is estimated based on the cost-plus margin approach.

Software as a Service (SaaS) licenses

Nature and timing of satisfaction of performance obligations, including significant payment terms

Customers obtain control of the SaaS over time, during the period that the customer has the ability to consume and receive benefit from its access to the SaaS. Invoices are issued according to contractual terms and are usually payable within 15 days. Amounts not yet invoiced are presented as unbilled services.

Revenue recognition

Revenue is recognized over time using a time basis as a measure of progress after the go-live date of the SaaS.

In contracts with multiple performance obligations, the stand-alone selling price of SaaS is based on the list prices at which the Group sells the SaaS licenses. In the event that discounts are given in those contracts, and there is no observable evidence that the discount corresponds completely to a single performance obligation, the discount is allocated proportionally to all performance obligations of the contract.

Revenue streams

The Group generates revenue primarily from single or multiple performance obligations to deliver assurance and advisory services. The main component of these contracts is labor.

EUR 000	2024/2025	2023/2024
Revenue from contracts with customers	809,944	770,915

Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by primary service lines.

EUR million	Wet toezicht accountantsorganisaties (Wta) audits	Other financial statements audits	Other assurance services	Total assurance services	Advisory services	Total
2024/2025						
OOB clients (Wta)	94.3	19.4	20.9	134.6	–	134.6
Non-OOB clients (Wta)	154.3	35.8	13.1	203.2	9.4	212.6
Other audit clients	–	53.2	13.8	67.0	8.9	75.9
Other clients	–	–	16.5	16.5	370.3	386.8
Total	248.6	108.4	64.3	421.3	388.6	809.9
Of which revenue is related to:						
Assurance	248.6	108.4	64.3	421.3	40.7	462.0
Advisory	–	–	–	–	347.9	347.9
Total	248.6	108.4	64.3	421.3	388.6	809.9
2023/2024						
OOB clients (Wta)	87.5	12.9	14.6	115.0	–	115.0
Non-OOB clients (Wta)	170.8	20.7	8.1	199.6	14.6	214.2
Other audit clients	–	52.9	9.8	62.7	8.1	70.8
Other clients	–	–	15.7	15.7	355.2	370.9
Total	258.3	86.5	48.2	393.0	377.9	770.9
Of which revenue is related to:						
Assurance	258.3	86.5	48.1	392.9	42.1	435.0
Advisory	–	–	0.1	0.1	335.8	335.9
Total	258.3	86.5	48.2	393.0	377.9	770.9

Contract balances

The following table provides information about receivables, contract assets and contract liabilities from contracts with customers.

EUR 000		2024/2025	2023/2024
Trade Receivables which are included in 'Trade and other receivables'	18	144,575	140,537
Contract assets		46,527	44,750
Contract liabilities		63,991	59,570

Contract assets

The contract assets primarily relate to unbilled services in relation to contracts with customers, amounting to EUR 46,447 as at September 30, 2025 (September 30, 2024: EUR 44,675).

The remainder of the contract assets are related to costs to fulfil contracts where the Group performs set-up activities to deliver Software as a Service (SaaS licenses). These costs were determined based on the cost price of consulting hours related to the set-up activities performed before the go-live date of the SaaS licenses. These contract assets are amortized over the period that the SaaS license is provided to the customer.

The amount of amortization of contract assets during the year ended September 30, 2025 was EUR 48 (September 30, 2024: EUR 56). The amortization expenses relate partly to contract assets formed during the financial year and partly to existing contract assets as at the start of the financial year.

Contract liabilities

The contract liabilities primarily relate to advance billings for various activities in line with KPMG's services to be provided. Contract liabilities also include setup activities that do not transfer a service to the customer on their own, but are necessary for the use of the SaaS licenses to be provided to the customer.

No amount has been recognized as revenue from performance obligations satisfied (or partially satisfied) in previous periods (EUR nil for the year ended September 30, 2024).

Transaction price allocated to the remaining performance obligations

The Group applies the practical expedient in paragraph 121 of IFRS 15 and does not disclose information about remaining performance obligations that have original expected durations of one year or less.

7 Other income

Other sources of income include amounts billed to third parties for services other than assurance and advisory services. This relates to housing expenses and IT services charged externally, primarily to KPMG Meijburg & Co and KPMG International, which occupy buildings leased by the Group. Furthermore, the Group employs personnel working for KPMG International at KPMG Staffing & Facility Services B.V. These costs are rebilled in full to KPMG International.

8 Costs of outsourced work and other external charges

Costs of outsourced work and other external charges relate to third-party services, including those from other members of the KPMG network, and expenses directly attributable to engagements.

9 Employee benefits expenses and obligations

Employee benefits expenses

EUR 000	2024/2025	2023/2024
Salaries and other employee benefit expenses	366,128	349,941
Social security costs	50,363	45,684
Pension costs	24,220	22,626
Long-term employee benefits	508	190
Termination benefits	3,096	1,826
	444,315	420,267

Salaries and other employee benefit expenses mainly increased in line with the increase in number of staff by 4.1%. The average salary per KPMG employed FTE increased by 2.4% (2023/2024: increase 4.0%).

An amount of EUR 6.7 million is recognized in the income statement related to research and development, of which EUR 5.2 million in salaries and other employee benefit expenses and EUR 1.5 million in other expenses, see [Note 10](#) (2023/2024: EUR 8.2 million in total, of which EUR 6.4 million in employee expenses and EUR 1.8 million in other expenses).

Total employee expenses increased by 5.7% (2023/2024: increase 5.3%).

Employee benefits

EUR 000	September 30, 2025			September 30, 2024		
	< 1 year	> 1 year	Total	< 1 year	> 1 year	Total
Long-term employee benefit obligations	451	1,769	2,220	831	1,845	2,676
Short-term employee benefit obligations	53,528	–	53,528	50,605	–	50,605
	53,979	1,769	55,748	51,436	1,845	53,281

Long-term employee benefits mainly consist of WIA supplement (Occupational Disability Insurance Act) benefits and provisions for long-service entitlements.

Short-term employee benefit obligations consist of accruals for variable pay amounting to EUR 25,827 (September 30, 2024: EUR 24,151), holiday allowances amounting to EUR 16,989 (September 30, 2024: EUR 16,088) and benefit-on-demand liabilities amounting to EUR 10,732 (September 30, 2024: EUR 10,366). These obligations include a number of special schemes that relate to supplements to social benefits.

Movements in long-term employee benefits:

EUR 000	2024/2025	2023/2024
Balance as at October 1	2,676	2,007
Utilized	-320	-208
(Release)/ Addition	-187	627
Adding of interest and change in discount rate	51	250
Balance as at September 30	2,220	2,676

Number of staff and equity partners

Average FTEs	2024/2025	2023/2024
Professional staff	3,416	3,254
Support staff	762	744
Support staff for KPMG International	128	140
	4,306	4,138
Equity partners	170	171
	4,476	4,309

Please see [Note 7](#) Other income for more details with respect to support staff for KPMG International.

10 Other expenses

EUR 000	2024/2025	2023/2024
Other employee expenses	42,087	38,065
Traveling and representation expenses	28,000	23,874
Housing expenses	10,919	8,838
Office and IT expenses	18,795	17,381
Other expenses	42,199	51,164
	142,000	139,322

Other employee expenses include third party services and increased driven by more support personnel required for software development activities and internal projects, as well as more costs for external education.

Travel and representation expenses increased to a large extent as a result of higher car lease expenses, related to the increase in electric cars in our fleet.

Increase in housing expenses are fully driven by higher energy cost in our facilities and increase in Office and IT expenses is related to more software cost.

In 2024/2025 Other expenses included in other expenses mainly relate to contributions to KPMG International, insurance expenses, AFM fees, expenses for legal proceedings. The decreased cost level was largely driven by higher reimbursements from insurances.

An amount of EUR 1.5 million is recognized in other expenses related to research and development (2023/2024: EUR 1.8 million).

11 Finance income

EUR 000	2024/2025	2023/2024
Interest on lease receivables	67	70
Interest on bank accounts	1,009	2,029
	1,076	2,099

12 Finance expenses

EUR 000	2024/2025	2023/2024
Interest expense on employee bonds	475	300
Interest expense due to Coöperatie KPMG U.A.	5,398	5,454
Foreign exchange results	174	56
Adding of interest and change in discount rate	52	252
Interest on lease liabilities	4,697	3,021
Interest and bank charges	479	249
Other finance expenses	20	7
	11,295	9,339

13 Income taxes

Under management agreements, all earnings of KPMG N.V. are distributed to the partners, through Coöperatie KPMG U.A., who pay tax on these earnings. The Group has a ruling for corporate income tax purposes, under which total net income before tax is subject to corporate income tax at the level of Coöperatie KPMG U.A., KPMG N.V. and the practice companies of the individual equity partners respectively. For this reason, the income tax payable by the Group itself is limited.

Tax on the profit share of KPMG N.V. is calculated using the average tax rate applicable for the year. For 2024/2025, the average tax rate was 25.6% (2023/2024: 25.6%).

The table below provides a reconciliation between accounting profit and taxable profit.

EUR 000	2024/2025	2023/2024
Profit before income tax	131,256	120,783
Expenses related to early retired partners	-1,215	-142
Non-deductible expenses	1,531	1,591
Temporary differences	1,394	-2,106
Taxable profit	132,966	120,126

Taxable profit is taxable at the level of:

EUR 000	2024/2025	2023/2024
KPMG N.V.	7,458	6,623
Coöperatie KPMG U.A.	1,199	1,179
Practice companies of the individual equity partners	124,310	112,324

13.1 Amounts recognized in profit or loss

EUR 000	2024/2025	2023/2024
Current tax expense		
Current year	1,910	1,695
Adjustments for prior years	-169	
	1,741	1,695
Deferred tax expense		
Recognized net deductible temporary differences	-372	543
Tax expense	1,369	2,238

13.2 Movement in deferred tax balances

EUR 000	Net balance as at October 1	Recognized in profit or loss (see 13.1)	Net balance as at September 30	Deferred tax asset	Deferred tax liability
2023/2024					
Property plant and equipment	680	-680	–	–	–
Jubilee benefits	171	87	258	258	–
Lease liabilities	935	50	985	985	–
Deferred tax balance	1,786	-543	1,243	1,243	–
2024/2025					
Property plant and equipment	–	32	32	32	–
Jubilee benefits	258	-1	257	257	–
Lease liabilities	985	342	1,327	1,327	–
Deferred tax balance	1,243	373	1,616	1,616	–

The key factors that determine the valuation of deferred tax assets are the probability of future taxable profits, the tax rates that are expected to be applied to temporary differences when they reverse, and the assumption that it is expected that the carrying amount can be recovered. No amount was recognized in profit or loss related to changes in enacted or substantially enacted tax rates (2023/2024: no amount).

13.3 Current tax balances

Coöperatie KPMG U.A. is head of the fiscal unity for income tax purposes. For this reason, current tax balances are included in the current account with Coöperatie KPMG U.A.

14 Fees payable to Coöperatie KPMG U.A.

The management fee payable to the partners, through Coöperatie KPMG U.A., is remuneration for professional services performed and entrepreneurial risk. Partners must make their own pension arrangements and pay social security costs from this fee.

The level of the management fees payable to individual partners reflects their roles and specific responsibilities as well as corresponding levels of performance and, to a certain extent, reflects growth based on seniority in their initial years as partners.

In addition to their management fee, the practice companies of the partners also received expense allowances amounting to a total of EUR 162 (2023/2024: EUR 114), car allowances amounting to EUR 3,109 (2023/2024: EUR 2,600) and interest on financing totaling EUR 5,398 (2023/2024: EUR 5,454). These costs are shown in the statement of profit or loss and other comprehensive income under other expenses and finance expenses respectively.

15 Intangible assets and goodwill

Reconciliation of carrying amount

EUR 000	Goodwill	Software	Internally developed software	Total
Balance as at October 1, 2023				
Cost	6,395	10,433	4,023	20,851
Accumulated amortization and impairment	–	3,941	3,005	6,946
Carrying amount	6,395	6,492	1,018	13,905
Movements during 2023/2024:				
Additions	–	903	353	1,256
Amortization	–	-1,467	-719	-2,186
Impairment	–	–	–	–
Disposals cost	–	–	-922*	-922*
Disposals accumulated amortization and impairment	–	–	922*	922*
Balance as at September 30, 2024	6,395	5,928	652	12,975
Cost	6,395	11,336	3,454*	21,185*
Accumulated amortization and impairment	–	5,408	2,802*	8,210*
Balance as at October 1, 2024	6,395	5,928	652	12,975
Movements during 2024/2025:				
Additions	–	788	254	1,042
Amortization	–	-1,478	-209	-1,687
Impairment	–	–	–	–
Disposals cost	–	–	-2,384	-2,384
Disposals accumulated amortization and impairment	–	–	2,384	2,384
Balance as at September 30, 2025	6,395	5,238	697	12,330
Cost	6,395	12,124	1,324	19,843
Accumulated amortization and impairment	–	6,886	627	7,513
Balance as at September 30, 2025	6,395	5,238	697	12,330

* Adjusted for comparison purposes.

Software

Software mainly relates to back-office systems. The remaining period of amortization as at September 30, 2025 is two to eight years (September 30, 2024: two to eight years).

Internally developed software

Internally developed software mainly relates to digital risk software. During 2024/2025 an amount of EUR 254 was capitalized (2023/2024: EUR 353).

Impairment loss

No impairments on software was recorded in 2024/2025 (2023/2024: nil).

Impairment testing for cash-generating units containing goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's cash-generating units (CGUs).

The aggregate carrying amounts of goodwill allocated to each CGU are as follows:

EUR 000	09/30/2025	09/30/2024
KPMG Advisory	6,395	6,395

On an annual basis, the Group carries out impairment tests on capitalized goodwill, which are based on the estimated cash flows of the related CGU. The CGU represents the lowest level within the Group at which the goodwill is monitored for internal management purposes, which is not higher than the Group's operating segment as reported in [Note 5](#) Segment reporting. The recoverable amount of the relevant CGU is determined on the basis of its value in use. Determination of the value in use is performed by using estimated future cash flows, based on the 2025/2026 business plan approved by the Board of Management and further financial projections for the financial years through 2027/2028. Cash flows after this period are extrapolated by using a growth rate to calculate the terminal value.

