



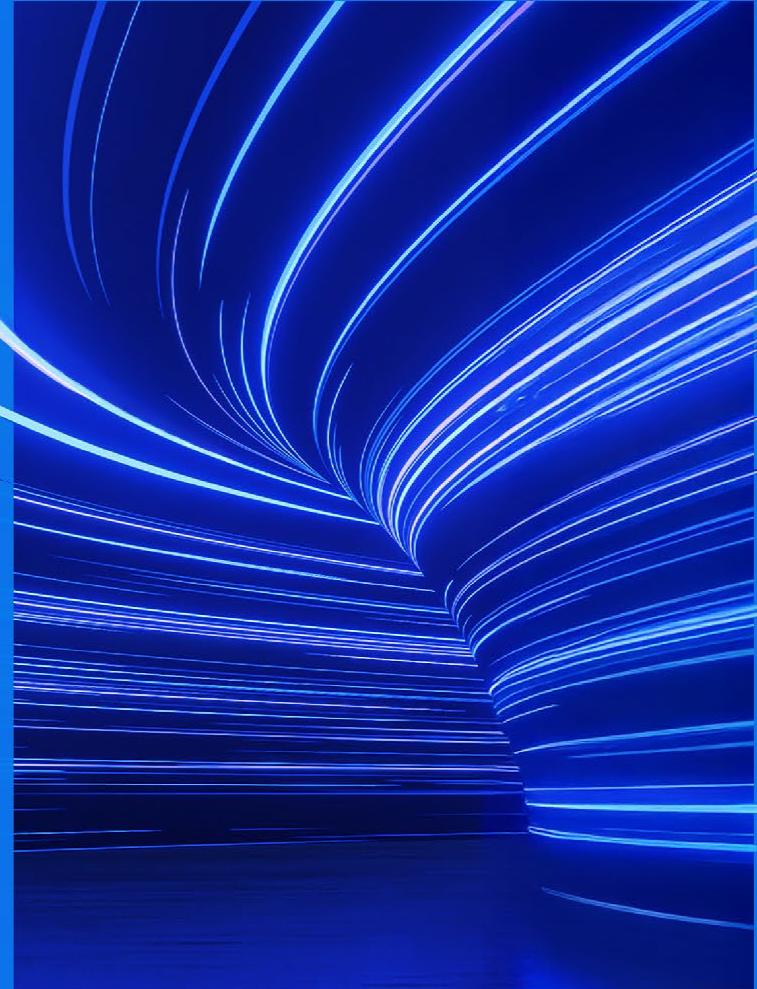
# Transparency Report 2025

KPMG in Bermuda

---

[kpmg.bm](http://kpmg.bm)

**KPMG. Make the Difference.**



# Contents

<b>Foreword</b>	
KPMG Values	3
Message from the Country Senior Partner	4
Audit Quality definition	6
<b>A system of quality management as the foundation of quality</b>	
• Statement on the effectiveness of System of Quality Management of KPMG Audit Limited as of 30 September 2025	7
Live by Our Values-driven culture	10
Apply expertise and knowledge	15
Embrace digital technology	18
Nurture diverse, skilled teams	21
Associate with the right clients and engagements	25
Be independent and ethical	28
Perform quality engagements	32
Assess risks to quality	35
Monitor and remediate	36
Communicate effectively	40
<b>Governance and disclosures</b>	
• Financial Information	42
• Partner remuneration	43
• Network arrangements	44
• Legal structure	44
• Responsibilities of KPMG firms	45
• Professional Indemnity Insurance	45
• Governance structure	45
<b>Appendices</b>	
Appendix 1. Key legal entities and areas of operation	48
Appendix 2. Details of those charged with governance at KPMG in Bermuda, being the board of KPMG Bermuda Holdings Limited	49

# KPMG Values

KPMG is committed to quality and service excellence in all that we do, helping to bring our best to clients and earning the public's trust through our actions and behaviours both professionally and personally.

Our Values guide our behaviours day-to-day, informing how we act, the decisions we make, and how we work with each other, our clients and all of our stakeholders.



Our Values are:



## 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.

# Message from the Country Senior Partner

"I am pleased to share our Transparency Report 2025, which reflects how KPMG in Bermuda continues to uphold the highest standards of audit quality and integrity while supporting our clients and stakeholders through an increasingly complex global environment. This report provides insight into our governance, quality processes, and commitment to serving the public interest."

## Staying focused in a complex environment

Our clients continue to operate in an environment of persistent complexity: shifting geopolitics and regulation, inflationary and interest rate dynamics, accelerating technology adoption, and the economy's transition challenges. In this environment, confidence in stakeholder reporting really matters. Audit quality is how we contribute to that confidence, consistently, objectively, and with clarity about our role in our markets.

For Bermuda, that responsibility includes the (re)insurance and ILS ecosystem, asset management and fund administration, banking, and diversified corporate groups that rely on high quality assurance to operate with resilience and transparency. Our commitment is straightforward: quality first, every time.

## Building quality into everything we do

Quality at KPMG is not incidental; it is the outcome when engagements are executed to the requirements and intent of professional standards within a robust System of Quality Management (SoQM). We continue to operate our SoQM in line with the KPMG Global Quality Framework and ISQM 1, supported by monitoring, remediation, and accountability at every level.

We learn from findings and hold ourselves to the same bar we set for others. It's not just what we do, but how we do it.

## Using technology wisely

We are deepening our use of data driven methods and AI enabled tools within a consistent global methodology, bringing greater depth, coverage and precision to our work, always with human oversight and professional skepticism. These tools help our teams focus on the risks that matter most, enhance consistency across engagements, and create time for richer conversations with management and audit committees. Technology makes quality scalable; judgment makes it meaningful.

## Our people make the difference

Quality is delivered by teams who are trained, supported and empowered to do the right thing, the right way. We continue to invest in technical upskilling, digital fluency, and leadership development, and we foster a culture anchored in our Values—Integrity, Excellence, Courage, Together, and For Better. These are not slogans; they are the daily standard that shapes decisions, behaviours, and how we show up for each other, our clients, and other stakeholders.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

# Message from the Country Senior Partner

## Serving the public interest in Bermuda

Across our markets, the expectations of boards, investors and regulators are rising, particularly around reporting quality, risk governance, resilience, and sustainability related disclosures. We continue to build cross functional capabilities so that when stakeholders ask for confidence—whether in financial statements, controls, or sustainability information—our assurance is independent, consistent and decision-orientated. Our aim is simple: to help sustain trust in Bermuda as a world class financial centre.

## Accountability and transparency

This report outlines how our governance, independence processes, methodology, technology and monitoring come together to support audit quality, how we evaluate effectiveness and continuously improve. I encourage you to read it with the same lens we bring to our own work: clarity on what's working, candour on what needs to improve, and commitment to act.

## Looking ahead

In 2026, we will continue to prioritise quality outcomes, invest in our people and platforms, and strengthen our dialogue with audit committees and regulators. We will maintain the discipline to execute consistently and the curiosity to keep improving. Thank you for your continued trust in KPMG in Bermuda.



**James Berry**  
Chief Executive Officer and  
Country Senior Partner

<sup>1</sup>Throughout this document, "KPMG", "we", "our" and "us" refers to KPMG in Bermuda.

Any references to the KPMG global organization mean the member firms of KPMG International Limited, each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients.

No member firm has any authority to obligate or bind KPMG International Limited or any other member firm vis-à-vis third parties, nor does KPMG International Limited have any such authority to obligate or bind any member firm.

KPMG International means KPMG International Limited unless the context requires the reference to mean KPMG International Services Ltd. (which provides services, products and support to, or for the benefit of, member firms or KPMG International Limited but not services, products or support to clients) or KPMG International Cooperative (which owns and licenses the KPMG brand).

Throughout this document, references to "Firm", "KPMG firm", "member firm" and "KPMG member firm" refer to firms which are either: members of KPMG International Limited; sublicensee firms of KPMG International Limited; or entities that are wholly or dominantly owned and controlled by an entity that is a member or a sublicensee. The overall governance structure of KPMG International Limited is provided in the [About Us](#) page of [kpmg.com](#).

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

# Audit Quality

Audit Quality is fundamental to maintaining public trust and is the key measure on which our professional reputation stands.

We define “audit quality” as the outcome when audits are executed consistently, in line with the requirements and intent of applicable professional standards, within a strong system of quality management.

All of our related activities are undertaken in an environment of the utmost level of objectivity, independence, ethics and integrity.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

# 1. A system of quality management as the foundation of quality

Consistent and strong controls within our firm's system of quality management (SoQM) help reduce quality issues, drive operational efficiencies, and enhance transparency and accountability. We are committed to continually strengthening the consistency and robustness of our SoQM.

Across the global organisation, KPMG firms have strengthened the consistency and robustness of their SoQM to meet the requirements of the International Standard on Quality Management (ISQM) 1, issued by the International Auditing and Assurance Standards Board (IAASB).

## KPMG International's global approach to SoQM



Establishes consistent **policies, procedures** and controls designed to respond to SoQM risks, supporting KPMG firms' effective SoQM.



Provides KPMG firms with a globally consistent **iterative risk assessment framework** that they have agreed to use in identifying incremental KPMG firm specific quality objectives, risks, and controls.



Supports KPMG firms with **guidance, tools, and training** to drive consistent and effective firm SoQM operation and annual evaluation.



Includes **monitoring activities** over KPMG firms' SoQM to drive global consistency.

The globally consistent approach to SoQM is used by all KPMG firms across the global organisation to drive the consistency, robustness and accountability of responses to risks within KPMG firms' processes.

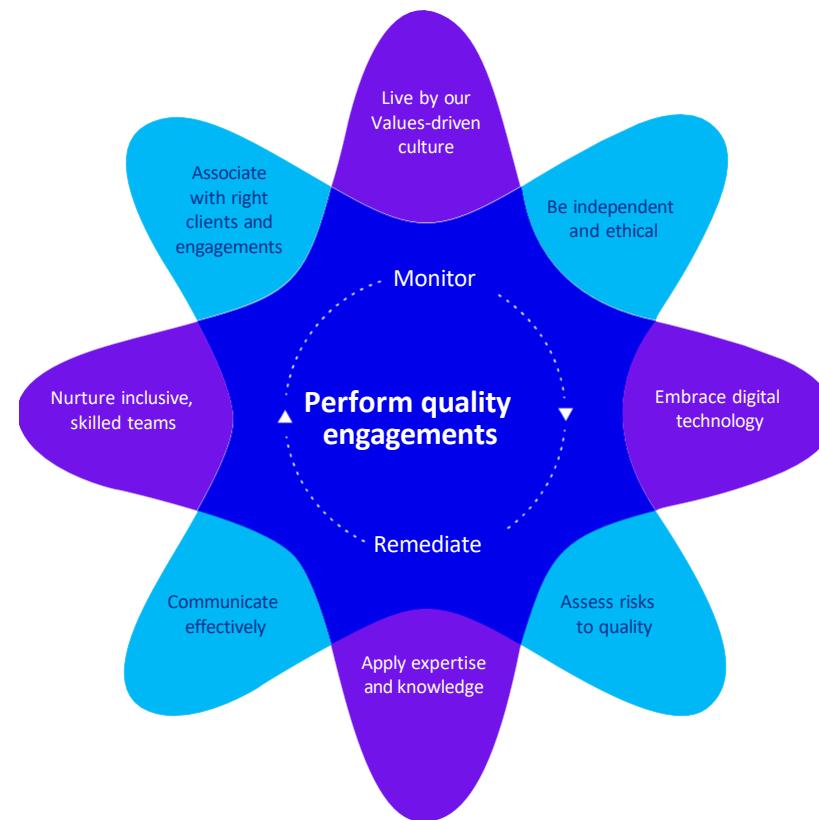
### KPMG Global Quality Framework

To provide more transparency on what drives KPMG audit and assurance quality, this report is structured around the KPMG Global Quality Framework. For KPMG, the Global Quality Framework outlines how we deliver quality and how every KPMG professional contributes to its delivery. The drivers outlined in the Global Quality Framework align with the 10 components of KPMG firms' SoQM and ISQM 1.