The key assumptions in the cash flow projections are:

- Total revenue growth and result development, which is based on historical performance, expected future market developments, and the 2025/2026 business plan. For the period 2025/2026, a real revenue growth of 3% is included. For the period thereafter, KPMG has used a real growth of 0%, in addition to an inflation component based on inflation forecasts derived from the Economist Intelligence Group (EIU);
- A post-tax discount rate of 8.2% (2023/2024: 7.5%) to calculate the present value of the estimated future cash flows (on a post-tax basis). The pre-tax discount rate amounts to 10.6%;
- An indefinite growth rate, including an inflation correction, based on the lowest of the risk-free rate assumed in the weighted average cost of capital and the long-term inflation forecasts derived from EIU: 2% (2023/2024: 2%).

The values assigned to the key assumptions represent management's assessment of future trends in the respective markets and are based on both external and internal sources (historical and forward-looking data).

A sensitivity analysis has been performed, taking a change in the pre-tax weighted average cost of capital and the revenue growth expectations into consideration. No reasonably possible change in the assumptions would cause the carrying amount to exceed the recoverable amount.

Based on the outcome of the impairment tests, no impairments have been recorded.

16 Property, plant and equipment

Reconciliation of the carrying amount

	Fixtures fittings and alterations	Computers and communication equipment	Office furniture and equipment	Lease cars	Buildings	Total			
EUR 000	Owned	Owned	Owned	Right of use	Right of use	Right of use	Owned	Right of use	Total
Balance as at October 1, 2023									
Cost	8,975	7,604	10,819	445	82,969	121,644	27,398	205,058	232,456
Accumulated depreciation and impairments	3,505	2,941	4,299	308	38,872	40,483	10,745	79,663	90,408
Carrying amount	5,470	4,663	6,520	137	44,097	81,161	16,653	125,395	142,048
Movements during 2023/2024:									
Additions	653	2,275	802	–	24,528	79	3,730	24,607	28,337
Depreciation	-877	-2,088	-1,442	-88	-20,418	-11,325	-4,407	-31,831	-36,238
Remeasurement	–	–	–	10	230	7,282	–	7,522	7,522
Modification	–	–	–	–	–	169	–	169	169
Disposals cost	-335*	-1,693*	-199*	–	-17,517	–	-2,227*	-17,517	-19,744*
Disposals accumulated depreciation	335*	1,693*	199*	–	16,072	–	2,227*	16,072	18,299*
Balance as at September 30, 2024	5,246	4,850	5,880	59	46,992	77,366	15,976	124,417	140,393
Cost	9,293*	8,186*	11,422*	455	90,210	129,174	28,901*	219,839	248,740*
Accumulated depreciation and impairments	4,047*	3,336*	5,542*	396	43,218	51,808	12,925*	95,422	108,347*
Balance as at October 1, 2024	5,246	4,850	5,880	59	46,992	77,366	15,976	124,417	140,393
Movements during 2024/2025:									
Additions	5,655	3,103	1,924	42	23,550	600	10,682	24,192	34,874
Depreciation	-1,244	-1,733	-1,495	-66	-21,056	-10,553	-4,472	-31,675	-36,147
Impairment on disposals	–	-462	-55	–	–	–	-517	–	-517
Remeasurement	1	–	-1	–	2,624	2,743	–	5,367	5,367
Modification	–	–	–	–	–	32,328	–	32,328	32,328
Disposals cost	-91	-1,570	-884	-455	-21,940	–	-2,545	-22,395	-24,940
Disposals accumulated depreciation	91	1,570	883	455	20,218	–	2,544	20,673	23,217
Balance as at September 30, 2025	9,658	5,758	6,252	35	50,388	102,484	21,668	152,907	174,575
Cost	14,858	9,719	12,461	42	94,444	164,845	37,038	259,331	296,369
Accumulated depreciation and impairments	5,200	3,961	6,209	7	44,056	62,361	15,370	106,424	121,794
Balance as at September 30, 2025	9,658	5,758	6,252	35	50,388	102,484	21,668	152,907	174,575

* Adjusted for comparison purposes.

Property, plant and equipment

In early 2025, the Group has started with the remodeling of the head office in Amstelveen. This has led to an increase in the additions related to all categories of Owned Property, plant & Equipment. This is expected to continue till finalization of the renovation in 2027. Also refer to [Note 27](#).

Prior to starting the renovation, the Group renegotiated the lease for the head office in Amstelveen. This is treated as a modification of the contract and increased the right of use assets and lease liabilities by EUR 32.2 million. For more details on leased property, plant and equipment refer to [Note 25.1](#).

Security

For information on pledges and guarantees on property, plant and equipment provided by the Company, refer to [Note 27.3](#).

17 Other financial assets

EUR 000	09/30/2025	09/30/2024
Profit share derivative of the employee bonds	74	61
Lease receivables	3,451	3,619
	3,525	3,680

Information about the Group's exposure to credit and market risks, and fair value measurement, is included in [Note 24](#) Financial instruments and associated risks.

Further information on lease receivables is included in [Note 25.2](#) Leases as Lessor.

18 Trade and other receivables

EUR 000	09/30/2025	09/30/2024
Trade receivables	150,062	154,201
Other receivables	9,131	7,074
Prepayments	9,342	8,620
	168,535	169,895

The recoverable amounts of unbilled services and trade receivables are estimated every quarter. The important factors to be considered when estimating unbilled services and trade receivables are historical performance, the terms and conditions of contracts, and progress on and results of work performed. Both expected macro-economic factors and the financial position of the debtor are important when assessing the loss allowance.

Unbilled services on contracts with customers are presented as contract assets in [Note 6](#).

18.1 Trade receivables

All trade receivables are due within one year.

Trade receivables are shown net of expected credit losses of EUR 747 (2023/2024: net of expected credit losses of EUR 542). In addition, in the statement of profit or loss and other comprehensive income an impairment loss of EUR 580 (2023/2024: a loss of EUR 1,401) has been recognized.

18.2 Other

All other receivables are due within one year. The prepayments mainly consist of prepaid insurance premiums.

Credit and market risks, and impairment losses

Information about the Group's exposure to credit and market risks, and impairment losses for trade and other receivables, is included in [Note 24.2.2](#).

Security

Information about the pledges of trade receivables is included in [Note 27.3](#).

19 Cash and cash equivalents

As at September 30, 2025, cash and cash equivalents only consist of bank balances. Bank balances, including business savings accounts, are at the free disposal of the Group, except for an amount of EUR 9,940 held on blocked accounts for tax payments (G accounts).

20 Equity

20.1 Share capital

The Company has an authorized capital of EUR 20,000 (2023/2024: EUR 20,000), which is divided into 800 shares of EUR 25 each (2023/2024: 800 shares of EUR 25 each). The issued share capital consists of 220 (2023/2024: 220) shares at a nominal value of EUR 25 each (2023/2024: EUR 25 each), representing a total nominal value of EUR 5,500 (2023/2024: EUR 5,500). All of the shares are fully paid up.

KPMG N.V. is obliged to distribute all earnings that constitute profits as contractual fees to Coöperatie KPMG U.A. or as dividend, except for the amount the Board of Management proposes to add to the reserves.

20.2 Reserves

The reserves consist of the legal reserves and the profits of previous years.

20.3 Appropriation of profit

As the Group's profit totals EUR nil, there is no proposal for profit appropriation.

21 Loans and borrowings

EUR 000	09/30/2025	09/30/2024
Non-current loans and borrowings		
Loans payable to Coöperatie KPMG U.A. (partners)	47,310	52,443
Loans payable to Coöperatie KPMG U.A. (former partners)	1,223	1,143
Lease liability	133,172	102,250
Total non-current loans and borrowings	181,705	155,836
Current loans and borrowings		
Employee bonds	5,791	4,782
Loans payable to Coöperatie KPMG U.A. (partners)	118,862	98,183
Loans payable to Coöperatie KPMG U.A. (former partners)	5,419	5,090
Lease liability	24,249	24,727
Total current loans and borrowings	154,321	132,782
	336,026	288,618

21.2 Employee bonds

Employees have had the opportunity to participate in short-term employee bonds with a maturity of one year, a one-year EURIBOR + 3% base rate interest, and a variable surplus based on the realized profit before income tax of KPMG N.V.

In 2025, 5,740 bonds with a nominal value of EUR 1 were issued, of which 140 bonds were redeemed early (2024: 4,708 bonds with a nominal value of EUR 1, of which 125 bonds were redeemed early). The balance includes an interest accrual for the expected payout of EUR 191 (2023/2024: EUR 199).

21.3 Loans payable to Coöperatie KPMG U.A. relating to partners

The interest charged on current accounts included in loans is 2.3% (2023/2024: 3.1%). Partners participate in a mandatory loan program totaling EUR 30.9 million as at September 30, 2025 (September 30, 2024: EUR 30.1 million) bearing an interest of 8.0% (2023/2024: 8.0%). Partners also have the opportunity to subscribe to deposits with a duration varying between one and five years. The total amount subscribed as at September 30, 2025 was EUR 32.4 million, with an interest rate of 3.0% to 6.0% depending on the duration of the loan (September 30, 2024: EUR 33.1 million with an interest rate of 3.5% to 6.0%). Of the total amount of loans related to partners as at September 30, 2025, an amount of EUR 63.3 million is subordinated to all other debt (September 30, 2024: EUR 63.2 million).

Movements in financing by partners:

EUR 000	2024/2025	2023/2024
Balance as at October 1	150,626	120,618
Fees to partners under management agreements	129,887	118,545
Interest due to Coöperatie KPMG U.A. relating to partners	4,949	4,965
Other movements (net withdrawal)	-119,290	-93,502
Balance as at September 30	166,172	150,626

Other movements refer mainly to amounts withdrawn by partners.

21.4 Loans payable to Coöperatie KPMG U.A. relating to former partners

Non-current loans payable to Coöperatie KPMG U.A. relating to former partners comprise early retirement liabilities to former partners and have an average term of 2.7 years (2023/2024: 2.1 years) and an average interest rate of 1.7% (2023/2024: 2.8%). The average interest on current loans payable to former partners is 2.1% (2023/2024: 2.8%).

22 Provisions

Movements in provisions in 2024/2025:

EUR 000	SROI obligations	Onerous contracts	Claims and legal proceedings	Total
Balance as at October 1	–	35	3,750	3,785
Utilized	–	-35	–	-35
Released	–	–	-680	-680
Addition	480	19	2,550	3,049
Balance as at September 30	480	19	5,620	6,119

Certain contracts for services to the government include ESG requirements, under which, Social Return on Investment (SROI) such as spending an agreed percentage of realized contract revenues on providing internships, jobs, training, specific support to people with a distance to the labor market and engaging in societal partnerships. A provision was setup for probable future SROI costs relating to already realized contract revenues.

The provision for onerous contracts relates to contracts with clients where the expected costs to complete the engagement exceed the expected benefits.

The provision for claims and legal proceedings relates to various claims and proceedings against the Group on the grounds of alleged failure to perform professional duties and other legal matters. The Group carries professional indemnity insurance.

In addition, the Group faces other claims and/or legal proceedings. No separate disclosure is made of the details of claims and/or legal proceedings as doing so could prejudice seriously the position of the Group.

In situations where the Group estimates that it is probable that an outflow of economic benefits will be required, a provision is recognized.

The periods during which the provisions are expected to be utilized are as follows:

	September 30, 2025			September 30, 2024		
	< 1 year	> 1 year	Total	< 1 year	> 1 year	Total
SROI obligations	480	–	480	–	–	–
Onerous contracts	19	–	19	35	–	35
Claims and legal proceedings	5,620	–	5,620	3,350	400	3,750
	6,119	–	6,119	3,385	400	3,785

23 Trade and other payables

EUR 000	09/30/2025	09/30/2024
Trade payables	10,077	18,556
Tax and social insurance contributions	47,530	43,445
Other current liabilities	2,345	2,992
Accruals	15,554	13,940
	75,506	78,933

The Group's liquidity risk relating to trade and other payables is disclosed in [Note 24.3](#) Liquidity risk.

Advance billings are presented under contract balances in [Note 6](#).

Trade payables decreased mainly due to a decrease of expenses towards the end of the financial year which were not yet due. Other current liabilities are at a normal level. Accruals were primarily made to cover housing expenses, charges for third-party services still to be paid, and insurance premiums; the decrease of which mainly relates to third-party services. The increase in tax and social insurance contributions is related to VAT payables in line with our increase in invoicing.

24 Financial instruments and associated risks

24.1 General

24.1.1 Background and policies

Financial instruments that are used by KPMG N.V. arise directly from normal business operations. During the financial year it was KPMG N.V.'s policy not to trade in financial instruments.

The Group is exposed to credit, interest, liquidity, and foreign exchange risks as part of its normal business operations. The Group does not trade in financial derivatives and has procedures and policies in place to limit the credit risk relating to counterparty default or market risk.

If a counterparty defaults on its payments due to the Group, any resulting losses will be limited to the fair value of the instruments concerned. The contract values or notional principals of the financial instruments are only an indication of the extent to which such financial instruments are used, and do not reflect credit or market risks.

These notes provide information about the extent to which the Group is exposed to the specified risks, together with the objectives, policies and processes relating to the measurement and management of these risks, as well as management of capital by the Group.

The Board of Management evaluates and confirms the policy for mitigating each of these risks as summarized below. There were no changes to the policy during the period under consideration.

The Board of Management has general responsibility for establishing and supervising risk management. The Group's risk management policy is used to identify and analyze the risks to which the Group is exposed, to set risk limits and controls, and to monitor and minimize risks. The risk management policy and the relevant systems are tested on a regular basis against changes in market conditions and the Group's business activities.

24.1.2 Concentrations of risks

The operational activities of the Group relate to a diversity of clients and suppliers predominantly in the Netherlands. As a result, the concentration of risks for the operations of the Group is limited, except for the geographic risk. Funding of operations is arranged by a diversity of partners through Coöperatie KPMG U.A. and an additional bank's credit facility. The Group has current accounts of over EUR 83 million at the same bank (2023/2024: over EUR 53 million), and it notes that this results in a concentration of risks associated with this bank. The bank is also one of the Group's clients for professional non-audit services. The Group has confirmed that from an independence perspective this is allowed, as all transactions with the bank are at arm's length. The Group closely monitors the credit rating of the bank (A+ according to S&P Global). In addition, the Group has divided its cash and cash equivalents over multiple banks in order to mitigate risks related to high cash levels at one bank.

24.2 Credit risk

It is inherent in the nature of the activities of the organization that it is exposed to credit risk. This risk relates to the loss that may be incurred if a counterparty defaults. It is limited mainly by depositing cash with banks rated A- or higher, and by the large number and diversity of clients that owe amounts to the organization for unbilled services and trade and other receivables. The carrying amount of each financial asset represents the maximum credit exposure.

24.2.1 Trade and other receivables and contract assets

The exposure to credit risks is monitored continuously, and the creditworthiness of all clients is checked for transactions exceeding a certain amount. The Group does not require protection in respect of non-current financial assets.

Credit risk exposure is mitigated by the large number and diversity of clients, and therefore by diversifying risk. Only a limited percentage of revenue is attributable to any single client and, as a result, there is no major concentration of credit risk at the level of individual clients.

The recoverable amount of unbilled services and trade receivables is estimated on an ongoing basis. The important factors to be considered when estimating unbilled services and trade receivables are historical performance, the terms and conditions of the contract and the progress and results of the work performed. Both macro-economic factors and the financial position of the debtor are important when assessing the loss allowance.

In monitoring customer credit risk, customers are grouped according to their credit characteristics, with the main driver being the instrument type. In addition, the Group actively monitors the economic environment in the Netherlands.

The Group does not require collateral in respect of trade and other receivables. The Group does not have trade receivable and contract assets for which no loss allowance is recognized due to collateral.

24.2.2 Exposure to credit risk

Maximum exposure to credit risk as at September 30 was as follows:

EUR 000	09/30/2025	09/30/2024
Unbilled services	46,387	44,622
Trade receivables	150,062	154,201
Lease receivables	3,451	3,619
Other receivables	9,131	7,074
Cash and cash equivalents	161,908	142,577
	370,939	352,093

There is no impairment loss recognized on other financial assets during the year.

Loss allowance

Debtor and unbilled services ageing analysis:

EUR 000	September 30, 2025		September 30, 2024	
	Gross	Loss allowance	Gross	Loss allowance
Not yet due	150,245	174	155,287	162
Overdue: age 1 to 180 days	46,315	255	42,839	201
Overdue: age 181 to 365 days	400	93	997	91
Overdue: age over 365 days	235	225	243	88
	197,195	747	199,366	542

The movement in the loss allowance in respect of trade receivables and contract assets arising from contracts with customers during the year is presented below.

EUR 000	2024/2025	2023/2024
Balance as at October 1	542	603
Added	751	566
Written off	-49	-308
Released	-497	-319
Balance as at September 30	747	542

24.2.3 Cash and cash equivalents

At September 30, 2025, the Group held cash and cash equivalents of EUR 161,908 (September 30, 2024: EUR 142,577). The cash and cash equivalents are held with bank and financial institution counterparties, which are rated at least A-, based on ratings by Moody's Investor Services, S&P Global Ratings and Fitch Ratings (ranging from A- to AA). Impairment on cash and cash equivalents is measured on a 12-month expected loss basis and reflects the short maturities of the exposures. The Group considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties.

24.3 Liquidity risk

Liquidity risk is the risk that the Group will be unable to meet its financial liabilities as they fall due. The Group's liquidity management policy is to ensure as far as possible that there are sufficient liquid funds available to be able to meet its liabilities when due without incurring unacceptable losses or damaging its reputation.

The aim of the Group's treasury policy is to ensure that there are sufficient funds available to finance day-to-day activities. The Group has a combined credit and guarantee facility of EUR 20,000 (2023/2024: EUR 20,000), of which a drawdown of EUR 154 was made (2023/2024: EUR 154) in the form of a guarantee.

The credit facility is available until June 30, 2026. Interest payable is based on the average one-month EURIBOR rate plus a margin of 1.95%.

The Group has to comply with certain covenants in connection with the credit facility made available by the bank. These covenants relate to the maintenance of a certain tangible net worth, EBITDA, asset coverage and sales coverage. During and at the end of the financial year, the Group complied with all covenant requirements.

Summary of financial liabilities:

EUR 000	Carrying amount	Contractual cash flow	Due within 1 year	Due between 1 and 5 years	Due after 5 years
September 30, 2025					
Loans and borrowings from partners and former partners	172,814	199,814	130,327	30,767	38,720
Loans and borrowings from employee bonds	5,791	5,791	5,791	–	–
Trade and other payables	139,497	139,497	139,497	–	–
Employee benefits	54,281	54,281	53,890	282	109
Lease liability	157,421	184,856	28,942	75,481	80,433
	529,804	584,239	358,447	106,530	119,262
September 30, 2024					
Loans and borrowings from partners and former partners	156,859	183,796	109,601	37,258	36,937
Loans and borrowings from employee bonds	4,782	4,782	4,782	–	–
Trade and other payables	138,503	138,503	138,503	–	–
Employee benefits	51,777	51,777	51,349	287	141
Lease liability	126,977	137,127	27,499	69,953	39,675
	478,898	515,985	331,734	107,498	76,753

24.4 Market risk

Market risk is the risk that changes in market prices, such as exchange rates and interest rates, will affect the income of the Group or the value of its assets. The aim is to maintain these market risks within acceptable limits, while maximizing income. In the longer term, however, permanent changes in exchange and interest rates will have an impact on consolidated profits.

24.4.1 Interest rate risk

Interest rate risk mainly relates to interest-bearing financial liabilities as a result of the funding positions by former and current partners. Financial assets of the Group consist primarily of investments in non-current assets, trade receivables, and cash and cash equivalents. Trade and other receivables do not bear interest.

It is estimated that as at September 30, 2025, a general rise in interest rates by one percentage point would have no effect on the Group's profit before income tax (September 30, 2024: negative effect of EUR 0.1 million), and no effect on equity (September 30, 2024: no effect).

The table below presents the effective interest rates for interest-bearing financial assets and financial liabilities at the reporting date and the contractual maturities for these assets and liabilities (excluding interest receipts and payments):

EUR 000	Effective interest rate	<1 year	>1 year < 2 years	>2 years < 3 years	>3 years < 4 years	>4 years < 5 years	Longer than 5 years	Total carrying amount
September 30, 2025								
Fixed-rate interest:								
Lease receivable	10.0%	345	345	345	345	345	1,726	3,451
Coöperatie KPMG U.A.	0.0%	-1,411	–	–	–	–	–	-1,411
Current account Coöperatie KPMG U.A. relating to partners	2.3%	-95,929	–	–	–	–	–	-95,929
Loans payable to partners	6.4%	-21,522	-9,216	-6,204	-1,534	-2,559	-30,911	-71,946
Loans payable to former partners	1.7%	-5,418	-295	-259	-155	-52	-463	-6,642
Lease liability	14.5%	-24,249	-22,115	-19,846	-12,700	-8,624	-69,887	-157,421
Variable rate interest:								
Cash and cash equivalents	0.9%	161,908	–	–	–	–	–	161,908
Employee bonds	9.5%	-5,791	–	–	–	–	–	-5,791
		7,933	-31,281	-25,964	-14,044	-10,890	-99,535	-173,781
September 30, 2024								
Fixed-rate interest:								
Lease receivable	9.1%	329	329	329	329	329	1,974	3,619
Coöperatie KPMG U.A.	0.0%	-1,021	–	–	–	–	–	-1,021
Current account Coöperatie KPMG U.A. relating to partners	3.1%	-81,493	–	–	–	–	–	-81,493
Loans payable to partners	6.5%	-15,670	-9,187	-9,407	-5,347	-1,534	-30,081	-71,226
Loans payable to former partners	2.3%	-5,090	-333	-164	-141	-43	-462	-6,233
Lease liability	7.1%	-24,727	-23,721	-17,937	-14,195	-8,696	-37,701	-126,977
Variable rate interest:								
Cash and cash equivalents	1.7%	142,577	–	–	–	–	–	142,577
Employee bonds	10.6%	-4,782	–	–	–	–	–	-4,782
		10,123	-32,912	-27,179	-19,354	-9,944	-66,270	-145,536

Part of the current account relating to partners is non-interest bearing.

24.4.2 Currency risk

In the normal course of business, foreign currency risks are limited as transactions are carried out in foreign currency on a limited basis, and assets and liabilities are usually denominated in euros.

When derivative financial instruments are used to economically hedge exposure to foreign exchange risks associated with recognized monetary assets or liabilities, hedge accounting is not applied, and any gain or loss on a hedging instrument is recognized in the statement of profit or loss and other comprehensive income.

It is estimated that a general drop in the value of the euro by one percentage point relative to other currencies would have no effect on the Group's profit before income tax for 2024/2025 (2023/2024: no effect), and no effect on equity (September 30, 2024: no effect).

24.5 Fair value

The principal methods and assumptions used to estimate the fair values of financial instruments are set out below. For all instruments below, the fair value measurement is based upon level 3, unobservable inputs. There were no transfers of levels during 2024/2025 to other levels of fair value measurement input.

Fair values per class of financial assets and liabilities can be summarized as follows:

	Financial assets at fair value through profit or loss		Financial assets at fair value through OCI		Financial assets at amortized cost		Other financial liabilities	
	Carrying amount	Fair value	Carrying amount	Fair value	Carrying amount	Fair value	Carrying amount	Fair value
EUR 000								
2024/2025								
Other financial assets	74	74	–	–	–	–	–	–
Total financial assets	74	74	–	–	–	–	–	–
Loans payable to former and current partners	–	–	–	–	–	–	172,814	172,814
Employee bonds	–	–	–	–	–	–	5,791	5,791
Total financial liabilities	–	–	–	–	–	–	178,605	178,605
2023/2024								
Other financial assets	61	61	–	–	–	–	–	–
Total financial assets	61	61	–	–	–	–	–	–
Loans payable to former and current partners	–	–	–	–	–	–	156,859	156,859
Employee bonds	–	–	–	–	–	–	4,782	4,782
Total financial liabilities	–	–	–	–	–	–	161,641	161,641

24.5.1 Cash and cash equivalents

In view of the short maturity of deposits, the fair value of cash and cash equivalents is equal to nominal value.

24.5.2 Interest-bearing loans and borrowings

In determining the value of the obligations to partners and former partners, the present value of future cash flows is calculated using a discount rate before tax that reflects current market assessments of the time value of money and the specific risks relating to the liability. As interest on loans and borrowings is determined based on market rates, fair value is approximately equal to the carrying amount.

Considering that the obligations to employees have a maturity of less than one year, face value is considered to be a reflection of fair value.

24.5.3 Trade and other receivables/trade and other payables

For receivables and payables with a maturity of less than one year, face value is considered to be a reflection of fair value.

24.6 Capital management

The Board of Management's policy is to maintain a strong capital position (equity and partner financing) in order to retain the confidence of clients, creditors and finance providers, and to ensure the future development of business activities. The Group is largely financed by Coöperatie KPMG U.A., partly in the form of a contribution of up to EUR 180 per partner to the Group's equity (September 30, 2024: up to EUR 180 per partner), and partly in the form of loans.

Average financing per partner (excluding other reserves) amounted to EUR 1,126 as at September 30, 2025, compared with EUR 1,027 as at September 30, 2024. Total financing by partners as at September 30, 2025 amounted to 34.76% of total assets (September 30, 2024: 35.66%).

The Group may repurchase shares from Coöperatie KPMG U.A. and sell them back to Coöperatie KPMG U.A. in connection with partners who are leaving or joining the Group. These transactions are carried out at nominal value plus a share premium.

25 Leases

25.1 Leases as lessee

The Group leases office buildings, cars and office equipment. The leases typically run for a period of four to five years for cars, five to fifteen years for buildings and five years for office equipment. Lease payments are indexed depending on the contracts: for cars usually once a year; and for buildings after three years upon contract start date to reflect market rentals. For certain leases, the Group is restricted from entering into sub-lease arrangements.

During the financial year, one new lease agreement for an office building was signed, and three extension options were exercised. In addition, the contract for the head office in Amstelveen was modified and extended to 2039.

Information about leases for which the Group is a lessee is presented below.

25.1.1 Right-of-use-assets

Right-of-use assets related to leased assets (including cars and properties) are presented as property, plant and equipment. Refer to the movement schedule in [Note 16](#), for the categories "right-of-use"

25.1.2 Amounts recognized in profit or loss

EUR 000	2024/2025	2023/2024
Interest on lease liabilities	-4,697	-3,021
Income from sub-leasing right-of-use assets presented in 'Other Income'	1,407	2,072
Interest on lease receivables	67	70

The following expenses related to rental expenses (not accounted as IFRS16 leases) were recognized in the consolidated statement of profit or loss and other comprehensive income:

EUR 000	2024/2025	2023/2024
Properties	3,082	1,926
Cars	48	46

25.1.3 Amounts recognized in the statement of cash flows

EUR 000	2024/2025	2023/2024
Total cash outflow for leases	29,720	31,187

25.1.4 Lease liability

Lease liabilities are payable as follows:

EUR 000	September 30, 2025			September 30, 2024		
	Future minimum lease payments	Interest	Present value of minimum lease payments	Future minimum lease payments	Interest	Present value of minimum lease payments
Less than one year	28,942	4,693	24,249	27,499	2,772	24,727
Between one and five years	75,481	12,196	63,285	69,884	5,335	64,549
More than five years	80,433	10,546	69,887	39,744	2,043	37,701
	184,856	27,435	157,421	137,127	10,150	126,977

25.1.5 Extension options

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at the lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

As at September 30, 2025, the Group has determined, based on a business decision, to extend five of the contracts, which resulted in an increase of lease liabilities of EUR 33,444 (September 30, 2024: three of the extension options have been exercised, which resulted in an increase of lease liabilities of EUR 3,185).