At the centre of the framework is the performance of high-quality engagements, supported by ongoing monitoring and remediation. Driving continual improvement of KPMG firms' SoQM, integrated monitoring and remediation programs help enable firms to identify deficiencies, perform root cause analyses, and implement targeted remediation plans, both at the engagement level and across the broader SoQM.

The following 10 Sections of the Transparency Report describe how we operate each driver in the Global Quality Framework, aligned with the SoQM components. Combined with our firm's [SoQM Statement of Effectiveness](#), this Transparency Report summarises how our SoQM effectively supports the consistent performance of quality engagements. This report may also be useful for stakeholders interested in KPMG firms' Tax and Advisory services, as certain aspects of our firm's SoQM are cross-functional and apply equally as the foundation of quality for all services offered.

### KPMG's Global Quality Framework



# 1.1 Statement on the effectiveness of the System of Quality Management of KPMG Audit Limited as of 30 September 2025

As required by the International Auditing and Assurance Standards Board (IAASB)'s, International Standard on Quality Management (ISQM1) and KPMG International Limited Policy, KPMG Audit Limited (the "Firm") has responsibility to design, implement and operate a System of Quality Management for audits or reviews of financial statements, or other assurance or related services engagements performed by the Firm. The objectives of the System of Quality Management are to provide the Firm with reasonable assurance that:

- a) The Firm and its personnel fulfill 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 the Firm or engagement directors and partners are appropriate in the circumstances.

The Firm outlines how its System of Quality Management supports the consistent performance of quality engagements in the Transparency Report 2025.

Integrated quality monitoring and compliance programs enable the Firm to identify and respond to findings and quality deficiencies both in respect of individual engagements and the overall System of Quality Management.

If deficiencies are identified when the Firm performs its annual evaluation of the System of Quality Management, the Firm evaluates 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 System of Quality Management, with consideration of remedial actions taken as of the date of the evaluation.

Based on the annual evaluation of the Firm's System of Quality Management as of 30 September 2025, the System of Quality Management provides the Firm with reasonable assurance that the objectives of the System of Quality Management are being achieved.

**James Berry**  
Chief Executive Officer and Country Senior Partner

29 January 2026

## Foreword

A system of quality management as the foundation of quality

### Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

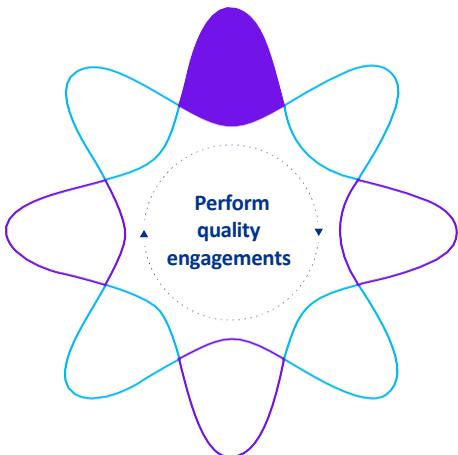
Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 2. Live by Our Values-driven culture

- **Foster the right culture, starting with tone at the top**
- **Clearly articulate strategy focused on quality, consistency, trust and growth**
- **Define accountabilities, roles and responsibilities related to quality and risk management**
- **Institute robust governance structures**

It's not just what we do at KPMG that matters; we also pay attention to how we do it. Our Values are our core beliefs, guiding and unifying our actions and behaviours. Shared across all personnel, they are the foundation of our unique culture.

## 2.1 Foster the right culture, starting with tone at the top

### 2.1.1 Tone at the top

Our firm's leadership, working with Regional, and KPMG International leadership, plays a critical role in establishing our commitment to quality and the highest standards of professional excellence and ethics. **A culture based on integrity, accountability, quality, objectivity, independence and ethics is essential in an organisation that carries out audit, assurance and other professional services on which stakeholders rely.**

## Foreword

A system of quality management as the foundation of quality

## Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Clear Values and a strong Code of Conduct

At KPMG, Our Values lie at the heart of the way we do things. To do the right thing, the right way, at the right time. They form the foundation of a resilient and ethical culture ready to meet challenge with integrity, so we do not lose sight of our principal responsibility to serve the public interest.

We are committed to the highest standards of professional behaviour in everything we do. Ethics and integrity are core to who we are and within our Global Code of Conduct (the Code) we outline the responsibilities all KPMG people have to each other, our clients and the public. It shows how our Values and Purpose inspire our greatest aspirations and guide our behaviours and actions. It defines what it means to work at and be part of the KPMG organisation, as well as our individual and collective responsibilities.

Everyone at KPMG can expect to be held accountable for their behaviour consistent with the Code and is required to confirm their compliance with it. Individuals are strongly encouraged to speak up if they see something that makes them uncomfortable or that is not in compliance with the Code or our Values. Everyone at KPMG is required to report any activity that could potentially be illegal or in violation of our Values, KPMG policies, professional standards and applicable laws or regulations.

To safeguard this principle of holding each other accountable, each KPMG firm has agreed to establish, communicate and maintain clearly defined channels to allow KPMG personnel and third parties to make inquiries about, raise concerns in relation to, provide feedback on and notify reportable matters, without fear of reprisal, in accordance with applicable laws or regulations.

The KPMG International hotline is a mechanism for KPMG personnel, clients and other third parties to confidentially report concerns they have relating to KPMG International, activities of KPMG firms or KPMG personnel. KPMG International considers how to respond to each report received through the hotline and where necessary, investigates and takes appropriate action.

All KPMG firms and personnel are prohibited from retaliating against individuals who have the courage to speak up in good faith. Retaliation is a serious violation of the Code, and any person who takes retaliatory action will be subject to their firm's disciplinary policy.

In addition to the processes outlined above, the Global People Survey provides our leadership and KPMG International leadership with key insights into how KPMG Values are being lived. It also provides valuable information on the attitudes of employees and partners regarding quality, leadership and tone at the top.

## KPMG's Global Values Week — Building a values-driven firm of the future

In May 2025, the countries and territories in the KPMG global organisation came together to celebrate Our Values during a week-long series of events. Through the activities, stories and conversations throughout Global Values Week, our people engaged in dialogue around our five Values and the role they play in our everyday work, with a focus on strengthening trust through ethical behaviour. This organisation-wide celebration was supported by a Values Immersion initiative in our firm that included leader-led group sessions focused on living our Values under pressure.

### 2.1.2 The KPMG multidisciplinary model

The KPMG global organization is at its strongest when it's over 276,000 people across 138 countries and territories, aligned behind a common set of values, are working together to provide quality services to some of the most important organisations in the world, from the public sector to finance to healthcare. Regardless of the sector or industry they operate in, KPMG's people leverage multidisciplinary knowledge and experience from across the organisation to deliver independent and rigorous audit and assurance, tax and consulting services to clients and stakeholders, earning their trust by meeting our commitment to deliver professional excellence. We firmly believe that our multidisciplinary model is the best way to serve clients and is essential to delivering high quality.

## 2.2 Clearly articulated strategy focused on quality, consistency, trust and growth

### 2.2.1 Our business

Our firm is a professional services firm that delivers audit and assurance, tax and advisory services. We operate out of a single office in Bermuda and had an average of 15 partners and 146 employees in the year to 30 September 2025.

Our audit and assurance services in Bermuda are delivered through KPMG Audit Limited. Full details of the services we offer can be found on our [website](#).

### 2.2.2 Our strategy

Our strategy is set by our Board and demonstrates a commitment to quality and trust. Our focus is to invest significantly in priorities that form part of a global strategy execution.

## 2.3 Defined accountabilities, roles and responsibilities related to quality and risk management

### 2.3.1 Leadership responsibilities for quality and risk management

Our leadership team is committed to building a culture based on integrity, quality, objectivity, independence and ethics, demonstrated through their actions.

Our firm has agreed to seek input from the chair of the relevant Global Steering Group or their delegate on the performance of certain leaders within the firm whose role most closely aligns with the activities of the Global Steering Group. Input is sought as part of the annual performance process and is based on an assessment of the leader's performance, which includes matters of public interest, quality and risk management activities.

The following individuals have leadership responsibilities for quality and risk management in our firm.



### Country Senior Partner

In accordance with the principles in ISQM 1, our Country Senior Partner, James Berry, is the leader who has ultimate responsibility for our SoQM.

Details of some of the measures they and the rest of the Board have taken to ensure that a culture of quality prevails within our firm are set out in section 2.1.1 "[Tone at the Top](#)".



### Risk Management Partner

Our firm's Risk Management Partner (RMP) is responsible for the firm's direction and execution of risk, compliance, and quality. The RMP is a member of the KPMG in Bermuda Executive Committee and has a direct reporting line to the Country Senior Partner. The RMP consults, as appropriate, with the Country Senior Partner, the Regional Risk Management Partner, Global Quality & Risk Management resources, and the general counsel or external counsel.

The fact that the role is an Executive Committee position, and seniority of the reporting lines, underlines the importance that the firm places on risk and quality issues. The RMP is supported by a team of partners and professionals in each of the functions.



### Ethics and Independence Partner

Our firm's Ethics and Independence Partner (EIP) has primary responsibility for the direction and execution of ethics and independence policies and procedures in our firm and reports on ethics and independence issues to the RMP and Country Senior Partner.

## Foreword

A system of quality management as the foundation of quality

### Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



## The Audit, Tax and Advisory functions—Function heads

The three heads of the client service functions (Audit, Tax and Advisory) are accountable to the Country Senior Partner for the quality of service delivered in their respective functions. They are responsible for the execution of the risk management and quality management procedures for their specific functions within the framework set by the Risk Management Partner. These procedures make it clear that, at the engagement-level, risk management and quality management is ultimately the responsibility of all professionals in the firm.

Our Head of Audit is responsible for the effective management and control of the Audit Function. This includes:

- Setting a strong tone and culture supporting audit quality through communication, engagement support and commitment to the highest standards of professional excellence, including professional skepticism, objectivity, and ethics and integrity;
- Developing and implementing an audit that is aligned with the firm's quality requirements;
- Working with the RMP to monitor and address quality and risk matters as they relate to the Audit practice.