25.2 Leases as Lessor

The Group acts as a lessor for some of its leased buildings. The majority of the sub-leases are classified as operating leases from a lessor perspective, as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

Operational lease income recognized by the Group during 2024/2025 amounted to EUR 1,407 (2023/2024: EUR 1,170).

The following table sets out a maturity analysis of operational lease receivables, showing the undiscounted lease payments to be received after the reporting date.

EUR 000	2024/2025	2023/2024
Less than one year	1,398	946
One to two years	1,386	870
Two to three years	1,306	784
Three to four years	1,170	711
Four to five years	1,151	659
More than five years	6,045	4,013
Total	12,456	7,983

One of the sub-leases classifies as financial lease and is included in the consolidated statement of financial position as other financial assets amounting to EUR 3,451 (September 30, 2024: EUR 3,619). The annual lease payments amount to EUR 369 (September 30, 2024: EUR 356) for the remainder of the lease term (till 2035).

The following table sets out a maturity analysis of financial lease receivables, showing the undiscounted lease payments to be received after the reporting date.

EUR 000	2024/2025	2023/2024
Less than one year	369	356
One to two years	369	356
Two to three years	369	356
Three to four years	369	356
Four to five years	369	356
More than five years	1,941	2,225
Total undiscounted lease receivable	3,786	4,005
Unearned finance income	3,786	4,005
Net investment in the lease	–	–

During 2024/2025, the Group recognized interest income on lease receivables of EUR 67 (2023/2024: EUR 70).

26 List of subsidiaries

Unless otherwise stated, the following subsidiaries are wholly owned by KPMG N.V.

KPMG Accountants N.V. Amstelveen

KPMG Advisory N.V. Amstelveen

KPMG Staffing & Facility Services B.V. Amstelveen

There have been no changes in shareholdings.

27 Liabilities and assets not recognized in the consolidated statement of financial position

27.1 Other commitments

The Group has long-term property leases for which the service costs are excluded from the lease liability and right-of-use asset in the consolidated statement of financial position. In addition, the Group has commitments that are exempt from recognition in the consolidated statement of financial position in accordance with IFRS 16, such as for personal computers and IT services, and commitments under long-term sponsorship agreements. The total of these commitments as at September 30, 2025 amounted to EUR 81,699 (September 30, 2024: EUR 30,528).

Non-cancellable commitments:

EUR 000	September 30, 2025			September 30, 2024		
	Service costs related to property	Other contracts	Total	Service costs related to property	Other contracts	Total
Within 1 year	2,877	29,655	32,532	2,081	13,486	15,567
Between 1-5 years	8,978	22,988	31,966	5,699	4,507	10,206
After 5 years	17,001	200	17,201	4,755	–	4,755
	28,856	52,843	81,699	12,535	17,993	30,528

The increase in commitments relates to a large extent to the extension of the rental agreement of our Amstelveen office, as well as the remodeling of this office. Furthermore, we have extended a number of insurance contracts.

The Group has significant commitments that are based on FTEs and/or volume used, such as mobility related contracts (the longest of which until 2027/2028) and subscriptions to certain news channels (the longest of which until 2026/2027).

The future rental income from sub-leases is as follows:

EUR 000	09/30/2025	09/30/2024
Within 1 year	1,398	1,853
Between 1 and 5 years	5,014	6,632
After 5 years	6,045	9,650
	12,457	18,135

These sublease contracts are including service fees and other charges related to the sublease.

The expenses related to other commitments recognized in the consolidated statement of profit or loss and other comprehensive income: EUR 13,486 (2023/2024: 8,407).

27.2 Tax group

Together with its 100% subsidiaries, including KPMG N.V., Coöperatie KPMG U.A. forms a tax group for corporate income tax purposes. Each of the companies in the tax group is, under the relevant standard tax conditions, jointly and severally liable for the tax payable by all of the companies in the tax group. As the head of the income tax fiscal unity, the Cooperative pays the income tax assessments. It is, however, KPMG N.V. that incurs the total income tax expense of the tax group, except for the amount attributable to the Cooperative under the ruling with the Dutch Tax Authorities.

KPMG N.V. is part of a tax group for value added tax purposes, headed by Coöperatie KPMG U.A. Each of the companies in the tax group is, under the relevant standard tax conditions, jointly and severally liable for the tax payable by all of the companies in the tax group.

27.3 Guarantees and pledges

The Group has a combined credit and guarantee facility of EUR 20,000 (2023/2024: EUR 20,000), of which a drawdown of EUR 154 was made (2023/2024: EUR 154) in the form of a guarantee. Trade receivables and bank balances including business savings accounts are subject to a first pledge in favor of the bank in connection with the credit facility provided.

Unbilled services and Property, plant and equipment, with the exception of assets under construction are subject to a first pledge in favor of Coöperatie KPMG U.A. as security for loans advanced. In addition, all trade receivables and bank balances including business savings accounts are subject to a second pledge in favor of Coöperatie KPMG U.A. as security for loans advanced.

The Company provided Parent Company guarantees related to some of the properties that are leased. The total of those guarantees as at September 30, 2025 amounted to EUR 3,460 (September 30, 2024: EUR 3,473).

The Company provided a guarantee to a bank relating to all audit partners of the KPMG group that are financed by this bank. The guarantee relates to outstanding balances insofar used to finance KPMG and to the extent that profits have been deferred in line with measure 3.5, published by the Royal Netherlands Institute for Chartered Accountants.

27.4 Legal disputes and other contingencies

Claims have been filed and proceedings have been instituted against the Group on the grounds of alleged failure to perform professional duties. The Group evaluates whether relevant circumstances are such that it is reasonable to assume that they will result in the Group entity being held liable on the grounds of alleged failure to perform professional duties. A decision is taken on a case-by-case basis as to whether it is probable that the case will involve an outflow of resources from the Group. In such cases, a provision is accounted for. The Group carries professional indemnity insurance. The status of cases of this nature can be such that either no financial impact is expected or no estimation can be made as to the financial impact. Consequently, in these cases no provision was recognized.

28 Collaboration agreements and related parties

28.1 Collaboration agreements

KPMG Meijburg & Co.

In the Netherlands, the Group collaborates with an independent firm of tax consultants, KPMG Meijburg & Co. The financial figures of this firm are not included in the consolidated financial statements of KPMG N.V.

KPMG International

KPMG N.V., registered with the Dutch Chamber of Commerce, is a subsidiary of Coöperatie KPMG U.A. and a member firm of the KPMG network of independent member firms affiliated with KPMG International. As a result of this affiliation, the Group collaborates closely with other KPMG member firms.

28.2 Related parties

28.2.1 Parent company

Coöperatie KPMG U.A. holds the shares in KPMG N.V. The members of the Cooperative are the practice companies owned by partners. Under these agreements, the services of the partners are made available to the Cooperative, which in turn makes these services of the partners available to KPMG N.V. and its subsidiaries.

Transactions between the Group and Coöperatie KPMG U.A. can be specified as follows:

EUR 000	2024/2025	2023/2024
Management fees	-129,887	-118,545
Interest paid to Coöperatie KPMG U.A.	-5,398	-5,454
Repayment of share premium	-2,250	-990

As at September 30, the following positions relate to Coöperatie KPMG U.A.:

EUR 000	09/30/2025	09/30/2024
Loans received from Coöperatie KPMG U.A.	172,814	156,859

28.2.2 Key management

Board of Management

As at September 30, 2025, 3 members of the Board of Management (2023/2024: 3 members) indirectly hold 2% (2023/2024: 2%) of shares in the Group in aggregate.

Compensation of the Group's key management includes management fees, salaries, non-cash benefits and contributions to a post-employment defined contribution plan. Compensation can be specified as follows:

EUR 000 (if applicable)	S. Hottenhuis	M.A. Broskij	E.G. Herrie	M.W.J. Van de Luur	Total
2024/2025					
FTEs (pro rata)	1.0	1.0	1.0	1.0	4.0
Management fees	–	1,008	1,008	1,008	3,024
Short-term employee benefits	1,120	–	–	–	1,120
Interest	5	40	28	39	112
Post-employment benefits	31	–	–	–	31
Other short-term benefits	19	16	17	22	74
Total	1,175	1,064	1,053	1,069	4,361
EUR 000 (if applicable)	S. Hottenhuis	M.A. Broskij	E.G. Herrie	M.W.J. Van de Luur	Total
2023/2024					
FTEs (pro rata)	1.0	1.0	1.0	1.0	4.0
Management fees	–	927	1,030	925	2,882
Short-term employee benefits	1,148	–	–	–	1,148
Interest	3	45	36	42	126
Post-employment benefits	27	–	–	–	27
Other short-term benefits	19	14	16	21	70
Total	1,197	986	1,082	988	4,253

In addition, the Group has the following outstanding balances in the form of equity and loans payable to the Board of Management:

EUR 000	S. Hottenhuis	M.A. Broskij	E.G. Herrie	M.W.J. Van de Luur	Total
September 30, 2025					
Equity contribution in Coöperatie KPMG U.A. by key management	–	180	180	180	540
Loans payable to key management	50*	893	622	875	2,440

EUR 000	S. Hottenhuis	M.A. Broskij	E.G. Herrie	M.W.J. Van de Luur*	Total
September 30, 2024					
Equity contribution in Coöperatie KPMG U.A. by key management	–	150	180	180	510
Loans payable to key management	50*	907	673	709	2,339

* Relates to employee bonds.

Supervisory Board

Supervisory Board members received a total remuneration of EUR 405 (2023/2024: EUR 472). Remuneration can be specified as follows:

EUR 000	D.J. van den Berg	J.W. Berendsen	B. Frohn	A.P.H.M. Hovius	K. Singh	P.H.J.M. Visée	B.E.M. Wientjes	Total
2024/2025								
Short-term benefits	30	79	22	79	76	79	40	405
EUR 000	B.E.M. Wientjes	J.W. Berendsen	G. Boon	C. Bulten	A.P.H.M. Hovius	K. Singh	P.H.J.M. Visée	Total
2023/2024								
Short-term benefits	90	79	65	70	79	76	13	472



Company financial statements

Company statement of financial position

as at September 30, 2025

(before appropriation of results)

EUR 000		September 30, 2025	September 30, 2024
Assets			
Non-current assets			
Financial fixed assets	30	31,792	30,724
Deferred tax assets		1,616	1,243
Total non-current assets		33,408	31,967
Current assets			
Cash and cash equivalents	31	151,968	136,003
Amounts due from group companies	35	99,302	98,753
Total current assets		251,270	234,756
Total assets		284,678	266,723
Equity and liabilities			
Shareholders' equity			
Share capital	32	5,500	5,500
Share premium		19,730	19,430
Legal reserves		697	652
Other reserves		5,698	5,744
Profit for the year		–	–
Shareholders' equity		31,625	31,326
Non-current liabilities			
Loans and borrowings	33	48,533	53,586
Current liabilities			
Loans and borrowings	33	124,281	103,273
Amounts owed to group companies	35	44,042	46,267
Tax and social insurance contributions	36	36,197	32,271
Total current liabilities		204,520	181,811
Total liabilities		253,053	235,397
Shareholders' equity and liabilities		284,678	266,723

The accompanying notes form an integral part of these company financial statements.

Company statement of profit or loss

for the year ended September 30, 2025

EUR 000	2024/2025	2023/2024
Share in results from participating interests after tax	21,531	20,500
Other results after tax	108,356	98,045
Contractual fees payable to Coöperatie KPMG U.A.	-129,887	-118,545
Net result after tax	–	–

The accompanying notes form an integral part of these company financial statements.

Notes to the company financial statements

All tables and amounts are in thousands of euros unless otherwise stated.

29 Basis of preparation

29.1 General

The company financial statements and the consolidated financial statements together constitute the statutory financial statements of KPMG N.V. (the Company). The financial information of the Company is included in the consolidated financial statements.

The company financial statements have been prepared in accordance with Title 9, Book 2 of the Dutch Civil Code. For setting the principles for the recognition and measurement of assets and liabilities and determination of results in the company financial statements, the Company makes use of the option provided in section 2:362(8) of the Dutch Civil Code. This means that the principles for the recognition and measurement of assets and liabilities and determination of the result (hereinafter referred to as principles for recognition and measurement) in the company financial statements are the same as those applied for the consolidated financial statements, which are prepared in conformity with IFRS Accounting Standards as endorsed by the European Union (EU-IFRS). These principles also include the classification and presentation of financial instruments, being equity instruments or financial liabilities. In case no other principles are mentioned, refer to the accounting principles as described in the consolidated financial statements. For an appropriate interpretation of these statutory financial statements, the company financial statements should be read in conjunction with the consolidated financial statements.

Information on the use of financial instruments and on related risks for the group is provided in the notes to the consolidated financial statements.

29.2 Accounting policies

Participating interests in group companies

Group companies are all entities over which the Company has directly or indirectly control. The Company controls an entity when it is exposed, or has rights, to variable returns from its involvement with the group company and has the ability to affect those returns through its power over the group company. Group companies are recognized from the date on which control is obtained by the Company and derecognized from the date that control by the Company over the group company ceases.

Participating interests in group companies are accounted for in the company financial statements according to the equity method, with the principles for the recognition and measurement of assets and liabilities and determination of results as set out in the accounting policy consolidation principles in the consolidated financial statements.

Results of participating interests

The share in the result of participating interests consists of the share of the Company in the result of these participating interests. Results on transactions involving the transfer of assets and liabilities between the Company and its participating interests and mutually between participating interests themselves, are eliminated to the extent that they can be considered as not realized.



The terms governing profits of group companies are laid down by contract between KPMG N.V. and its operating companies, which specifies that 97.5% of their revenue – less any amount payable by the relevant companies to KPMG Staffing & Facility Services B.V. for services provided by KPMG Staffing & Facility Services B.V. to the companies concerned, and less expenses that they are required to bear themselves – must be paid to KPMG N.V. for the provision of services by partners and for the provision of Group financing.

30 Non-current financial assets

Non-current financial assets represent investments in group companies. Movements in these investments during the 2024/2025 financial year were as follows:

EUR 000	2024/2025	2023/2024
Balance as at October 1	30,724	28,739
Share in results	21,568	20,500
Dividends received	-20,500	-18,515
Balance as at September 30	31,792	30,724

A summary of the main subsidiaries is provided in [Note 26](#) List of subsidiaries of the notes to the consolidated financial statements. A full list of subsidiaries, joint ventures and associates is filed with the Chamber of Commerce in Amsterdam, the Netherlands.

31 Cash and cash equivalents

Cash and cash equivalents comprise cash at hand and bank balances that are freely available. The interest rate applicable in 2024/2025 was 0.9% (2023/2024: 1.2%).

32 Shareholders' equity

Movements in equity can be specified as follows:

EUR 000	Share capital	Share premium	Legal reserves	Other reserves	Profit for the year	Total equity attributable to equity holders
Balance as at October 1, 2023	5,500	17,960	1,018	4,750	628	29,856
2022/2023 Result appropriation	–	–	–	628	-628	–
Release of legal reserves	–	–	-366	366	–	–
Profit for 2023/2024	–	–	–	–	–	–
Transactions with owners of the Company recognized directly in equity						
Repayment	–	-990	–	–	–	-990
Additions	–	2,460	–	–	–	2,460
Balance as at September 30, 2024	5,500	19,430	652	5,744	–	31,326
Balance as at October 1, 2024	5,500	19,430	652	5,744	–	31,326
2023/2024 Result appropriation	–	–	–	–	–	–
Addition to legal reserves	–	–	45	-45	–	–
Profit for 2024/2025	–	–	–	–	–	–
Transactions with owners of the Company recognized directly in equity						
Repayment	–	-2,250	–	–	–	-2,250
Additions	–	2,550	–	–	–	2,550
Balance as at September 30, 2025	5,500	19,730	697	5,699	–	31,626

Other details of equity are disclosed in [Note 20](#) Group equity to the consolidated financial statements and the consolidated statement of changes in equity.

32.1 Share capital

The Company has an authorized capital of EUR 20,000 (2023/2024: EUR 20,000), which is divided into 800 shares of EUR 25 each (2023/2024: 800 shares of EUR 25 each). The issued share capital consists of 220 (2023/2024: 220) shares at a nominal value of EUR 25 each (2023/2024: EUR 25 each), representing a total nominal value of EUR 5,500 (2023/2024: EUR 5,500). All of the shares are fully paid up.

KPMG N.V. is obliged to distribute all earnings that constitute profits as contractual fees to Coöperatie KPMG U.A. or as dividend, except for the amount the Board of Management proposes to add to the reserves.

32.2 Legal reserves

The legal reserve for participating interests, which amounts to EUR 697 (2023/2024: EUR 652), pertains to participating interests that are measured at net asset value. The reserve is equal to the share in the results and direct changes in equity (both of which are calculated on the basis of the Company's accounting policies) of the participating interests since the first measurement at net asset value, less the distributions that the Company has been entitled to since the first measurement at net asset value, and less distributions that the Company may affect without restrictions. The latter shall take into account any profits that may not be distributable by participating interests that are Dutch limited companies based on the distribution tests to be performed by the management of those companies. The legal reserve is determined on an individual basis.

32.3 Other reserves

The other reserves contain the profits of previous years.

32.4 Appropriation of profit

Appropriation of profit of 2023/2024

The financial statements for the reporting year 2023/2024 have been adopted by the General Meeting. As the Company's profit totals EUR nil, there is no proposal for profit appropriation.

Proposal for profit appropriation 2024/2025

As the Company's profit totals EUR nil, there is no proposal for profit appropriation.

33 Loans and borrowings

EUR 000	September 30, 2025	September 30, 2024
Partners		
Non-current loans Coöperatie KPMG U.A.	47,310	52,443
Current loans Coöperatie KPMG U.A.	118,862	98,183
	166,172	150,626
Former partners		
Non-current loans Coöperatie KPMG U.A.	1,223	1,143
Current loans Coöperatie KPMG U.A.	5,419	5,090
	6,642	6,233
Total loans and borrowings	172,814	156,859

Movements in financing by partners can be specified as follows:

EUR 000	2024/2025	2023/2024
Balance as at October 1	150,626	120,618
Fees payable to partners under management agreements through Coöperatie KPMG U.A.	129,887	118,545
Interest due to partners	4,949	4,965
Other movements (net withdrawal)	-119,290	-93,502
Balance as at September 30	166,172	150,626

Other movements refer mainly to amounts withdrawn by partners.

For further explanation on loans and borrowings relating to partners and former partners, please see [Note 21.2](#) Loans payable to Coöperatie KPMG U.A. relating to partners, and [Note 21.3](#) Loans payable to Coöperatie KPMG U.A. relating to former partners of the consolidated financial statements.

34 Financial instruments

For general information on financial instruments and associated risks, please see [Note 24](#) Financial instruments and associated risks of the consolidated financial statements.

34.1 Exposure to credit risk

Maximum exposure to credit risk as at September 30 is as follows:

EUR 000	09/30/2025	09/30/2024
Amounts due from group companies	99,302	98,753
Cash and cash equivalents	151,968	136,003
	251,270	234,756

All amounts due from group companies are due within one year.

34.2 Liquidity risk

Summary of financial liabilities:

EUR 000	Carrying amount	Contractual cash flow	Due within 1 year	Due between 1 and 5 years	Due after 5 years
September 30, 2025					
Loans and borrowings	172,814	199,814	130,327	30,767	38,720
September 30, 2024					
Loans and borrowings	156,859	183,796	109,601	37,258	36,937

Further details on financial instruments are provided in [Note 24](#) Financial instruments and associated risks to the consolidated financial statements.

35 Related parties

The Company's related parties comprise subsidiaries, Coöperatie KPMG U.A., and key management.

35.1 Parent company

Please see [Note 28.2.1](#) Parent Company of the consolidated financial statements for information with respect to Coöperatie KPMG U.A.

35.2 Subsidiaries

Transactions between the Company and its subsidiaries relate to contractual fees and dividends received, and recharges for insurance premiums and license fee expenses.

The transactions can be specified as follows:

EUR 000	Received contractual fees	Received dividend	Expenses charged
2024/2025			
KPMG Accountants N.V.	74,467	10,630	12,079
KPMG Advisory N.V.	44,942	9,870	10,656
Total	119,409	20,500	22,735
2023/2024			
KPMG Accountants N.V.	58,324	9,553	11,358
KPMG Advisory N.V.	50,685	8,962	10,333
Total	109,009	18,515	21,691

In addition to the above, on behalf of its subsidiary KPMG Staffing & Facility Services B.V., KPMG N.V. pays various expenses, such as employee expenses and other operating expenses. These payments amounted to EUR 474 million in 2024/2025 (2023/2024: EUR 444 million).

Transactions between the Company and its subsidiaries are in general settled through current accounts. The current accounts are not interest-bearing.

As at September 30, the following (payable) and receivable positions relate to subsidiaries of the Company:

EUR 000	09/30/2025	09/30/2024
KPMG Accountants N.V.	38,832	34,283
KPMG Advisory N.V.	83,874	64,470
KPMG Staffing & Facility Services B.V.	-44,042	-46,267

35.3 Key management

Please see [Note 28.2.2](#) Key management of the consolidated financial statements for related party information with respect to key management.

36 Tax and social insurance contributions

Tax and social insurance contributions relate to VAT payable by the Company for the last quarter of the financial year.

37 Liabilities not recognized in the company statement of financial position

37.1 Guarantees

The Company has given guarantees that its subsidiaries, the financial figures of which are included in the consolidated financial statements, will comply with certain contractual obligations.

The Company has a combined credit and guarantee facility of EUR 20,000 (2023/2024: EUR 20,000), of which a drawdown of EUR 154 was made (2023/2024: EUR 154) in the form of a guarantee.

The Company provided Parent Company guarantees related to some of the properties that are leased. The total of those guarantees as at September 30, 2025 amounted to EUR 3,460 (September 30, 2024: EUR 3,473).

The Company provided a guarantee to a bank relating to all audit partners of the KPMG group that was financed by this bank. The guarantee relates to outstanding balances insofar used to finance KPMG and to the extent that profits have been deferred in line with measure 3.5, published by the Royal Netherlands Institute for Chartered Accountants.

37.2 Tax group

Together with its 100% subsidiaries, including KPMG N.V., Coöperatie KPMG U.A. forms a tax group for corporate income tax purposes. Each of the companies of the tax group is, under the relevant standard tax conditions, jointly and severally liable for the tax payable by all of the companies in the tax group. As the head of the income tax fiscal unity, the Cooperative pays the income tax assessments. It is, however, KPMG N.V. that incurs the total income tax expense of the tax group, except for the amount attributable to the Cooperative under the ruling with the Dutch Tax Authorities.

KPMG N.V. is part of a tax group for value added tax purposes, headed by Coöperatie KPMG U.A. Each of the companies of the tax group is, under the relevant standard tax conditions, jointly and severally liable for the tax payable by all of the companies in the tax group.



38 Number of partners

On average in 2024/2025, 170 (2023/2024: 172) FTE partners were active for the Company under management agreements.

39 Remuneration of the Board of Management and Supervisory Board

Details of the remuneration of members of the Board of Management and Supervisory Board are disclosed in [Note 28.2.2](#) Key management to the consolidated financial statements.

40 Independent auditor's remuneration

The remuneration of the Company's independent auditors for the 2024/2025 financial year was EUR 0.8 million (2023/2024: EUR 0.7 million). Total fees to the independent auditor as recorded in the financial year can be specified as follows:

EUR 000	2024/2025	2023/2024
Independent auditor's remuneration for the audit of the financial statements	399	349
Remuneration related to the audit of the prior year financial statements	44	237
Remuneration related to prior year other assurance engagements	131	–
Other assurance and assurance-related engagements	186	141
Total independent auditor's remuneration	760	727

Amstelveen, December 4, 2025

Board of Management:

S. Hottenhuis (chair)

M.A. Broskij

E.G. Herrie

M.W.J. van de Luur

Supervisory Board:

D.J. van den Berg (chair)

J.W. Berendsen

B.F.H.A. Frohn

A.P.H.M. Hovius

K. Singh

P.H.J.M. Visée

Other information

Provisions in the Company's Articles of Association governing the appropriation of profit	244
---	-----

Independent auditor's report	245
------------------------------	-----

Limited assurance report of the independent auditor on the sustainability statement	256
---	-----

Provisions in the Company's Articles of Association governing the appropriation of profit

Article 26 of the Company's Articles of Association reads as follows:

- Distribution of profit pursuant to the provisions of this article shall be made after approval of the financial statements disclosing that such distribution is permitted.
- The profit shall be at the disposal of the General Meeting of Shareholders.
- The Company may make distributions to the shareholders and other persons entitled to distributable profits only to the extent that its capital and reserves exceed the sum of the issued capital and the reserves that must be maintained by law.
- A deficit may only be offset against the statutory reserves to the extent permitted by law.

Independent auditor's report

To: the general meeting and the supervisory board of KPMG N.V.

Report on the audit of the financial statements 2024/2025

Our opinion

In our opinion:

- the consolidated financial statements of KPMG N.V. together with its subsidiaries ('the Group') give a true and fair view of the financial position of the Group as at 30 September 2025 and of its result and cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the European Union ('EU') and with Part 9 of Book 2 of the Dutch Civil Code;
- the company financial statements of KPMG N.V. ('the Company') give a true and fair view of the financial position of the Company as at 30 September 2025 and of its result for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

What we have audited

We have audited the accompanying financial statements 2024/2025 of KPMG N.V., Amstelveen. The financial statements comprise the consolidated financial statements of the Group and the company financial statements.

The consolidated financial statements comprise:

- the consolidated statement of financial position as at 30 September 2025;
- the following statements for the year ended 30 September 2025: the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows; and
- the notes, comprising a summary of the significant accounting policies and other explanatory information.

The company financial statements comprise:

- the company statement of financial position as at 30 September 2025;
- the company statement of profit or loss for the year then ended 30 September 2025; and
- the notes, comprising a summary of the accounting policies applied and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is IFRS Accounting Standards as adopted by the EU and the relevant provisions of Part 9 of Book 2 of the Dutch Civil Code for the consolidated financial statements and Part 9 of Book 2 of the Dutch Civil Code for the company financial statements.

The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of KPMG N.V. in accordance with the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

Our audit approach

We designed our audit procedures with respect to the key audit matters, fraud and going concern, and the matters resulting from that, in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The information in support of our opinion, such as our findings and observations related to individual key audit matters, the audit approach fraud risk and the audit approach going concern was addressed in this context, and we do not provide separate opinions or conclusions on these matters.

Overview and context

KPMG N.V. provides assurance and advisory services in the Netherlands. The Group comprises several group entities and therefore we considered our group audit scope and approach as set out in the section 'The scope of our group audit'.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where the board of management made important judgements, for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. In paragraph 2.3 'Use of estimates and judgements' of the notes to the consolidated financial statements, the Group describes the areas of judgement in applying accounting policies and the key sources of estimation uncertainty.

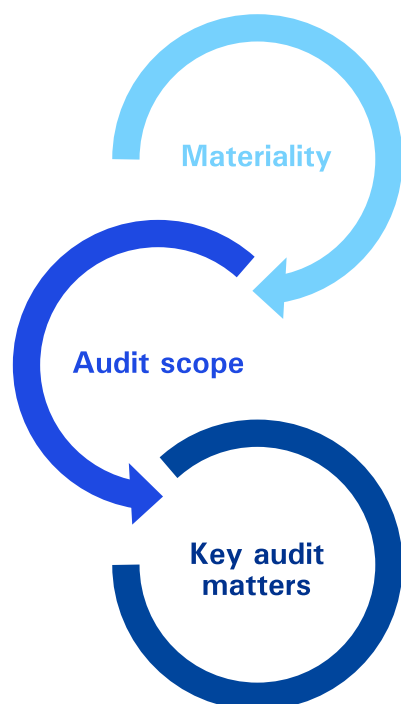
Given the judgement required and the risk of management bias in the valuation of contract assets and contract liabilities, we considered this matter as a key audit matter as set out in the section 'Key audit matters' of this report.