## Audit Leadership Team

The Audit Leadership Team has regular discussions to agree actions about current and emerging audit quality issues arising from external and internal quality review processes, queries being raised by engagement teams, our SoQM evaluation, root cause analysis results and other quality matters identified from a variety of sources.

More complex issues (which might require amendments to KPMG's global audit methodology or audit tools) are raised with KPMG International Global Audit groups for consideration and potential development of solutions by the KPMG Global Solutions Group (KGSG), Global Audit Methodology Group (GAMG) and the International Standards Group (ISG). For more information about the KGSG, the GAMG and the ISG refer to [section 8.1.2](#).

In addition, within the Audit function, we considered matters relating to maintaining and improving audit quality, including the detailed findings (and related actions) from our SoQM evaluation, external regulatory reviews, the internal Quality Performance Review (QPR) program and other quality control programs, as well as papers on a range of issues designed to allow us to challenge ourselves in various aspects of audit quality and improvement.

## 2.4 Promote robust governance structures

### 2.4.1 Our legal and governance structure

KPMG in Bermuda is made up of limited liability Bermuda registered companies providing Audit and assurance, Tax and Advisory services to a wide variety of private and public sector organisations. These entities, along with a company that provides internal administration services, are held under KPMG Bermuda Holdings Limited and collectively form "KPMG in Bermuda".

A list of the entities which form KPMG in Bermuda, together with details of their legal structure, regulatory status, the nature of their business and area of operation is set out in [Appendix 1](#).

At KPMG, we apply high standards of corporate governance.

### The Board

Our Country Senior Partner chairs the Board ensuring that the Board members receive accurate, timely and clear information and ensuring effective communication and relationships with the members at large. The current Country Senior Partner, James Berry, was re-appointed on 21 November 2025 following a vote by the members.

## Foreword

A system of quality management as the foundation of quality

## Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

The principal governance and oversight body of our firm is the Board, which provides leadership to the firm and is responsible for our long-term growth and sustainability, setting our strategy and overseeing its implementation, monitoring performance against our business plan and protecting and enhancing the KPMG brand.

The Board consists of all Partners of the firm.

Full details of those charged with governance for our firm, including their biographies, are set out in [Appendix 2](#).

In addition, there are three main bodies that deal with key aspects of governance within the firm that report into the Board. These are the:

- Executive Committee;
- Compensation Committee; and
- System of Quality Management Oversight Committee

Details about the role and responsibilities and composition of each of these key bodies are set out below.

### The Executive Committee

The Executive Committee is responsible for management of the day-to-day activities of the firm, recommending policy to the Board and developing the business plan within the overall strategy set by the Board, together with its subsequent implementation.

It deals with operational matters affecting the firm (including monitoring operating and financial performance, budgets, new business proposals, marketing, technology development, recruitment and retention and general remuneration, prioritisation and allocation of resources and investment and managing the firm's risk profile).

The Executive Committee members are all partners in our firm and are appointed by the Country Senior Partner. In addition to the Country Senior Partner, the Executive Committee includes the Function Heads and RMP. The Head of People attends the Executive Committee meetings routinely in an ex-officio capacity.

### The Compensation Committee

The Compensation Committee is responsible for determining the remuneration of the Country Senior Partner and making recommendations on policies for partners' remuneration. It is also responsible for approving the process for determining partner remuneration and hearing appeals from partners regarding their remuneration.

As part of its activities, the Compensation Committee receives and considers a report from the RMP on (i) the approach to ensuring that quality issues are appropriately considered in partner counseling and (ii) whether or not there are any quality concerns about specific partners.

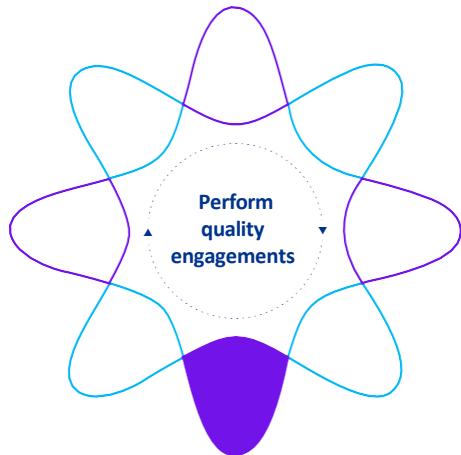
Further information regarding partner remuneration is set out in [section 13](#).

### The System of Quality Management Oversight Committee

The SoQM Oversight Committee consists of three partners with relevant expertise who are independent from those responsible for operating the SoQM. Reporting directly to the Board, the Committee's mandate is to support the Board in discharging its responsibilities on all matters relating to the SoQM and engagement quality.

The Committee oversees the firm's controls and processes concerning engagement quality and the SoQM, ensuring they remain effective and robust. It is also empowered to make policy recommendations to the Board on issues pertaining to engagement quality, the SoQM, and the firm's broader role in serving the public interest

See [section 14.1](#) for information on the KPMG legal structure and [14.4](#) for information on the KPMG International Governance structure.



# 3. Apply expertise and knowledge

- **Methodology aligned with professional standards, laws and regulations**
- **Technology-enabled standardised methodology and guidance**
- **Deep technical expertise and knowledge**
- **Policies on applicable requirements, standards and laws**

We are committed to continuing to build on our technical expertise and knowledge recognising its fundamental role in delivering quality services.

## 3.1 Methodology aligned with professional standards, laws and regulations

### 3.1.1 Consistent audit and assurance methodology and tools

We use KPMG International's audit and assurance methodologies, tools and guidance to drive a consistent approach to planning, performing and documenting audit and assurance procedures. Key elements include:

- Meeting applicable standards, including standards issued by the International Auditing and Assurance Standards Board (IAASB), the Public Company Accounting Oversight Board (PCAOB), the American Institute of CPAs (AICPA), the International Standards on Assurance Engagements (ISAE) and local auditing standards and regulatory or statutory requirements;
- Identifying risks of material misstatements and designing and performing procedures to respond to these risks;



## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

- Usage by our audit and assurance professionals to drive consistent interpretation on the application of the applicable standards.

Our audit and assurance methodologies emphasise applying appropriate professional scepticism in the execution of procedures and drive compliance with relevant ethical requirements, including independence. The methodologies evolve to reflect new and revised audit standards and requirements as well as to keep pace with innovative and technological advances that drive quality and efficiency.

## 3.2 Technology-enabled standardised methodology and guidance

KPMG is redefining the audit and assurance process through the use of leading technology, including AI, to facilitate risk-based and data-informed engagements. This digital strategy is supported by KPMG Clara, a scalable and user-friendly cloud-based platform that facilitates consistent execution across KPMG firms worldwide. KPMG Clara delivers KPMG's audit and assurance standardised methodologies through data-driven workflows that adhere to relevant audit and assurance standards and assist our engagement teams in meeting the ever-changing landscape of corporate reporting and related audit and assurance requirements.

### 3.2.1. Driving consistency and quality through the KPMG Delivery Network

The KPMG Delivery Network (KDN) is a network of global delivery centres offering additional resources and specialist capacity and capability to some KPMG firms. Expanded in 2025 to increase capacity, KDN leverages technology in its delivery of consistent and standardised procedures and solutions to support some KPMG firms in their audit and assurance engagements.

### 3.3 Deep technical expertise and knowledge

#### 3.3.1 Access to specialists

Specialist experience is an increasingly important part of modern audit and assurance engagements and is a key feature of our multidisciplinary model. Our engagement teams have access to a network of KPMG specialists to consult – either within their firm or in other KPMG firms. These specialists receive the training they need to help ensure they have the competencies, capabilities and objectivity to appropriately fulfil their role on our audit and assurance engagements.

The need for specialists to be assigned to an engagement in areas such as information, technology, tax, treasury, actuarial, forensic, valuations and various sustainability topics is considered as part of the engagement acceptance and continuance process, as well as during the planning and conduct of the engagement.

### 3.3.2 Our commitment to audit and assurance quality by responding to significant external events and conditions

Significant external events and conditions, such as the impacts arising from geopolitical shifts, natural disasters, climate effects and inflationary pressures; may give rise to business risks that can have significant implications for financial statements. These potential financial statement implications may include increased complexity, subjectivity and uncertainty when making accounting estimates and key judgments, such as asset impairments, asset valuations and management's going concern assessment. Guidance is available to assist engagement teams in our firm to respond to the potential impacts arising from these significant external events and conditions.

We have access to an online financial reporting resource centre maintained on behalf of KPMG that highlights the potential financial statement implications of matters that may arise from significant external events and conditions, as well as an audit quality toolkit that addresses the potential audit and reporting implications. This guidance is updated as new significant accounting, auditing and reporting issues emerge.



## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

### 3.3.3 Licensing and requirements for IFRS<sup>®</sup> Accounting Standards and US GAAP engagements

#### Licensing

All KPMG professionals in our firm are required to comply with applicable professional license rules and satisfy the Continuing Professional Development requirements in the jurisdiction where they practice. KPMG International and KPMG in Bermuda policies and procedures are designed to facilitate compliance with license requirements. We are responsible for ensuring that audit professionals working on engagements have appropriate audit, accounting and industry knowledge, and experience in the local predominant financial reporting framework – eg: US GAAP and IFRS.

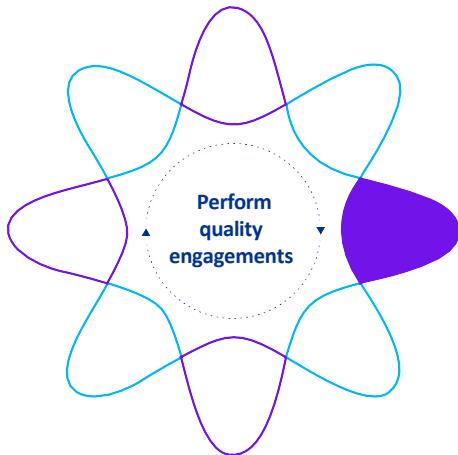
#### Requirements — IFRS Accounting Standards and US GAAP engagements

In addition, KPMG International has specific requirements for engagement partners, managers and Engagement Quality Control (EQC) reviewers working on IFRS Accounting Standards engagements in countries where IFRS Accounting Standards are not the predominant financial reporting framework.

Similar policies apply to engagements performed outside the US to report on financial statements or financial information prepared in accordance with US GAAP and/or audited in accordance with US auditing standards, including reporting on the effectiveness of the entity's internal control over financial reporting (ICOFR).

<sup>3</sup>Engagement partner (in the context of the ISAs, defined in ISA 220 (Revised)<sup>12</sup>) — The partner or other individual, appointed by the firm, who is responsible for the engagement and its performance, and for the auditor's report that is issued on behalf of the firm, and who, where required, has the appropriate authority from a professional, legal or regulatory body.

Engagement partner (in the context of ISAE 3000 (Revised)<sup>13</sup>) — The partner or other individual, appointed by the firm, who is responsible for the engagement and its performance, and for the assurance report that is issued on behalf of the firm, and who, where required, has the appropriate authority from a professional, legal or regulatory body.



# 4. Embrace digital technology

- **KPMG Clara**
- Intelligent, standards-driven audit and assurance workflows
- AI, data and evolving technologies

At KPMG, our mission is clear: to lead boldly, move fast and responsibly as we are anticipating the technologies that will shape our near future and are driving an ambitious innovation agenda. We continue to transform the audit and assurance experience for our professionals and clients. Leading technologies used across the KPMG global organisation are enhancing audit quality by increasing our ability to identify and respond to the issues that matter.