KPMG N.V. assessed the possible effects of climate change and its plans to meet the net-zero commitments on its financial position, refer to the sections '[Our Impact Plan](#)' and '[Environmental information](#)' of the integrated report.

We discussed KPMG N.V.'s assessment and governance thereof with the board of management and evaluated the potential impact on the financial position including underlying assumptions and estimates. The expected effects of climate change are not considered a key audit matter or to impact the existing key audit matters.

We ensured that the audit team has the appropriate skills and competences that are needed for the audit of a professional services firm. The Group uses multiple IT-systems. The adequacy and effective operation of controls over these systems are an important element of the integrity of financial reporting within the Group. We utilised IT-specialists in our audit to evaluate the adequacy and effective operation of these controls considered relevant to our audit.

The outline of our audit approach was as follows:



Materiality

- Overall materiality: €9,840,000.

Audit scope

- We conducted audit work on all group entities, being KPMG N.V., KPMG Accountants N.V., KPMG Advisory N.V., and KPMG Staffing & Facility Services B.V.

Key audit matters

- Valuation of contract assets and contract liabilities.

Materiality

The scope of our audit was influenced by the application of materiality, which is further explained in the section 'Our responsibilities for the audit of the financial statements'.

Based on our professional judgement we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and to evaluate the effect of identified misstatements, both individually and in aggregate, on the financial statements as a whole and on our opinion.

Overall group materiality	€9,840,000 (2023/2024: €9,048,000).
Basis for determining materiality	We used our professional judgement to determine overall materiality. As a basis for our judgement, we used 7,5% of profit before income tax.
Rationale for benchmark applied	We used profit before income tax as the primary benchmark, a generally accepted auditing practice, based on our analysis of the common information needs of the users of the financial statements. On this basis, we believe that profit before income tax is the most relevant metric for the financial performance of the Group.
Component materiality	Based on our judgement, we used stand-alone statutory materiality for all components in our audit scope.

We also take misstatements and/or possible misstatements into account that, in our judgement, are material for qualitative reasons.

We agreed with the supervisory board that we would report to them any misstatement identified during our audit above €492,000 (2023/2024: €452,000) as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

The scope of our group audit

KPMG N.V. is the parent company of a group of entities. The financial information of this group is included in the consolidated financial statements of KPMG N.V.

We tailored the scope of our audit to ensure that we, in aggregate, performed sufficient work on the financial statements to enable us to provide an opinion on the financial statements as a whole, taking into account the management structure of the Group, the nature of operations of the group of entities, the accounting processes and controls, and the market in which the Group operates. In establishing the group audit strategy and plan, we determined the type of work required to be performed for each group entity.

We as a group audit team conducted the audit work on all the Group entities:

- KPMG N.V.
- KPMG Accountants N.V.
- KPMG Advisory N.V.
- KPMG Staffing & Facility Services B.V.

By performing the procedures outlined above, we have been able to obtain sufficient and appropriate audit evidence on the Group's financial information, to provide a basis for our opinion on the financial statements.

Audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of the Group and its environment and the components of the internal control system. This included management's risk assessment process, management's process for responding to the risks of fraud and monitoring of the internal control system and how the supervisory board exercised oversight, as well as the outcomes. We refer to the section 'Fraud risk' of the integrated report for management's fraud risk assessment.

We evaluated the design and relevant aspects of the internal control system with respect to the risks of material misstatements due to fraud and in particular the fraud risk assessment, as well as the global code of conduct and whistleblower procedures. We asked members of the board of management as well as the compliance officer, the finance department, the legal counsel and the supervisory board whether they are aware of any actual or suspected fraud. This did not result in signals of actual or suspected fraud that may lead to a material misstatement.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

We identified the following fraud risks and performed the following specific procedures:

Identified fraud risks	Our audit work and observations
<p>Risk of management override of controls</p> <p>Management is in a unique position to perpetrate fraud because of management's ability to manipulate accounting records information and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.</p> <p>That is why, in all our audits, we pay attention to the risk of management override of controls in:</p> <ul style="list-style-type: none"> • journal entries and other adjustments made in the preparation of the financial statements, • estimates, and • significant transactions, if any, outside the normal course of business for the Group. <p>We pay particular attention to tendencies due to possible interests of management.</p>	<p>We evaluated the design and implementation of the internal control system in the processes of generating and processing journal entries, making estimates, and monitoring projects. We also paid specific attention to the access safeguards in the IT system and the possibility that these lead to violations of the segregation of duties.</p> <p>We performed our audit procedures primarily substantively.</p> <p>We selected journal entries based on unexpected users and unexpected account combinations in revenue, unbilled services and advance billings positions and expenses. We conducted specific audit procedures for these entries. These procedures include, among others, tracing the entries to source documentation and paying attention to transactions outside the normal course of business. We also paid particular attention to consolidation and elimination entries. We performed specific audit procedures related to important estimates of management, including the provisions and the valuation of contract assets and contract liabilities. We specifically paid attention to the inherent risk of bias of management in these estimates. We refer to the key audit matter 'valuation of contract assets and liabilities' for more details on this estimate.</p> <p>We did not identify any significant transactions outside the normal course of business.</p> <p>Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to management override of controls.</p>

The risk of fraud in revenue recognition

As part of our risk assessment process and based on the assumed risk of fraud in revenue recognition, we have evaluated which type of revenue or assertion gives rise to a risk of material misstatement due to fraud.

The board of management has an incentive to increase revenue to realize their goals. The board of management has a fixed remuneration.

Revenue is partly based on work that is invoiced based on actual hours written times hourly rates and partly based on fixed fee projects. For the latter, the revenue is recognised in line with the project's progress, requiring an estimate of management.

We concluded that the risk of fraud in revenue recognition relates to manual or unusual journal entries to increase revenues (occurrence and accuracy) and management's estimates relating to revenue recognition.

We evaluated the design and implementation of the internal controls related to the revenue process and the processes for generating and processing journal entries related to revenue.

We performed our audit procedures using a combination of controls and substantive procedures.

We used data analysis to identify revenue transactions that do not follow the standard business process and performed substantive testing on those transactions. This included, amongst others, postings which involve account combinations which are not consistent with our understanding of the revenue process.

We refer to our key audit matter 'valuation of contract assets and liabilities' for audit procedures related to management estimates in revenue recognition.

Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to the existence and occurrence of revenue.

We incorporated an element of unpredictability in our audit. We reviewed lawyers' letters and correspondence with regulators. During the audit, we remained alert to indications of fraud. Furthermore, we considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance with laws and regulations.

Audit approach going concern

The board of management prepared the financial statements on the assumption that the entity is a going concern and that it will continue all its operations for at least twelve months from the date of preparation of the financial statements.

Our procedures to evaluate the board of management's going-concern assessment included, amongst others:

- considering whether the board of management identified events or conditions that may cast significant doubt on the entity's ability to continue as a going concern (hereafter: going-concern risks);
- considering whether the board of management's going-concern assessment included all relevant information of which we were aware as a result of our audit and inquired of the board of management regarding the board of management's most important assumptions underlying its going-concern assessment;
- evaluating the board of management's current budget including cash flows for at least 12 months from the date of preparation of the financial statements taken into account current developments in the industry and all relevant information of which we were aware as a result of our audit;
- analysing the financial position as per balance sheet date in relation to the financial position as per the prior year's balance sheet date to assess whether events or circumstances exist that may lead to a going-concern risk, including compliance with relevant covenants;
- performing inquiries of the board of management as to its knowledge of going-concern risks beyond the period of the board of management's assessment.

Our procedures did not result in outcomes contrary to the board of management's assumptions and judgments used in the application of the going-concern assumption.



Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements. We have communicated the key audit matters to the supervisory board. The key audit matters are not a comprehensive reflection of all matters identified by our audit and that we discussed. In this section, we described the key audit matters and included a summary of the audit procedures we performed on those matters.

There is no change in our key audit matters compared to prior year.

Key audit matter	Our audit work and observations
<p>Valuation contract assets and contract liabilities</p> <p><i>Please refer to note 3.7 'contract balances' and note 6 'revenue' in the financial statements.</i></p> <p>Approximately 8.2% (2024: 8.7%) of the Group's total assets relates to contract assets (€46.5 million; 2024: €44.8 million) and 11.2% (2024: 11.6%) of the Group's total liabilities relates to contract liabilities (€64.0 million; 2024: €59.6 million).</p> <p>For a part of the contract assets and liabilities there is an inherent lower risk since revenue recognition is based on hours written times hourly rates. The remainder of the positions are projects in which fixed fees are agreed with KPMG's clients. Due to the year-end of 30 September, most of the assurance engagements relate to 2025 audits that have just started and inherently have a lower risk.</p> <p>Based on our understanding and risk assessment, we see a higher risk of misstatement relating to fixed fee projects, aged balances and contracts that could cause a potential misstatement due to their size.</p> <p>Management has an incentive to increase revenue to realise their goals.</p> <p>The 'over time' revenue recognition on fixed price projects requires the Company to apply a single method of measuring progress towards complete satisfaction of the performance obligation (an input method). The input for the performance obligation is based on the actual time spent and costs incurred. Progress is measured based on the sum of the hours and costs incurred compared to the total estimated costs for the project. When it is probable that total costs will exceed total project revenue, the expected loss is recognised immediately.</p> <p>Revenue recognition related to fixed price projects is a key audit matter based on the quantitative materiality, the degree of complexity, judgement required and the risk of management bias for revenue recognition including valuation of contract assets and -liabilities.</p> <p>The board of management has also considered this area to be a key accounting estimate as disclosed in the 'use of estimates and judgements' note (note 2.3) to the consolidated financial statements.</p>	<p>We evaluated the process and the design and implementation of the internal control system related to revenues, contract assets and contract liabilities.</p> <p>We tested the operating effectiveness of internal controls that were relevant for our audit such as controls testing over the opening of project codes and quarterly balance confirmations made by partners and reviewed by unit leads and the CFO.</p> <p>To determine the quality of the estimates we performed so-called look-back procedures, in which we assessed the outcome of prior year's estimates in current financial year.</p> <p>These procedures showed us that the outcome of the projects versus the board's estimates fell within an acceptable range. We used this to determine the rigor and depth of this year's audit.</p> <p>Next to the identified risks based on our understanding, we also applied analytical procedures to identify projects with specific risks including, among others, aged positions, and high balances. Based on this analysis, we performed substantive procedures. These procedures included reconciliation to underlying documents such as contracts, invoices, approvals for additional billing, customer correspondence and where relevant bank statements. We examined documentation on the status, progress, and forecasts of projects and discussed and challenged those with engagement partners, the business control department and the board of management.</p> <p>We did not identify material exceptions and we obtained sufficient appropriate audit evidence with respect to management's assumptions used in valuations of contract assets and contract liabilities.</p> <p>After completing our fieldwork, we evaluated our procedures and the outcome for the estimates and discussed within the team whether there were indications of management bias in preparing the estimates. We found no such indications.</p>

Report on the other information included in the annual report

The integrated report contains other information. This includes all information in the annual report in addition to the financial statements and our auditor's report thereon.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements; and
- contains all the information regarding the management report and the other information that is required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and the understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those procedures performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the board of management report and the other information in accordance with Part 9 of Book 2 of the Dutch Civil Code.

Report on other legal and regulatory requirements

Our appointment

We were appointed as auditors of KPMG N.V. on 14 June 2022 by the supervisory board. This followed the passing of a resolution by the meeting of shareholders held on 24 June 2022. Our appointment has been renewed annually by shareholders and now represents a total period of uninterrupted engagement of 3 years.

Responsibilities for the financial statements and the audit

Responsibilities of the board of management and the supervisory board for the financial statements

The board of management is responsible for:

- the preparation and fair presentation of the financial statements in accordance with EU-IFRS and Part 9 of Book 2 of the Dutch Civil Code; and for
- such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the board of management is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, the board of management should prepare the financial statements using the going-concern basis of accounting unless the board of management either intends to liquidate the Company or to cease operations or has no realistic alternative but to do so. The board of management should disclose in the financial statements any event and circumstances that may cast significant doubt on the Company's ability to continue as a going concern.

The supervisory board is responsible for overseeing the Group's financial reporting process.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance, and is not a guarantee that an audit conducted in accordance with the Dutch Standards on Auditing will always detect a material misstatement when it exists. Misstatements may arise due to fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A more detailed description of our responsibilities is set out in the appendix to our report.

Amsterdam, 5 December 2025

PricewaterhouseCoopers Accountants N.V.

Original has been signed by M.C. Bond RA

Appendix to our auditor's report on the financial statements 2024/2025 of KPMG N.V.

In addition to what is included in our auditor's report, we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

The auditor's responsibilities for the audit of the financial statements

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of management.
- Concluding on the appropriateness of the board of management's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

From the matters communicated with the supervisory board, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Limited assurance report of the independent auditor on the sustainability statement

To: the shareholders and the supervisory board of KPMG N.V.

Our limited assurance conclusion

Based on the procedures we have performed and the assurance evidence we have obtained, nothing has come to our attention that causes us to believe that the sustainability statement of KPMG N.V. (the Company) for 2024/2025 is not, in all material respects,

- prepared in accordance with the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission and in accordance with the process, carried out by the Company, to identify the information to be reported pursuant to the ESRS; and
- compliant with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (the Taxonomy Regulation).

The subject matter of our limited assurance procedures

We have conducted a limited assurance engagement on the consolidated sustainability statement of KPMG N.V., Amstelveen for 2024/2025, included in section sustainability statement of the board of management report in the Integrated Report 2024/2025 including the information incorporated in the sustainability statement by reference (hereafter: the sustainability statement).

In the sustainability statement, references are made to external sources or websites. The information on these external sources or websites is not subject to our limited assurance procedures for the sustainability statement. We therefore do not provide assurance on this information.