## 4.1 KPMG Clara

KPMG's commitment to continuously evolving audit quality drives our investment in technology and innovation. In 2025, AI integration into KPMG Clara, our global smart audit and assurance platform, was expanded and accelerated to help our auditors respond more effectively to risks and deliver deeper insights.

KPMG Clara serves as the cloud-based digital foundation for globally consistent, high-quality audits that leverage the latest technologies and innovations, such as AI and other emerging technologies.

### Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

## Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## 4.2 Intelligent, standards-driven audit and assurance workflows

As a scalable, intuitive cloud-based platform, KPMG Clara drives globally consistent execution across all KPMG firms. It enables delivery of KPMG audit and assurance methodologies through data-enabled workflows, which are aligned with the applicable standards, providing an empowered and seamless experience to auditors.

## 4.3 AI, data and evolving technologies

### AI in the audit now and in the future

Building trust in the capital markets is central to KPMG's public interest role. In 2025, the use of AI within KPMG Clara was expanded to further enhance quality, consistency and responsiveness as part of our forward-thinking, digital-first audit and assurance vision.

We are continuing the deployment of Generative AI and AI agents, which perform audit tasks in concert with human review. AI agents can now assist audit and assurance teams by reviewing engagement documentation, flagging potential fraud risks, and designing and performing substantive testing procedures aligned with KPMG's methodology. Additionally, through transaction scoring, KPMG's auditors are able to leverage advanced automated algorithms to analyse and risk-score complete populations of transactions (rather than sample), identifying outliers and areas requiring further investigation.

These enhancements enable over 95,000 auditors globally to focus on high-risk areas, exercise professional judgement and skepticism where it matters most, and strengthen audit quality.

All AI capabilities within KPMG Clara are developed under **KPMG's Trusted AI framework**, ensuring a human-in-the-loop approach that helps safeguard quality, data integrity, accuracy, reliability, security and ethical standards.

These capabilities are integral to our vision of a transformed AI-first, human-centric audit that delivers deeper insights and reinforces trust in the integrity of financial and non-financial information.

Looking ahead, we remain committed to responsibly deploying emerging technologies to support our professionals, enhance audit quality, and meet the evolving needs of the capital markets.



- Data-driven & AI-enabled audit workflows
- Audit & assurance including ESG
- Global, risk-based methodology
- Globally consistent planning & execution
- Enhanced two-way communication
- Tailored scoping
- Human-guided agentic AI as part of risk assessment
- Exception-based audit via automated scoring of complete transaction populations
- AI-enabled knowledge search
- Secure, transparent, & centralised interaction with the audit team
- Real-time alerts & tracking
- Access to insights

### 4.3.1 Client confidentiality, information security, and data privacy

The importance of maintaining client confidentiality is emphasised through a variety of mechanisms, including the KPMG Global Code of Conduct.

We have policies on information security, confidentiality, personal information and data privacy. We have a document retention policy concerning the retention period for audit documentation and other records relevant to an engagement in accordance with applicable laws, regulations, and professional standards.

KPMG provides training on confidentiality, information protection and data privacy requirements to all KPMG personnel annually.

Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

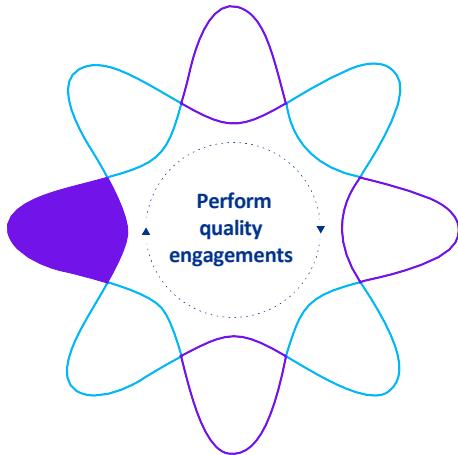
Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 5. Nurture inclusive, skilled teams

- **Recruit appropriately qualified individuals who bring diverse skills, perspectives and experiences**
- **Assign an appropriately qualified team**
- **Invest in AI and data-centric skills**
- **Focus learning and development on technical expertise, professional acumen and leadership skills**
- **Recognise quality**

Our people make the real difference and are instrumental in shaping the future of audit and assurance at KPMG. We put quality and integrity at the core of our practice. Our engagement teams have diverse skills and capabilities to address complex problems.

## 5.1 Recruit appropriately qualified individuals who bring diverse skills, perspectives, and experiences.

One of the key drivers of quality is ensuring that KPMG professionals have the appropriate skills and experience, motivation and purpose to deliver high-quality audit and assurance services. This requires the right recruitment, development, reward, promotion, retention and assignment of professionals.

### 5.1.1 Recruitment

We have invested in understanding how we can attract the talent we need now and in the future across our firm.

All candidates apply and are employed following a variety of selection processes, which may include application screening, competency-based interviews, psychometric and, in some cases, technical testing, and employment verification checks.



## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

## Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

These leverage fair and job-related criteria to ensure that candidates possess the appropriate skills and experience to perform competently, are suitable and best placed for their roles.

Where individuals are recruited for senior grades, a formal independence discussion is conducted with them by the Ethics and Independence Partner or a delegate. We do not accept any confidential information belonging to the candidate's former firm/employer.

### **5.1.2 Inclusion and access to equal opportunity**

KPMG is committed to fostering a culture that welcomes everyone. This commitment has been core to our culture for many years and aligns with our Values and business strategy. We will continue to reflect the diverse communities we work within, while fostering a sense of belonging, and harnessing the collective power of our different perspectives and experiences to better serve our people, clients and society.

Learn more about the KPMG commitment to have an inclusive culture built on trust in the [KPMG International: Our Impact Plan](#).

### **5.1.3 Health and well-being**

In our firm, we are committed to protecting the health of our people, both physically and mentally, and providing an environment of empathy and support that allows our people to thrive and deliver high-quality work to our clients.

Professional services can be a fast-paced and demanding environment, so we are creating a culture where people can be open about their well-being — and reach out for support when they need it.

#### **5.1.4 Reward and promotion**

##### **Reward**

We have compensation and promotion policies that are clear, simple, fair and linked to the performance review process. This helps our partners and employees understand what is expected of them, including audit quality accountabilities outlined in role profiles and the audit quality goal issued globally by KPMG International. The connection between performance and reward is achieved by assessing performance across a peer group to inform reward decisions.

Reward decisions are based on consideration of both personal and individual firm performance.

The extent to which our people feel their performance has been reflected in their reward is measured through the annual Global People Survey, with action plans developed as required.

##### **Promotion**

The results of performance evaluations directly affect the promotion and remuneration of partners and employees and, in some cases, their continued association with KPMG.

## **5.2 Assign an appropriately qualified team**

A critical driver of quality management is the selection of the engagement team to deliver effective and high-quality audit and assurance services. At KPMG, we have policies, procedures and controls in place to assign engagement partners and other professionals to a specific engagement on the basis of their skill sets, relevant professional and industry experience, and the nature of the assignment or engagement.

Function heads are responsible for the engagement partner assignment process. Key considerations include engagement partner experience and capacity – based on an annual engagement partner portfolio review – to perform the engagement considering the size, complexity and risk profile of the engagement and the type of support to be provided (i.e. the engagement team composition and specialist involvement).

Audit and assurance engagement partners are responsible for determining that sufficient and appropriate resources to perform the engagement are assigned or made available to the engagement team in a timely manner, taking into account the nature and circumstances of the audit or assurance engagement, KPMG policies and procedures, professional standards and applicable legal and regulatory requirements and any changes that may arise during the engagement. This may include involving specialists from our own firm, other KPMG firms or external experts.

### **Foreword**

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

Where the right resource is not available in our firm, we have access to a network of highly skilled KPMG professionals in other KPMG firms. At the same time, policies require all KPMG audit and assurance professionals to have the appropriate knowledge and experience for their assigned engagements.

When considering the appropriate competence and capabilities expected of the engagement team as a whole, the engagement partner's considerations may include the following:

- Understanding of, and practical experience with, audit and assurance engagements of a similar nature and complexity through appropriate training and participation;
- Understanding of professional standards and legal and regulatory requirements;
- Appropriate technical skills, including those related to relevant information technology and specialised areas of accounting, auditing or assurance;
- Knowledge of relevant industries in which the client operates;
- Ability to apply professional scepticism;
- Understanding of KPMG's quality control policies and procedures; Quality Performance Review (QPR) results and results of regulatory inspections.

### 5.3 Role profiles to drive quality

Driving a consistent approach to accountability for quality, we have a set of role profiles, issued by KPMG International, articulating the technical and behavioural competencies, and individual levels of accountability for contributing to audit quality and the SoQM. Reviewed annually to support the focus on continuous improvement, the role profiles offer KPMG personnel involved in audit delivery a clear articulation of their role and responsibilities. To connect the role profiles to goal setting, a mandatory audit quality goal is in place for those covered by the role profiles.

### 5.4 Investing in AI and data-centric skills

The KPMG organisation is strategically investing in prospective talent by collaborating with leading learning institutions, while investing in building a future enabled workforce equipped with the skills needed to thrive in a data-driven, AI-enabled audit environment.

In our firm, we are recruiting and training professionals who specialise in software, cloud capabilities and AI and who can bring leading technology capabilities to the smart audit and assurance platform that we use. We provide training on a wide range of technologies to help ensure that field professionals not only meet the highest professional standards but are also educated in new technology. With this approach we are bringing together the right people with the right skills and the right technology to perform exceptional audits.

### 5.5 Focus learning and development on technical expertise, professional acumen and leadership skills

#### 5.5.1 Commitment to technical excellence and quality service delivery

All our professionals are provided with the technical training and support they need to perform their roles. This includes access to internal specialists and the professional practice department for consultation.

#### 5.5.2 Lifetime learning strategy

In our firm, we are committed to developing a culture of continuous learning in line with our desire to provide access to learning for a lifetime — where KPMG partners and employees can continually enhance their competencies and skills through functional, ethical and accelerated learning. With a focus on enabling excellence, our continuous learning culture helps our people make the difference for both clients and themselves.

##### Formal training

Rapid advances in technology have made education and reskilling more important than ever. Providing our people with opportunities to learn and develop their careers is a key pillar of KPMG's Global People strategy.

Annual training priorities for development and delivery are identified by the Audit Learning and Development groups at global, regional and, where applicable, KPMG firm level.

### Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

Minimum learning requirements for audit and assurance professionals across the KPMG organisation are established annually. Training is delivered using a blend of learning approaches and performance support.

### Ongoing mentoring and on-the-job coaching

Learning is not confined to a single approach — rich learning experiences are available when needed through coaching and just-in-time learning and aligned with job-specific role profiles and learning paths.

Mentoring and on-the-job experience play key roles in developing the personal qualities important for successful careers in audit and assurance, including professional judgment, technical excellence and instinct.

We support a continuous learning environment where KPMG partners and employees contribute to building the team capacity, coaching other team members and sharing experiences.

## 5.6 Recognise quality

### 5.6.1 Personal development

Our approach to performance development, 'Open Performance Development', is built around the 'Everyone a Leader' performance principles, which are supplemented by the 'global audit technical core competencies' to provide a holistic view of expectations for those involved in audit and assurance engagements. The performance development approach includes:

- Audit quality role profiles (including audit quality accountabilities and responsibilities);
- A mandatory audit-quality goal to all employees who are involved in audit;
- Standardised review forms (with provision for audit quality ratings).

Open Performance Development is linked to the KPMG Values and designed to articulate what is required for success — both individually and collectively. We know that by being clear and consistent about the behaviour and competencies we expect and rewarding those who demonstrate them, we will continue to drive a relentless focus on quality.

At the same time, we are driving a shift in our performance-driven culture, supported by and enacted through leading technology made available by KPMG International that allows us to embed audit quality into the assessment of performance and the decisions around reward, as well as drive consistency across the global organisation.

We consider quality and compliance metrics in the overall performance assessment, promotion and remuneration of partners, directors and managers. These evaluations are conducted by performance managers and partners who are able to assess performance.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

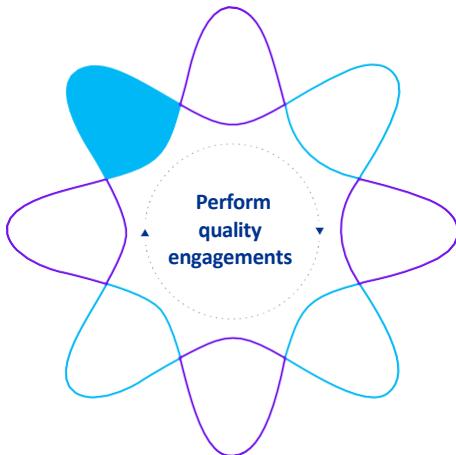
Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 6. Associate with the right clients and engagements

- **Global client and engagement acceptance and continuance policies**
- **Accept appropriate clients and engagements**
- **Manage portfolio of clients**

Rigorous global client and engagement acceptance and continuance policies are vital to being able to provide high-quality professional services.

## 6.1 Global client and engagement acceptance and continuance policies

KPMG International's global client and engagement acceptance and continuance policies and processes are designed to help our firm and all other KPMG firms identify and evaluate potential risks prior to accepting or continuing a client relationship or performing a specific engagement.

Each KPMG firm evaluates whether to accept or continue a client relationship or perform a specific engagement. KPMG's client and engagement principles, ACCEPT, aid in the decision-making process as to which clients we accept and what work we will do for them. The ACCEPT principles are available to KPMG firms and can support them in identifying, assessing, and managing client and engagement-related risks.

ACCEPT enables ethical decision-making and complements our global CARE ethical decision-making framework. Where client/engagement acceptance (or continuance) decisions pose significant risks, additional approvals are required.

## Each letter of ACCEPT guides us to consider:



**All stakeholders are important:**  
Could the client (or entity) and/or engagement erode stakeholder trust?



**Conflicts of interest and objectivity:**  
Are there any objectivity or independence concerns or any potential conflicts?



**Client (or entity) considerations:**  
Do we want to work with them?



**Engagement considerations:**  
Can we successfully deliver the product or service?



**Public interest:**  
Is the client (or entity) and/or engagement consistent with protecting the public interest?



**Terms & commercial considerations:**  
Can we comply with contractual obligations and manage financial outcomes?

## 6.2 Accept appropriate clients and engagements

### 6.2.1 Client evaluation

Our evaluation of a prospective client includes an assessment of the client's risk profile and background information on the client, its key management, directors and owners. If necessary, the evaluation includes obtaining and assessing additional information required to satisfy applicable legal/ regulatory requirements.

### 6.2.2 Engagement evaluation

We consider a range of factors when we are evaluating each prospective engagement including:

- Potential independence and conflict of interest issues,
- Intended purpose and use of engagement deliverables,
- Public perception,
- Whether the services would be unethical or inconsistent with our Values.

In addition, the evaluation of an audit and assurance engagement includes an assessment of the competence of the client's financial management team and the skills, experience and capacity of KPMG professionals. Where we are providing audit services for the first time,

additional independence evaluation procedures are performed, including a review of any non-audit services provided to the client and of other relevant business, financial and personal relationships.

Similar independence evaluations are performed when an existing audit and assurance client becomes a public interest entity, or additional independence restrictions apply following a change in the circumstances of the client.

Any potential independence or conflict of interest issues are required to be documented and resolved prior to acceptance.

A prospective client or engagement will be declined if a potential independence or conflict issue cannot be resolved satisfactorily in accordance with professional standards and our policies, or if there are other quality and risk issues that cannot be appropriately mitigated.

### 6.2.3 Continuance process

We undertake regular re-evaluations of all audit and assurance clients to identify risks in relation to continuing our association and mitigating procedures that need to be put in place.

In addition, clients and engagements are required to be re-evaluated when there is an indication that there may be a change to the risk profile.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

#### 6.2.4 Withdrawal process

When we come to a preliminary conclusion that indicates we should withdraw from an engagement or client relationship, we must consult internally and identify any required legal, professional and regulatory responsibilities with respect to that relationship. We also consider further communications with those charged with governance and any other appropriate authority as required under its professional obligations.

#### 6.3 Manage portfolio of clients

We have policies and procedures to enable our firm to monitor the workload and availability of engagement partners, managers and staff and personnel to provide sufficient time to complete their responsibilities.

Our firm's engagement partners are responsible for determining that members of the engagement team collectively have the appropriate competence and capabilities, including sufficient time, to successfully perform the engagement in accordance with professional standards and regulatory and legal requirements. See [section 5.2](#) - Assigning an appropriately qualified team for more information.

#### Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

## Be independent and ethical

Perform quality engagements

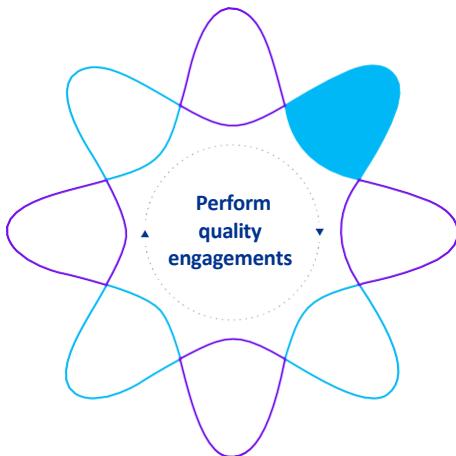
Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 7. Be independent and ethical

- **Act with integrity and live our Values**
- **Maintain objectivity, independence and ethical behaviour, in line with our Code and policies**
- **Have zero tolerance of bribery and corruption**

Auditor independence is a cornerstone of international professional standards and regulatory requirements.

## 7.1 Act with integrity and live our Values

We know that trust is earned by doing the right thing. We are committed to the highest standards of professional behaviour throughout our firm in everything we do. Ethics and integrity are core to who we are. Within our [Global Code of Conduct](#), we outline the responsibilities KPMG people have to each other, our clients and the public. It shows how our Values inspire our greatest aspirations and guide all of our behaviours and actions. At our firm, we provide annual training to all partners and employees on the Global Code of Conduct, anti-bribery and corruption, and compliance with laws, regulations and professional standards.

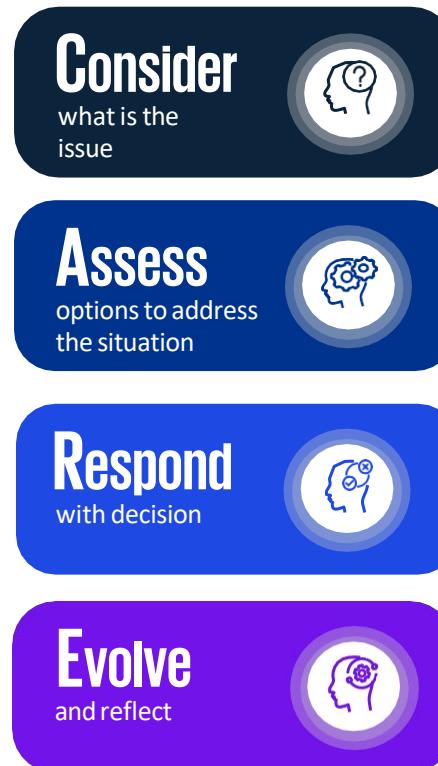
## 7.1.1 Driving an ethical culture

A culture based on integrity, accountability, quality, objectivity, independence and ethics is essential in a firm that carries out audit, assurance and other professional services on which stakeholders rely. Consistent foundational elements of ethical behaviour at KPMG support an ethical culture and strengthen trust. Our firm has agreed to establish and maintain a foundation for ethical behaviour, including monitoring training assessments and adopting and maintaining an ethical decision-making framework.

Our ethical decision-making framework, CARE (Consider, Assess, Respond, Evolve), is centred on building and reinforcing trust, and supports our Purpose, Values and Code of Conduct. A model shared across the organisation, CARE helps our people to make ethical decisions, especially when faced with a challenging situation or ethical dilemma, and it also reminds them that they do not have to make these decisions alone.

## CARE

Ethical decision-making framework



Source: KPMG International OIP

## 7.2 Maintain objectivity, independence and ethical behaviour

KPMG International's independence policies and procedures incorporate the IESBA Code of Ethics, covering areas such as firm and personal independence, firm financial relationships, employment relationships, partner rotation and approval of audit and non-audit services.

Policies are supplemented to help ensure compliance with the standards issued by Chartered Professional Accountants – Bermuda (CPA Bermuda) and Bermuda Public Accountability Board (BPAB) and those of PCAOB and FRC, as applicable.

Our Ethics and Independence Partner (EIP) is responsible for communicating and implementing KPMG policies and procedures and ensuring that any additional local independence policies and procedures, including relevant controls, are established and effectively implemented.

Automated tools identify potential independence and conflict of interest issues and facilitate compliance with these requirements. KPMG firm compliance with independence requirements is part of the [KPMG Quality & Compliance Evaluation \(KQCE\) program](#).

### Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## 7.2.1 Personal financial independence

KPMG firms and KPMG personnel are required to be free from prohibited financial interests in, and prohibited financial relationships with, KPMG firm audit and assurance clients (by definition, 'audit client' includes its related entities or affiliates), their management, directors and, where required, significant owners. All KPMG partners — irrespective of their firm or function — are generally prohibited from owning securities of any audit client of any KPMG firm.

KPMG firms use a web-based independence compliance system to assist KPMG professionals in complying with personal independence investment policies. The system facilitates monitoring by identifying and reporting impermissible investments and other non-compliant activity (i.e. late reporting of an investment acquisition).

We monitor partner and manager compliance with this requirement as part of our program of independence compliance audits of professionals. KPMG International provides guidance and required procedures relating to the audit and inspection by KPMG firms of personal compliance with KPMG independence policies. This includes sample criteria including the minimum number of professionals to be audited annually.

In 2025, 16 of our partners and employees were subject to these audits (this included approximately 50% of our partners/partner equivalents).