The basis for our conclusion

We conducted our limited assurance engagement in accordance with Dutch law, including the Dutch Standard 3810N 'Assuranceopdrachten inzake duurzaamheidsverslaggeving' (assurance engagements relating to sustainability reporting), which is a specific Dutch Standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information'. Our responsibilities under this standard are further described in the section 'Our responsibilities for the limited assurance engagement on the sustainability statement' of our report. We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Our independence and quality management

We are independent of KPMG N.V. in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of ethics for professional accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of ethics for professional accountants).

PwC applies the applicable quality management requirements pursuant to the 'Nadere voorschriften kwaliteitsmanagement' (NVKM, regulations for quality management) and the International Standard on Quality Management (ISQM) 1, and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Inherent limitations in preparing the sustainability statement

In reporting forward-looking information in accordance with the ESRS, the board of management of the Company is required to prepare the forward-looking information based on disclosed assumptions about events that may occur in the future and possible future actions by the Company. The actual outcome is likely to be different since anticipated events frequently do not occur as expected. Forward-looking information relates to events and actions that have not yet occurred and may never occur.

The comparability of sustainability information between entities and over time may be affected by the lack of historical sustainability information in accordance with the ESRS and by the absence of a uniform practice on which to draw, to evaluate and measure this information. This allows for the application of different, but acceptable, measurement techniques, especially in the initial years.

Responsibilities for the sustainability statement and for the limited assurance procedures thereon

Responsibilities of the board of management and the supervisory board for the sustainability statement

The board of management of KPMG N.V. is responsible for the preparation of the sustainability statement in accordance with ESRS, including the development and implementation of the double materiality process, which is a process to identify the information reported in the sustainability statement in accordance with the ESRS and for disclosing this process in the sustainability statement.

This responsibility includes:

- understanding the context in which KPMG N.V.'s activities and business relationships take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the Company's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions and estimates that are reasonable in the circumstances.

The board of management is also responsible for preparing the disclosures in compliance with the reporting requirements provided in the Taxonomy Regulation.

The board of management is also responsible for selecting and applying additional entity-specific disclosures to enable users to understand the Company's sustainability-related impacts, risks or opportunities and for determining that these additional entity-specific disclosures are suitable in the circumstances and in accordance with the ESRS.

Furthermore, the board of management is responsible for such internal control as the board of management determines is necessary to enable the preparation of the sustainability statement that is free from material misstatement, whether due to fraud or error.

The supervisory board is responsible for overseeing the Company's sustainability reporting process including the double materiality process carried out by the Company.

Our responsibilities for the limited assurance engagement on the sustainability statement

Our responsibility is to plan and perform the limited assurance engagement in a manner that allows us to obtain sufficient appropriate assurance evidence to provide a basis for our conclusion.

Our objectives are to obtain a limited level of assurance, as appropriate, about whether the sustainability statement is free from material misstatements, and to issue a limited assurance conclusion in our report. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the sustainability statement. The procedures vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore substantially lower than the assurance obtained in a reasonable assurance engagement.

Our responsibilities in respect of the sustainability statement, in relation to the process to identify the information to be reported in the sustainability statement (the process) include:

- obtaining an understanding of the process, but not for the purpose of providing a conclusion on the effectiveness of the process, including the outcome of the process;
- considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and
- designing and performing procedures to evaluate whether the process is consistent with the Company's description of its Process set out in section 'Our material IROs' of the sustainability statement.

Our other responsibilities in respect of the limited assurance engagement on the sustainability statement include:

- performing risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error; and
- designing and performing procedures responsive to where material misstatements are likely to arise in the sustainability statement. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Matters related to the scope of our engagement

With respect to the forward-looking information in the sustainability statement, we do not provide assurance on the achievability of this information.

Summary of procedures performed

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise in the sustainability statement, whether due to fraud or error.

We have exercised professional judgement and have maintained professional scepticism throughout the assurance engagement, in accordance with the Dutch Standard 3810N, ethical requirements and independence requirements. Our procedures included, amongst others, the following:

- performing inquiries and an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, the characteristics of the Company, its activities and the value chain and its key intangible resources to assess the process to identify the information to be reported carried out by the Company as the basis for the sustainability statement and disclosure of all material sustainability-related impacts, risks and opportunities in accordance with ESRS.

- obtaining through inquiries a general understanding of the internal control environment, the Company's processes for gathering and reporting entity-related and value chain information, the information systems and the Company's risk assessment process relevant to the preparation of the sustainability statement and for identifying the Company's activities, determining eligible and aligned activities and preparation of the disclosures provided for in the Taxonomy Regulation, without testing the operating effectiveness of controls.
- assessing the double materiality process carried out by the Company and identifying and assessing areas of the sustainability statement, including the disclosures provided for in the Taxonomy Regulation where misleading or unbalanced information or material misstatements, whether due to fraud or error, are likely to arise. We designed and performed further assurance procedures aimed at determining that the sustainability statement is free from material misstatements responsive to this risk analysis.
- considering whether the description of the process to identify the information to be reported in the sustainability statement made by the board of management appears consistent with the process carried out by the Company.
- evaluated the methods, assumptions and data for developing estimates and forward-looking information. Assessing whether the Company's methods for developing estimates are appropriate and have been consistently applied for selected disclosures. Our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Company's estimates.
- analysing, on a limited sample bases, relevant internal and external documentation at the level of the Company for selected disclosures.
- evaluating the suitability and plausibility of assumptions and sources of from third parties used, as calculations to determine information as included in the sustainability statement could be based on assumptions and sources from third parties that include information about, among others, value chain and information collected from actors in the value chain, when appropriate. We have not performed procedures on the content of these assumptions and these external sources.
- reading the other information in the Integrated Report to identify material inconsistencies, if any, with the sustainability statement.
- considering whether the disclosures provided to address the reporting requirements provided for in the Taxonomy Regulation for each of the environmental objectives, reconcile with the underlying records of the Company and are consistent or coherent with the sustainability statement, appear reasonable, in particular whether anything came to our attention that would cause us to believe that the eligible economic activities do not meet the cumulative conditions to qualify as aligned and whether the technical criteria are not met, and whether the accompanying key performance indicators disclosures have not been defined and calculated in accordance with the Taxonomy reference framework, and do not comply with the reporting requirements provided for in the Taxonomy Regulation, including the format in which the activities are presented.
- reconciling the relevant financial information to the financial statements.
- considering the overall presentation, structure and the balanced content of the sustainability statement, including the reporting requirements provided for in the Taxonomy Regulation.
- considering, based on our limited assurance procedures and evaluation of the assurance evidence obtained, whether anything came to our attention that would cause us to believe that the sustainability statement as a whole, including the sustainability matters and disclosures, is not clearly and adequately disclosed in accordance with ESRS.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the limited assurance engagement and significant findings that we identify during our limited assurance engagement.

Amsterdam, 5 December 2025

PricewaterhouseCoopers Accountants N.V.

M.C. Bond RA

Appendices

Basis for preparation	261
<hr/>	
List of public-interest entity clients	263
<hr/>	
Other KPMG member firms in the EU/European Economic Area	266
<hr/>	
Segmentation of revenue/other income	269
<hr/>	
Abbreviations and acronyms	272
<hr/>	
Contact	274

Basis for preparation

Purpose

This integrated report is intended to provide an overview of KPMG N.V.'s business, strategy, and performance. It explains how KPMG N.V., as an employer, business, and supplier of professional services, creates value for its stakeholders over time. This report has been written for all KPMG N.V. stakeholders, including our clients and business partners, our employees and the firm's partners, policymakers, and regulators. Our previous integrated report was published in December 2024.

Scope

This report covers the activities of KPMG N.V. and its subsidiaries during KPMG N.V.'s 2024/2025 financial year, which ran from October 1, 2024 to September 30, 2025. KPMG Meijburg & Co is a separate KPMG member firm and is therefore not included in the scope of this report.

Content

The contents of this report are based on internal reporting, with external sources indicated clearly in the text. Content has been selected for inclusion on the basis that it is either material (i.e., that it has significant or potential impact on either the firm or its stakeholders) or mandated (i.e., that it relates to information required under current reporting obligations or future obligations that are already known). For more information on our ESRS-aligned double materiality assessment, see the [General disclosures](#) chapter of our sustainability statement.

With the exception of the financial statements, the figures used in this report have generally been rounded to the nearest million or billion. In some cases, rounded figures have been used to calculate percentages. Throughout this report, unless otherwise stated, all numbers per full-time equivalent (FTE) have been based on the average number of FTEs for the financial year.

Review and approval

This report (including the annual financial statements) was prepared by KPMG N.V.'s Board of Management. The report also includes the 2024/2025 KPMG Accountants N.V. Transparency Report, drafted in line with EU Regulation 537/2014 Article 13 regarding statutory audits of public-interest entity (PIE) clients. The reporting process was overseen by a project team led by KPMG N.V.'s Finance department, with all content reviewed by the firm's Board of Management and Supervisory Board prior to publication. Our financial statements and sustainability statement were also subject to external assurance.

Financial information

Financial statements in this report were prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the EU and with Section 2:362(9) of the Dutch Civil Code. All financial performance data is presented in euros (EUR), the firm's functional currency. For more information on the basis for preparation of the financial statements, see [Note 2](#) to the consolidated financial statements.

Non-financial information

The Board of Management report contains a separately identifiable sustainability statement in accordance with the requirements of the European Sustainability Reporting Standards (ESRS) as set out in the Annex 1 to the Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council. For more information on the basis for preparation of the sustainability statement, see the [General disclosures](#) chapter of our sustainability statement.

External assurance

External assurance (on the PDF version of this report) was provided by PwC Netherlands, acting as our external auditor for the third year. KPMG N.V. works closely with the external auditor to strengthen our disclosures, reporting processes, and internal data collection and verification. For more information, please see the [independent auditor's report](#) and [independent assurance report](#).

List of public-interest entity clients

In accordance with the Dutch Audit Firms Supervision Act, the following is a list of KPMG N.V.'s PIE clients as at September 30, 2025, for whom our partners have either signed an audit opinion on behalf of KPMG Accountants N.V. or started work on a legal audit by this date.

Abertis Infraestructuras Finance B.V.

ABN AMRO Schadeverzekering N.V.

AEGON Levensverzekering N.V.

AEGON Spaarkas N.V.

Almunda Professionals N.V.

Alumexx N.V.

AMG Critical Materials N.V.

AnderZorg N.V.

ARCADIS N.V.

ASM International N.V.

ASML Holding N.V.

ASR Aanvullende Ziektekostenverzekeringen N.V.

ASR Basis Ziektekostenverzekeringen N.V.

ASR Levensverzekering N.V.

ASR Nederland N.V.

ASR Schadeverzekering N.V.

AT Securities B.V.

ATF Netherlands B.V.

Ayvens Bank N.V.

Bank Ten Cate & Cie N.V.

Bumper NL 2020-1 B.V.

Centrale Zorgverzekeringen NZV N.V.

Cnova N.V.

Corbion N.V.

Credit Europe Bank N.V. (new name: Nexent Bank N.V.)

CTP N.V.

CZ Zorgverzekeringen N.V.

Delphinus 2023-I B.V.

Digi Communications N.V.

DSM B.V.

E.ON International Finance B.V.

Enel Finance International N.V.

Eurocommercial Properties N.V.

Euronext N.V.

FBN Finance Company B.V.

ForFarmers N.V.

Givaudan Finance Europe B.V.

Goudse Levensverzekeringen N.V.

Goudse Schadeverzekeringen N.V.

Green Lion 2023-1 B.V.

Green Lion 2024-1 B.V.

Heineken Holding N.V.

Heineken N.V.

HMH Holding B.V.

Holland Colours N.V.

Iberdrola International B.V.

ING Bank N.V.

ING Groep N.V.

Kempen European High Dividend Fund N.V.

Kempen Global Property Fund N.V.

Kempen Orange Fund N.V.

Kempen Oranje Participaties N.V.

Kempen Profielfondsen N.V.

Kempen Umbrella Fund I N.V.

Knab N.V.

Koninklijke Ahold Delhaize N.V.

Koninklijke Bibliotheek

Koninklijke Heijmans N.V.

Laurentius

Lifetri Verzekeringen N.V.

Madrileña Red de Gas Finance B.V.

MEGlobal B.V.

Menzis N.V.

Menzis Zorgverzekeraar N.V.

N.V. Koninklijke Porceleynse Fles

Nationale-Nederlanden Bank N.V.

Nationale-Nederlanden Levensverzekering Maatschappij N.V.

Nationale-Nederlanden Schadeverzekering Maatschappij N.V.

New Sources Energy N.V.

NN Group N.V.

NN Re (Netherlands) N.V.

NS Insurance N.V.

OHRA Zorgverzekeringen N.V.

Onderlinge Waarborgmaatschappij CZ groep U.A.

Onderlinge Waarborgmaatschappij SAZAS U.A.

Onderlinge waarborgmaatschappij voor instellingen in de gezondheidszorg MediRisk B.A.

Orange Lion 2013-10 RMBS B.V.

Orcinus 2023 B.V.

Postnl N.V.

Qiagen N.V.

Roeminck Insurance N.V.

SAECURE 17 B.V.

SAECURE 18 NHG B.V.

SAECURE 19 B.V.

SAECURE 20 B.V.

SAECURE 21 B.V.

Salland Aanvullende Verzekeringen N.V.

Salland Zorgverzekeraar N.V.

Sif Holding N.V.

Sika Capital B.V.

SME Lion III B.V.

Stichting "De Goede Woning"

Stichting Algemeen Pensioenfonds KLM

Stichting Cazas Wonen

Stichting de Alliantie

Stichting Domesta

Stichting Elan Wonen

Stichting Havensteder

Stichting Pensioenfonds ABP

Stichting Pensioenfonds PGB

Stichting Pensioenfonds Vliegend Personeel KLM

Stichting Vidomes

Stichting Welbions

Stichting Woningbedrijf Velsen

Stichting Woningcorporatie Het Gooi en Omstreken

Stichting Woonbedrijf ieder1

Stichting Woonservice Drenthe

Stichting Woonwaarts

Südzucker International Finance B.V.

Van Lanschot Kempen N.V.

Vivoryon Therapeutics N.V.