## 7.2.2 Employment relationships

Any KPMG professional providing services to an audit or assurance client irrespective of function is required to notify the firm EIP if they intend to enter into employment negotiations with that client. For partners, this extends to any audit client of any KPMG firm that is a public interest entity. Specific prohibitions and, in some instances, cooling off periods apply to accepting certain roles at audit and assurance clients.

## 7.2.3 Firm financial independence

KPMG firms are also required to be free from prohibited interests in, and prohibited relationships with, audit clients, their management, directors and, where required, significant owners. KPMG's independence compliance system records direct and material indirect investments in publicly traded entities and funds (or similar investment vehicles) as well as in non-publicly traded entities and funds. This includes investments held in associated pension and employee benefit plans.

KPMG firms' borrowing and capital financing relationships, as well as custodial, trust and brokerage accounts that hold member firm assets must also be recorded.

On an annual basis, we confirm compliance with independence requirements as part of the [KQCE program](#).

## 7.2.4 Business relationships/suppliers

We have policies and procedures in place to ensure our business relationships with audit and assurance clients are maintained in accordance with the IESBA Code of Ethics and other applicable independence requirements, such as those promulgated by the SEC.

## 7.2.5 Business acquisitions, admissions and investments

Any acquisition of, or investment in, a business requires sufficient due diligence procedures to identify and address any potential independence and risk management issues prior to closing the transaction. Specific consultations with KPMG International are required to enable independence and other issues to be addressed when integrating the business into a KPMG firm and the wider global organisation.

## 7.2.6 Independence training and confirmations

All KPMG partners and client-facing professionals, as well as certain other individuals, are required to complete independence training upon joining KPMG and on an annual basis thereafter and must sign a confirmation of compliance annually.

## 7.2.7 Non-audit services

All KPMG firms have agreed, at a minimum, to comply with the IESBA Code of Ethics and applicable laws and regulations related to the scope of services that can be provided to audit clients.

Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

KPMG's mandatory conflicts and independence checking system supports our compliance with independence requirements. Certain information on all prospective engagements, including detailed service descriptions, deliverables and estimated fees, are required to be entered into the system as part of the engagement acceptance process. When the engagement is for an audit client, an evaluation of potential independence threats and safeguards is also required to be included in the submission.

Lead audit engagement partners are required to maintain group structures for their public interest entity and certain other audit clients including their related entities/affiliates. They are also responsible for identifying and evaluating any independence threats that may arise from the provision of a proposed non-audit service and the safeguards available to address those threats.

KPMG firms are prohibited from evaluating or compensating audit partners on selling non-audit services to their audit clients.

## 7.2.8 Fee dependency

KPMG firms are required to monitor total fees from public interest entity audit clients and follow consultation, communication and disclosure requirements should such fees exceed established thresholds.

## 7.2.9 Avoiding conflicts of interest

All KPMG firms and personnel are responsible for identifying and managing conflicts of interest, which are circumstances or situations that may have, or may be perceived to have, an impact on a firm's and/or its partners' or employees' ability to be objective or otherwise act without bias.

KPMG firms use the mandatory conflicts and independence checking system for potential conflict identification so that these can be addressed in accordance with legal and professional requirements.

KPMG personnel and KPMG firms are prohibited from offering or accepting inducements, including gifts and hospitality, to or from audit and assurance clients, unless the value is trivial and inconsequential.

## 7.2.10 Independence breaches

KPMG personnel are required to report an independence breach to our firm's EIP as soon as they become aware of it. Breaches of independence requirements of the IESBA Code of Ethics or other external independence requirements are required to be reported to those charged with governance as soon as possible, except where alternative timing for less significant breaches has been agreed with those charged with governance.

We have a disciplinary policy in relation to breaches of independence policies, incorporating incremental sanctions reflecting the seriousness of any violations.

## 7.2.11 Partner and firm rotation

### Partner rotation

Our partners are subject to periodic rotation of their responsibilities for audit clients. Requirements place limits on the number of cumulative years that partners in certain roles may provide audit services to a client, followed by a 'time-out' period during which time these partners are restricted in the roles they can perform.

### Firm rotation

In certain jurisdictions, KPMG firms are only permitted to act as an auditor for a specific audit client for a defined period of time and then are required to end service as the client's external auditor for a specified period. KPMG firms in these jurisdictions are required to have processes in place to track and manage compliance with audit firm rotation requirements.

## 7.3 Have zero tolerance of bribery and corruption

We have zero tolerance of bribery and corruption.

Our people are required to take training covering compliance with laws, regulations and professional standards relating to anti-bribery and corruption, including the reporting of suspected or actual non-compliance.

Further information on KPMG International's anti-bribery and corruption policies can be found on the [anti-bribery and corruption site](#).

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

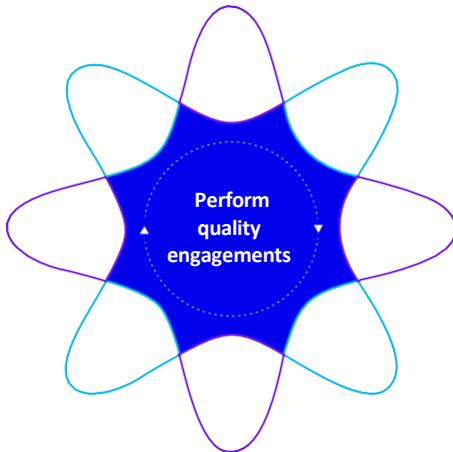
Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 8. Perform quality engagements

- **Consult when appropriate**
- **Critically assess audit evidence, using professional judgment and scepticism**
- **Direct, coach, supervise and review**
- **Appropriately support and document conclusions**

How an audit is conducted is as important as the result. Everyone at KPMG is expected to demonstrate behaviours consistent with our Values and follow all policies and procedures in the performance of effective and efficient audits.

## 8.1 Consult when appropriate

### 8.1.1 Encouraging a culture of consultation

KPMG encourages a culture of consultation that supports engagement teams in KPMG firms throughout their decision-making processes and is a fundamental contributor to audit and assurance quality. In our firm, engagement teams are required to consult when difficult or contentious matters arise on an engagement.

To help with this, our firm has established protocols for consultation and documentation of significant matters, including procedures to facilitate resolution of differences of opinion on engagement issues. In addition, KPMG audit, assurance, reporting and risk management manuals also include specific consultation requirements on certain matters.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## 8.1.2 Technical consultation and global resources

Technical accounting, auditing and assurance support is available to all KPMG firms through a number of subject matter expert global teams.

**Global Audit Methodology Group (GAMG):** Develops the KPMG organisation's audit and assurance methodology based on the requirements of the applicable audit and assurance standards of the IAASB, PCAOB, and AICPA.

**KPMG Global Solutions Group (KGSG):** Develops and deploys global audit and assurance solutions, including new technology and automation innovations.

The GAMG and KGSG teams bring diverse experience and innovative ways of thinking to further evolve KPMG firms' audit and assurance capabilities.

More information about KPMG's global audit and assurance methodology and technology-based tools is included in the Embrace Digital Technology section of this report.

**International Standards Group (ISG):** Develops global guidance to promote consistency of interpretation and application of IFRS Accounting Standards, IFRS Sustainability Disclosure Standards and European Sustainability Reporting Standards by KPMG firms, and to promote a consistent response to emerging accounting and audit issues.

**PCAOB Standards Group (PSG):** Promotes consistency in the interpretation of PCAOB auditing standards in KPMG firms' audits of non-US SEC issuers and non-US components of SEC issuers, as defined by SEC regulations.

The PSG also provides input into the development of training for auditors who work on PCAOB audit engagements and, where practicable, facilitates delivery of such training.

**Member firm professional practice resources:** Provide consultation support on auditing, assurance and technical accounting matters to their audit professionals involving regional or global teams when required.

## 8.2 Critically assess audit evidence using professional judgment and scepticism

On all KPMG audits, we design and perform audit procedures whose nature, timing and extent are based on and responsive to the assessed risks. We consider all relevant audit evidence obtained during the course of the audit, including contradictory or inconsistent audit evidence.

Each team member needs to exercise professional judgement and maintain professional scepticism throughout the audit engagement. Professional scepticism involves a questioning mind and remaining alert to contradictory, or inconsistencies in, audit evidence. Professional judgment encompasses the need to be aware of and alert to biases that may pose threats to sound judgments.

## 8.3 Direct, coach, supervise and review

### 8.3.1 Embedding ongoing coaching, supervision and review

We promote a coaching culture as part of enabling our professionals to achieve their full potential. Coaching fundamentals are embedded in the audit training curriculum, and we support a continuous learning environment where KPMG partners and professionals contribute to building the capacity of the team, coaching other team members and sharing experiences while directing, supervising and reviewing their work.

### 8.3.2 Engagement quality control (EQC)

The EQC review is an important part of our approach to quality management. We have agreed to appoint an EQC reviewer for each audit engagement, including any related review(s) of interim financial information, of all listed entities, non-listed entities with a high public profile, engagements that require an EQC review under applicable laws or regulations, and other engagements, including certain assurance engagements, as designated by our RMP or our Head of Audit.

An EQC review is an objective evaluation of the significant judgments made by the engagement team and its related conclusions, performed by the EQC reviewer, and completed on or before the date of the report. The EQC reviewer's evaluation of significant judgements includes

### Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

an evaluation of the engagement team's assessment of significant risks, including fraud risks, the related responses and whether the related conclusions are appropriate. The EQC review is completed only after the EQC reviewer is satisfied that all significant matters they raised have been resolved.

## 8.4 Appropriately support and document conclusions

### 8.4.1 Reporting

Engagement partners form all opinions and conclusions for audit, assurance and review engagements based on the work performed and evidence obtained.

In preparing auditors' and assurance reports, engagement partners have access to reporting guidance and technical support through consultations with our Department of Professional Practice.

### 8.4.2 Engagement documentation

Our firm's documentation is completed and assembled in accordance with KPMG International policy and applicable auditing and assurance standards. We have implemented safeguards to protect the confidentiality and integrity of client and firm information, and we have reduced the time period permitted to assemble documentation.

### Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

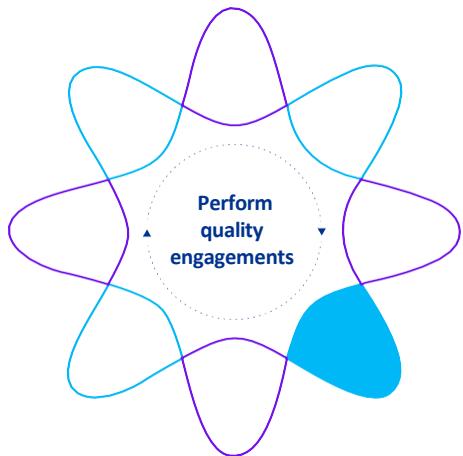
Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 9. Assess risks to quality

- **Identify and understand risks to quality and implement effective responses**

The quality of KPMG audit and assurance services rests on our foundational SoQM. Our approach to SoQM, including ISQM 1, emphasises global consistency and robustness of controls to respond to risks within our processes

## 9.1 Identifying risks to quality and implement effective responses

KPMG International performs an annual iterative risk assessment process (I-RAP) to determine the baseline expected quality objectives, quality risks, process risk points (responses to those risks, including controls) that all KPMG firms agree to implement and operate. In recognition that we are responsible for our SoQM being in compliance with ISQM 1, and any locally applicable standards or regulations. We also perform our own annual I-RAP, taking into account our firm's facts and circumstances in determining whether there are any incremental quality objectives, quality risks, process risk points or responses to those risks, including controls.

This consistent global approach:

- Sets the minimum controls to be implemented within all KPMG firms' SoQM processes in response to globally identified risks to achieving SoQM quality objectives.
- Defines the SoQM methodology used by KPMG firms in their annual SoQM evaluation to evaluate whether the SoQM controls are operating effectively in response to the related risks and in support of achieving the SoQM quality objectives.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

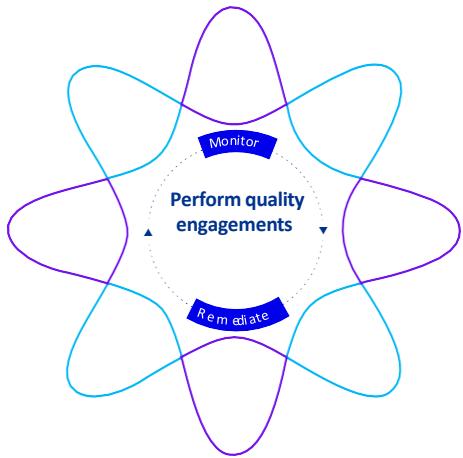
**Assess risks to quality**

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 10. Monitor and remediate

- **Rigorously monitor and measure quality**
- **Obtain evaluations and act on stakeholder feedback**
- **Perform root cause analysis and design and implement remedial action plans**

Integrated quality monitoring and compliance programs enable KPMG firms to identify quality deficiencies, perform root cause analysis and develop, implement, and report remedial action plans, both in respect of individual audit engagements and the overall SoQM.

## 10.1 Rigorously monitor and measure quality

### 10.1.1 Commitment to continuous improvement

KPMG firms have committed to continually improving the quality, consistency and efficiency of their audits. The quality monitoring and compliance programs are globally consistent in their approach across all KPMG firms, including the nature and extent of testing and reporting. In our firm, we compare the results of our internal monitoring programs with the results of any external inspection programs and take appropriate action.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## 10.1.2 Internal monitoring and compliance programmes

KPMG firms have agreed to use quality monitoring and compliance programs that are developed by KPMG International to identify quality issues, perform root cause analysis and develop remedial action plans, both for individual audits and for their overall SoQM.

The programs evaluate:

- Engagement performance in compliance with the applicable professional standards, applicable laws and regulations and key KPMG International policies and procedures.
- Our firm's compliance with KPMG International key policies and procedures and the relevance, adequacy and effective operation of key quality control policies and procedures.

The internal monitoring and compliance programmes also contribute to the annual evaluation of our SoQM operating effectiveness. These programmes include:

- Audit Quality Performance Review (QPR)
- KPMG Quality & Compliance Evaluation (KQCE)
- Global Quality & Compliance Review (GQCR)

### Audit Quality Performance Review (QPR) Program

The Audit QPR program assesses engagement-level performance and identifies opportunities to improve engagement quality.

#### *Risk-based approach*

Each engagement partner is reviewed at least once in a four-year cycle (three years for engagement partners involved in PCAOB engagements). A risk-based approach is used to select engagements.

The Audit QPR Program is designed by Global Quality & Risk Management. We conduct the annual QPR program in accordance with KPMG International QPR instructions, which promote consistency across the KPMG organisation. Reviews are overseen by an independent experienced lead reviewer from another KPMG firm. QPR results are reported to KPMG International.

#### *Evaluations from Audit QPR*

Across the global organisation, consistent criteria are used to determine engagement ratings and KPMG firm Audit practice evaluations.

Audit engagements selected for review are rated as 'Compliant', 'Compliant-Improvement Needed' or 'Not Compliant'.

#### **KPMG Quality & Compliance Evaluation (KQCE) program**

The KQCE program encompasses the testing and evaluation requirements of a KPMG firm's SoQM, which are necessary to provide a basis for each KPMG firm's conclusion as to the effectiveness of its SoQM under ISQM 1, and compliance with quality and risk management policies. KQCE program requirements are to be completed by all KPMG firms.

The annual KQCE program covers the period from 1 October to 30 September and helps support our conclusion on the operating effectiveness of our SoQM as of 30 September and compliance with quality and risk management policies.

#### **Global Quality & Compliance Review (GQCR) program**

The GQCR program is a KPMG International monitoring program. The objective of the GQCR program is to assess a firm's compliance with selected KPMG International policies, including those related to governance and SoQM.

Firms are selected for review using a risk-based approach, which considers a number of factors, including financial conditions, country risks, results of monitoring programs and people surveys, with each firm subject to a GQCR at least once in a four-year cycle.

The GQCR team comprises partners and managers who are independent of the firm subject to review.

#### **Internal monitoring and compliance program reporting**

Results from the monitoring and compliance programs are disseminated to our professionals through written communications, internal training tools, and periodic meetings with leadership.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

## Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

Issues identified are also emphasised in subsequent monitoring and compliance programs to gauge the extent of continuous improvement.

Lead audit engagement partners are notified of Audit QPR not compliant ratings if relevant to their respective cross-border engagements.

### Remediation and monitoring

In our firm, we develop remedial action plans to respond to issues identified through our monitoring and compliance programs. Progress on action plans is tracked and results are reported, as appropriate, to regional and global leadership.

## 10.2 Obtain, evaluate and act on stakeholder feedback

### 10.2.1 Regulators

Due to our international client base, KPMG Audit Limited is currently regulated by three primary audit regulators. KPMG Audit Limited is also a corporate member of the CPA Bermuda, and our audit professional are also licensed to practice in Bermuda by CPA Bermuda. Many of our audit professionals are expatriates and may be governed by their “home” institutes where they earned their original professional designation.

As at 30 September 2025, our primary audit regulators are (i) PCAOB, which regulates audits conducted for all US SEC issuer entities,

(ii) BPAB, which regulates audits conducted for Bermuda domiciled public interest entities, and (iii) FRC which regulates audits conducted for UK public interest entities.

In the year ended 30 September 2025 BPAB and CPA Bermuda completed their inspections of our firm in October 2024. The BPAB final report was issued in January 2025, and our registration was renewed in January 2025. The CPA Bermuda final report was issued in March 2025, and our registration was renewed in March 2025.

Our most recently published PCAOB inspection report can be found [here](#).

We have considered each of the findings and recommendations and have implemented actions to address deficiencies and strengthen policies and procedures as appropriate.

KPMG International has regular two-way communication with the International Forum of Independent Audit Regulators (IFIAR), principally through IFIAR’s Global Audit Quality Working Group (GAQWG), to discuss thematic audit quality issues along with targeted strategies for improvement. We value the open, honest and transparent dialogue that IFIAR facilitates on global audit quality issues.

Every KPMG firm is expected to maintain professional and respectful relationships with applicable regulators, including proactively engaging, responding to questions in a timely manner and taking appropriate remedial actions.

### 10.2.2 Client feedback

Client feedback is also important. We proactively seek feedback from clients through in-person conversations and surveys.

### 10.2.3 Monitoring of complaints

We have procedures in place for monitoring and addressing complaints received relating to the quality of our work.

## 10.3 Perform root cause analysis and design and implement effective remedial actions

In our firm, our SoQM provides the foundation for consistent delivery of quality engagements. A key element of our firm’s SoQM is the Root Cause Analysis (RCA) program that supports our firm to effectively remediate quality issues by enabling the issue identification and addressing of the underlying causes of these issues. Leveraging inputs from internal monitoring programs, external inspections and other relevant activities, we identify audit quality issues and undertake RCA corresponding to the nature and severity of the issues.

We continue to strengthen our RCA program, leveraging globally developed RCA methodology, training, guidance and tools from KPMG International.

We design and implement remedial actions that respond to the identified root causes of the audit quality issues and subsequently monitor the effectiveness of such actions. Our RCA projects, status of the projects and remedial actions are reported to KPMG International.

Our Head of Audit is responsible for audit quality, including supporting the effective remediation of audit quality issues. Our firm's RMP monitors the remediation plans' implementation and completion.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

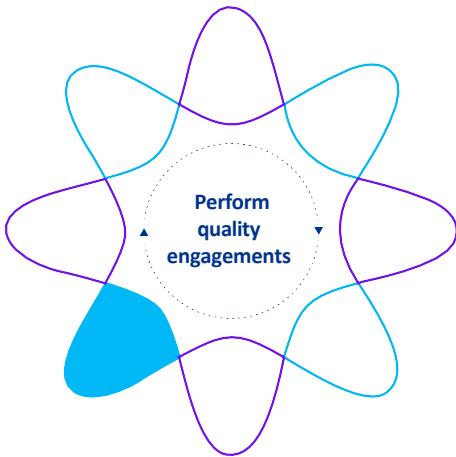
Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices



# 11. Communicating effectively

- **Provide insights, and maintain open and honest two-way communications**
- **Conduct and follow-up on the Global People Survey**

We recognise that another important contributor to upholding audit and assurance quality is to obtain and promptly act upon feedback from key stakeholders.

## 11.1 Provide insights, and maintain open and honest two-way communication

### 11.1.1 Communicate with those charged with governance

We stress the importance of keeping those charged with governance informed of issues arising throughout the audit through guidance and supporting resources. We achieve this through a combination of reports and presentations, attendance at audit committee or board meetings, and ongoing discussions with management and members of the audit committee.

The role of audit committees is key in supporting quality auditing by overseeing the relationship between company and auditor and challenging what auditors do and how they do it.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Global Corporate Reporting Institute

The KPMG [Global Corporate Reporting Institute](#) provides information and resources to help board and audit committee members, executives, management, stakeholders and government representatives gain insight and access thought leadership about the evolving global financial and sustainability reporting frameworks.

### 11.2 Conduct and follow up on the Global People Survey (GPS)

Only with engaged, talented people can we deliver audit and assurance engagements in line with our audit quality expectations from the foundation of an effective SoQM. As we strive to continually improve, our personnel are invited annually to participate in KPMG's Global People Survey (GPS) to share their perception on their experience of working at KPMG. Results can be analysed by several factors, including functional or geographic area, grade and demographics to provide additional focus for action.

Through the GPS, our firm measures our people's engagement and gains additional insight about what drives engagement for KPMG people. The GPS includes specific audit quality questions for those individuals who participated in an audit, assurance, review or attestation engagement in the previous 12 months, giving us a particular data set for audit quality-related matters.

The survey also provides our leadership and KPMG International leadership with key insights into how KPMG Values are being lived. It also provides valuable information on the attitudes of employees and partners regarding quality, leadership and tone at the top.

We participate in the GPS, monitor results and take appropriate actions to communicate and respond to the findings of the survey. The results of the GPS, and the appropriate follow-up actions, are also aggregated for the entire global organisation and are presented to the Global Board each year.