VVAA Schadeverzekeringen N.V.

Wereldhave N.V.

Wolters Kluwer N.V.

Woningborg N.V.

Woningstichting Den Helder

Woningstichting Wierden en Borgen

Woonstichting Lieven de Key

Other KPMG member firms in the EU/ European Economic Area

The following is a list of KPMG audit member firms in the EU and/or European Economic Area (EEA) as at June 30, 2025, in compliance with EU Regulation 537/2014 Article 13, paragraph 2 sub b (ii and iii). In 2024/2025, total turnover from these firms was EUR 2.7 billion (based on the statutory audit of annual and consolidated financial statements). The list as at September 30, 2025 will be available online at [Lists of KPMG EU/EEA audit firms](#).

Country	Name of firms
Austria	KPMG Austria GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Wien)
	KPMG Alpen-Treuhand GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Wien)
	KPMG Austria GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Linz)
	KPMG Niederösterreich GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft
Belgium	KPMG Bedrijfsrevisoren/KPMG Réviseurs d'Entreprises
Bulgaria	KPMG Audit OOD
Croatia	KPMG Croatia d.o.o. za reviziju
Cyprus	KPMG
	KPMG Limited
Czech Republic	KPMG Česká republika Audit, s.r.o.
Denmark	KPMG P/S
Estonia	KPMG Baltics OÜ
Finland	KPMG Oy Ab
	KPMG Julkistarkastus Oy
France	KPMG S.A.
	KPMG Audit FS I
	KPMG Audit IS
	KPMG Audit Ouest
	KPMG Audit Sud-Est
	KPMG Fiduciaire de France
Germany	SALUSTRO REYDEL
	KPMG AG Wirtschaftsprüfungsgesellschaft
Greece	KPMG Bayerische Treuhandgesellschaft Aktiengesellschaft Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft
	KPMG Certified Auditors S.A.
Hungary	KPMG Hungária Kft.
Iceland	KPMG ehf.
Ireland (Republic)	KPMG
Italy	KPMG S.p.A.
	KPMG Audit S.p.A.
Latvia	KPMG Baltics SIA
Liechtenstein	KPMG (Liechtenstein) AG
Lithuania	KPMG Baltics UAB
Luxembourg	kpmg Audit S.à.r.l.
Malta	KPMG
Netherlands	KPMG Accountants N.V.
Norway	KPMG Holding AS
	KPMG AS

Poland	KPMG Audyt Services Spółka z ograniczoną odpowiedzialnością KPMG Audyt Spółka z ograniczoną odpowiedzialnością
Portugal	KPMG Audyt Spółka z ograniczoną odpowiedzialnością Spółka Komandytowa
Romania	KPMG & Associados — Sociedade de Revisores Oficiais de Contas, S.A.
Slovakia	KPMG Audit SRL
Slovenia	KPMG Slovensko spol. s r.o.
Spain	KPMG Slovenija, podjetje za revidiranje, d.o.o.
Sweden	KPMG Auditores, S.L.
	KPMG AB

Segmentation of revenue/other income

The following tables provide a breakdown of KPMG N.V.'s revenue for 2024/2025, segmented by business. Amounts are based on our taxonomy and are provided by our clients' legal entities. Statutory legal audits are those where there is a legal obligation to have financial statements audited by an independent auditor. These audits may relate to PIE or non-PIE clients.

For PIEs, we use the definition of the Dutch Audit Firms Supervision Act (Wta), Article 1.p, to determine the segmentation of revenue. Other audit and assurance(-related) reports referred to in these tables include financial statement audits, attestation reports, sustainability assurance, ISAE 3402 certification, and IT audits. Advisory engagements are those that include certification or audit elements.

To uphold standards of independence, we do not deliver non-audit services to PIEs that are audited by us. None of our audit clients accounted for more than 15% of total audit fees received in 2024/2025, in line with International Federation of Accountants (IFAC) thresholds.

For reference, Article 13(2)(k) of EU Regulation 537/2014 regarding the statutory audit of PIE clients relates to the following:

- i. Revenues from the statutory audit of annual and consolidated financial statements of PIEs and entities belonging to a group of undertakings whose parent undertaking is a PIE;
- ii. Revenues from the statutory audit of annual and consolidated financial statements of other entities;
- iii. Revenues from permitted non-audit services to entities that are audited by the statutory auditor or the audit firm;
- iv. Revenues from non-audit services to other entities.

(in EUR million)		2024/2025		2023/2024	
i	OOB clients (Wta)	94.3	11%	87.5	11%
ii	Non-OOB clients (Wta)	154.3	18%	170.8	21%
iii	Other audit clients	98.6	12%	70.9	9%
iv	Other clients	496.3	59%	474.8	59%
Total		843.5	100%	803.9	100%

Roman numbers indicate the combinations for the summary table

KPMG N.V. 2024/2025				Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total		
OOB clients (Wta)		i	94.3	70%	iii	19.4	14%	iii	20.9	16%	134.6	100%	iii	-	0%	iii	-	0%	134.6	100%
Non-OOB clients (Wta)		ii	154.3	73%	iii	35.8	18%	iii	13.1	6%	203.2	96%	iii	9.4	4%	iii	-	0%	212.6	100%
Other audit clients					iv	53.2	70%	iv	13.8	18%	67.0	88%	iv	8.9	12%	iv	-	0%	75.9	100%
Other clients								iv	16.6	4%	16.6	4%	iv	370.3	88%	iv	33.5	8%	420.4	100%
Total			248.6	29%	108.4		13%	64.4		8%	421.4	50%	388.6		46%	33.5		4%	843.5	100%

Assurance 2024/2025		Wta audits			Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total	
OOB clients (Wta)		i	94.3	70%	iii	19.4	14%	iii	20.9	16%	134.6	100%	iii	-	0%	iii	-	0%	134.6	100%
Non-OOB clients (Wta)		ii	154.3	74%	iii	35.8	17%	iii	13.1	6%	203.2	98%	iii	4.8	2%	iii	-	0%	208.0	100%
Other audit clients					iv	53.2	74%	iv	13.8	19%	67.0	94%	iv	4.5	6%	iv	-	0%	71.5	100%
Other clients								iv	16.6	32%	16.6	32%	iv	31.4	60%	iv	4.0	8%	51.9	100%
Total			248.6	53%	108.4		23%	64.4		14%	421.4	90%	40.7		9%	4.0		1%	466.0	100%

Advisory 2024/2025		Wta audits			Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total	
OOB clients (Wta)		i	-	0%	iii	-	0%	iii	-	0%	-	0%	-	0%	iii	-	0%	-	0%	
Non-OOB clients (Wta)		ii	-	0%	iii	-	0%	iii	-	0%	-	0%	iii	4.6	100%	iii	-	0%	4.6	100%
Other audit clients			-		iv	-	0%	iv	-	0%	-	0%	iv	4.4	100%	iv	-	0%	4.4	100%
Other clients			-		-		iv	0.1	0%	0.1	0%	iv	338.9	99%	iv	4.1	1%	343.0	100%	
Total			-	0%	-		0%	0.1		0%	0.1	0%	347.9		99%	4.1		1%	352.0	100%

Shared Service 2024/2025		Wta audits			Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total	
OOB clients (Wta)		i	-	0%	-	0%	iii	-	0%	-	0%	iii	-	0%	iii	-	0%	-	100%	
Non-OOB clients (Wta)		ii	-	0%	-	0%	iii	-	0%	-	0%	iii	-	0%	iii	-	0%	-	100%	
Other audit clients			-		-	0%	iv	-	0%	-	0%	iv	-	0%	iv	-	0%	-	100%	
Other clients			-		-		iv	-	0%	-	0%	iv	-	0%	iv	25.4	100%	25.4	100%	
Total			-	0%	-		0%	-		0%	-	0%	-		0%	25.4		100%	25.4	100%

Roman numbers indicate the combinations for the summary table

KPMG N.V. 2023/2024				Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total			
OOB clients (Wta)		i	87.5	76%	iii	12.9	11%	iii	14.6	13%	115.0	100%	iii	-	0%	iii	-	0%	115.0	100%	
Non-OOB clients (Wta)		ii	170.8	80%	iii	20.7	10%	iii	8.1	4%	199.6	93%	iii	14.6	7%	iii	-	0%	214.2	100%	
Other audit clients					iv	52.9	75%	iv	9.8	14%	62.7	89%	iv	8.1	11%	iv	-	0%	70.8	100%	
Other clients								iv	15.7	4%	15.7	4%	iv	355.2	88%	iv	33.0	8%	403.9	100%	
Total			258.3	32%		86.5	11%		48.2	6%	393	49%		377.9	47%		33.0	4%	803.9	100%	
Assurance 2023/2024		Wta audits			Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total		
OOB clients (Wta)		i	87.5	76%	iii	12.9	11%	iii	14.6	13%	115.0	100%	iii	-	0%	iii	-	0%	115.0	100%	
Non-OOB clients (Wta)		ii	170.8	83%	iii	20.7	10%	iii	8.1	4%	199.6	97%	iii	6.5	3%	iii	-	0%	206.1	100%	
Other audit clients					iv	52.9	79%	iv	9.8	15%	62.7	94%	iv	4.2	6%	iv	-	0%	66.9	100%	
Other clients								iv	15.6	31%	15.6	31%	iv	31.5	62%	iv	3.7	7%	50.8	100%	
Total			258.3	59%		86.5	20%		48.1	11%	392.9	90%		42.2	10%		3.7	1%	438.8	100%	
Advisory 2023/2024		Wta audits			Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total		
OOB clients (Wta)		i	-	0%	iii	-	0%	iii	-	0%	-	0%	iii	-	0%	iii	-	0%	-	100%	
Non-OOB clients (Wta)		ii	-	0%	iii	-	0%	iii	-	0%	-	0%	iii	8.1	100%	iii	-	0%	8.1	100%	
Other audit clients				-		iv	-	0%	iv	-	0%	-	0%	iv	3.9	100%	iv	-	0%	3.9	100%
Other clients				-		-		iv	0.1	0%	0.1	0%	iv	323.7	99%	iv	2.8	1%	326.6	100%	
Total			-	0%		-	0%		0.1	0%	0.1	0%		335.7	99%		2.8	1%	338.6	100%	
Shared Service 2023/2024		Wta audits			Other financial statements audits			Other Assurance services			Total Assurance services		Advisory services			Other services			Total		
OOB clients (Wta)		i	-	0%	iii	-	0%	iii	-	0%	-	0%	iii	-	0%	iii	-	0%	-	100%	
Non-OOB clients (Wta)		ii	-	0%	iii	-	0%	iii	-	0%	-	0%	iii	-	0%	iii	-	0%	-	100%	
Other audit clients				-		iv	-	0%	iv	-	0%	-	0%	iv	-	0%	iv	-	0%	-	100%
Other clients				-		-		iv	-	0%	-	0%	iv	-	0%	iv	26.5	100%	26.5	100%	
Total			-	0%		-	0%		-	0%	-	0%		-	0%		26.5	100%	26.5	100%	

Abbreviations and acronyms

The following is a list of abbreviations and acronyms used in this report.

ABC	anti-bribery and -corruption
AFM	Autoriteit Financiële Markten (Authority for the Financial Markets)
AI	artificial intelligence
AQC	Assurance Quality Committee
AQI	audit quality indicator
ARC	Audit & Risk Committee
BIO	protection and restoration of biodiversity and ecosystems (EU Taxonomy)
CapEx	capital expenditure
CARE	Consider, Assess, Respond, Evolve
CCA	climate change adaptation (EU Taxonomy)
CCM	climate change mitigation (EU Taxonomy)
CE	transition to a circular economy (EU Taxonomy)
CEAOB	Committee of European Auditing Oversight Bodies
CEO	Chief Executive Officer
CHRO	Chief Human Resources Officer
COO	Chief Operating Officer
CSDDD	Corporate Sustainability Due Diligence Directive
CSRD	Corporate Sustainability Reporting Directive
DMA	double materiality assessment
EEA	European Economic Area
EFRAG	European Financial Reporting Advisory Group
EMLC	engagement management life cycle
EO	environmental objective (EU Taxonomy)
EQCR	engagement quality control review
ERM	enterprise risk management
ESG	environment, social, and governance
ESRS	European Sustainability Reporting Standards
EU	European Union
FTE	full-time equivalent
GDPR	General Data Protection Regulation
GHG	greenhouse gas
GPS	Global People Survey
GRI	Global Reporting Initiative
HR	Human Resources
IAASB	International Auditing and Assurance Standards Board

ICP	internal carbon pricing
IDE	inclusion, diversity, and equity
IFAC	International Federation of Accountants
IFIAR	International Forum of Independent Audit Regulators
IFRS	International Financial Reporting Standards
ISQM	International Standard on Quality Management
ISSB	International Sustainability Standards Board
IT	information technology
KDN	KPMG Delivery Network
KPI	key performance indicator
MFR	mandatory firm rotation
NBA	Koninklijke Nederlandse Beroepsorganisatie van Accountants (Royal Netherlands Institute for Chartered Accountants)
OpEx	operating expenditure
PCAOB	Public Company Accounting Oversight Board
PIE	public-interest entity
PPC	pollution prevention and control (EU Taxonomy)
PTO	predictability, teaming, and open communication
QPR	Quality Performance Review
RAC	Remuneration & Appointment Committee
RCA	root-cause analysis
SBT	science-based target
SBTi	Science Based Targets initiative
SDG	Sustainable Development Goal
SoQM	System of Quality Management
UN	United Nations
Wab	Wet op het accountantsberoep (Dutch Auditors' Profession Act)
WOR	Wet op de Ondernemingsraden (Dutch Works Councils Act)
Wta	Wet toezicht accountantsorganisaties (Dutch Audit Firms Supervision Act)
WTR	sustainable use and protection of water and marine resources (EU Taxonomy)

Contact

We welcome feedback on our report. Please send any comments and suggestions via our online contact form via [our online contact form](#).

You can find further details of our business and services at kpmg.nl. You can also find us on our social media channels.



KPMG.nl



© 2025 KPMG N.V., a Dutch limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization ('KPMG International').