Audit-specific analysis of GPS results is also undertaken, with a particular focus on audit quality. Results and key themes are presented to the Global Audit Steering Group on an annual basis for discussion of appropriate remedial action, if needed. A global GPS action plan for audit is also communicated annually.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

# 12. Financial information

## Public interest entities in the UK/EU/EEA

Entities that have transferable securities listed on the UK/EU/EEA regulated market for which KPMG in Bermuda has signed an audit opinion during the year ended 30 September 2025 are given below.

- CATCo Reinsurance Opportunities Fund Ltd
- Conduit Holdings Limited
- Oakley Capital Investments Limited
- Ocean Wilsons Holdings Limited
- UIL Limited
- UIL Finance Limited

The financial information of KPMG in Bermuda for the year ended 30 September 2025, is as follows:

Service	September 30, 2025
Audit and directly related services for audit clients listed in the UK/EU/EEA	3.22%
Permitted non-audit services for audit clients listed in the UK/EU/EEA	0.05%
Other audit and non-audit services	96.73%
<b>Total revenue</b>	<b>100%</b>

# 13. Partner remuneration

Partners who own an equity interest in KPMG in Bermuda are remunerated based on a fixed salary for the year plus a share of distributable profits of KPMG in Bermuda. The allocation of distributable profits to each Partner is determined and approved by the Board's Compensation Committee based on seniority and experience of each Partner plus an element which reflects individual performance against objectives for the year.

The Compensation Committee evaluates each Partner's self-assessment of their performance against their objectives for the year and obtains feedback from others including performance managers, functional heads, and, when relevant, regional leadership to gain a comprehensive understanding of each Partner's individual performance for the year.

Partners and Directors who do not hold an equity interest are remunerated based on a fixed salary plus a discretionary bonus dependent on their individual performance against set objectives and performance of KPMG in Bermuda as a whole.

Our policies for the variable element of Partners and Directors remuneration takes into account a number of factors including quality of work, excellence in client service, growth in revenue and profitability, leadership and living the KPMG Values.

Audit Engagement Leaders are not permitted to have objectives related to, or receive any remuneration from, selling non-audit services to their audit clients. In addition, a part of their performance-related component is based on an assessment of their ability to deliver audit quality.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

## Appendices

# 14. Network arrangements

- **Legal structure**
- **Responsibilities of KPMG firms**
- **Professional Indemnity Insurance**
- **Governance structure**

## 14.1 Legal structure

In many parts of the world, regulated businesses (such as audit and legal firms) are required by law to be locally owned and independent. KPMG member firms do not, and cannot, operate as a corporate multinational. KPMG member firms are generally locally owned and managed. Each KPMG member firm is responsible for its own obligations and liabilities.

KPMG International and other member firms are not responsible for a member firm's obligations or liabilities.

Member firms may consist of more than one separate legal entity. If this is the case, each separate legal entity will be responsible only for its own obligations and liabilities, unless it has expressly agreed otherwise.

Our firm and all other KPMG firms are party to membership and associated documents, the key impact of which is that all KPMG member firms in the KPMG global organisation are members in, or have other legal connections to, KPMG International Limited, an English private company limited by guarantee.

KPMG International Limited acts as the coordinating entity for the overall benefit of the KPMG member firms. It does not provide professional services to clients, directly or indirectly. Professional services to clients are exclusively provided by member firms who remain solely responsible and liable in respect of these services. Each firm is part of one of three regions (the Americas, ASPAC and EMA).

Each region has a Regional Board comprising a regional chairman, regional chief operating officer, representation from any sub-regions, and other members as appropriate.

Each Regional Board focuses specifically on the needs of member firms within their region and assists in the implementation of KPMG International's policies and processes within the region.

KPMG is the registered trademark of KPMG International and is the name by which the member firms are commonly known. The rights of member firms to use the KPMG name and marks are contained within agreements with KPMG International. KPMG International and the KPMG member firms are not a global partnership, single firm, multinational corporation, joint venture, or in a principal or agent relationship or partnership with each other. No member firm has any authority to obligate or bind KPMG International, any of its related entities or any

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

Appendices

other member firm vis-à-vis third parties, nor does KPMG International or any of its related entities have any such authority to obligate or bind any member firm.

Further detail on the legal and governance arrangements for the KPMG global organisation can be found on the [About Us](#) page of [kpmg.com](http://kpmg.com).

## 14.2 Responsibilities of KPMG firms

Member firms have agreed with KPMG International to comply with KPMG International's policies, including quality standards governing how they operate and how they provide services to clients to compete effectively. This includes being professionally and financially stable, having an ownership, governance and management structure that ensures continuity, stability and long-term success, and being able to comply with policies issued by KPMG International, adopt global strategies, share resources (incoming and outgoing), service multinational clients, manage risk, and deploy global methodologies and tools.

Each KPMG firm takes responsibility for its management and the quality of its work. Member firms commit to a common set of KPMG Values.

A firm's status as a KPMG member firm and its participation in the KPMG global organisation may be terminated if, among other things, it has not complied with the policies set by KPMG International or any of its agreements with KPMG International.

## 14.3 Professional Indemnity Insurance

Insurance cover is maintained in respect of professional negligence claims. The cover provides a territorial coverage on a worldwide basis.

## 14.4 Governance structure

KPMG International's governance bodies are comprised of the Global Council, the Global Board (including its committees), the Global Management Team and the Global Steering Groups.

### Global Council

The Global Council focuses on high-level governance tasks and provides a forum for open discussion and communication among member firms. Among other things, the Global Council elects the Global Chairman and approves the appointment of Global Board members. It includes representation from 47 KPMG member firms.

### Global Board

The Global Board is the principal governance and oversight body of KPMG International. The key responsibilities of the Global Board include approving global strategy, protecting and enhancing the KPMG brand and reputation, overseeing the Global

Management Team and approving policies with which KPMG firms have agreed to comply. It also approves the admittance or termination of KPMG firms to/from the global organisation.

It is led by the Global Chairman, Bill Thomas, and includes the Chairman of each of the regions (the Americas; Asia Pacific (ASPAC); and Europe, the Middle East, and Africa (EMA)) and a number of members who are also member firm Country Senior Partners.

The list of current Global Board members, is available on the [Leadership page](#) of [kpmg.com](http://kpmg.com).

Global Board committees:

The Global Board is supported in its oversight and governance responsibilities by several committees including:

- Executive Committee;
- Governance Committee;
- Global Quality and Risk Management Committee; and
- Global Audit Quality Committee.

Each of these committees is comprised of Global Board members and reports directly to the Global Board.

<sup>4</sup> The financial information set forth represents combined information of the separate KPMG firms from EU and EEA Member States that perform professional services for clients. The information is combined here solely for presentation purposes. KPMG International performs no services for clients nor, concomitantly, generates any client revenue.

The overarching responsibility of the Global Audit Quality Committee is to strive for consistent audit quality across all firms and to oversee KPMG International activities which relate to improving and maintaining the consistency and quality of audits, assurance engagements and the SoQM management provided by KPMG firms. The Global Head of Audit and the Global Head of Audit Quality (the latter being responsible for oversight of audit quality across the KPMG organisation for KPMG International) report on audit quality matters to this committee.

#### Global Management Team

The Global Board has delegated certain responsibilities to the Global Management Team (GMT). These responsibilities include developing the global strategy by working together with the Executive Committee and jointly recommending the global strategy to the Global Board for its approval. The GMT also supports KPMG firms in their execution of the global strategy and KPMG International policies by member firms. The GMT also oversees the activities of the Global Steering Groups. It is led by the Global Chairman, Bill Thomas. The list of current GMT members is available on the [Leadership page of kpmg.com](#).

#### Global Steering Groups

There is a Global Steering Group for each key function and infrastructure area, chaired by the relevant member of the GMT and, together they assist the GMT in discharging its responsibilities. They act under delegated authority from the Global Board and oversight by the GMT.

In particular, the Global Audit Steering Group and Global Quality & Risk Management Steering Group work closely with regional and member firm leadership to:

- Establish, and ensure communication of, appropriate audit, quality and risk management policies;
- Establish and support effective and efficient risk processes to promote audit quality;
- Promote and support strategy implementation in member firms' audit functions, including standards of audit quality; and
- Assess and monitor audit quality issues, including those arising from the SoQM, quality performance and regulatory reviews, and focus on best practices that reduce audit quality findings.

The roles of the Global Audit Steering Group and the Global Quality & Risk Management Steering Group are detailed in the 'Governance and leadership' section of the [KPMG International Transparency Report](#).

#### Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

#### Governance and disclosures

#### Appendices

# Appendices

# Appendix 1. Key legal entities and areas of operation

Name of entity	Legal structure	Audit regulatory status	Nature of business	Area of operation
KPMG Audit Limited	Limited Liability Company	Registered with CPA Bermuda, BPAB, PCAOB and FRC	Professional services	Audit services
KPMG Tax Limited	Limited liability company	Not regulated	Professional services	Tax services
KPMG Advisory Limited	Limited liability company	Not regulated	Professional services	Advisory services
KPMG Internal Services Limited	Limited liability company	Not regulated	Internal administrative services	Internal administrative services
KPMG Bermuda Holdings Limited	Limited liability company	Not regulated	Holding company	Holding company

With effect from 1 October 2024, KPMG in Bermuda entered into a new agreement and associated documents with KPMG Islands Group, LLP. For the purposes of legal, regulatory and professional services, the existing corporate structures remain in place in Bermuda. KPMG Islands Group, LLP does not provide professional services to clients.

## Foreword

A system of quality management as the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

## Appendices

# Appendix 2. Details of those charged with governance at KPMG in Bermuda, being the Board of KPMG Bermuda Holdings Limited



**James Berry** \*+  
Chief Executive Officer and  
Country Senior  
Partner



**Gary Pickering** \*+  
Partner, Head of Audit



**Umer Islam**\*  
Risk Management Partner



**Will McCallum** \*+  
Partner, Head of Tax



**Adam Smith**\*  
Partner, Head of Advisory



**Todd Kearns**  
Ethics and Independence  
Partner



**Himad Zafar** ☆  
Partner



**Thomas Tiplin** ☆  
Partner



**Ian Gardner** ☆  
Partner



**Anam Khan**  
Partner



**Jay Payne**  
Partner



**Sarah Robey**  
Partner



**Bron Turner**  
Partner



**Felicia Wilsen**  
Partner

\* - Member of the Executive Committee  
+ - Member of the Compensation Committee  
☆ - SoQM Oversight Committee

## Foreword

A system of quality management as  
the foundation of quality

Live by Our Values-driven culture

Apply expertise and knowledge

Embrace digital technology

Nurture inclusive, skilled teams

Associate with the right clients  
and engagements

Be independent and ethical

Perform quality engagements

Assess risks to quality

Monitor and remediate

Communicate effectively

Governance and disclosures

## Appendices



[kpmg.bm](http://kpmg.bm)

© 2026 KPMG, a group of Bermuda limited liability companies and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. "Partner" is a stylistic designation referring to a shareholder, director or employee of equivalent standing of one or more KPMG group of companies in Bermuda. The use of the term "Partner" does not connote any partnership as a matter of law. A complete list of Directors and Officers of the KPMG group of companies in Bermuda can be found at [kpmg.bm](http://kpmg.bm).

For more detail about the structure of the KPMG global organization please visit [About us](#) on [kpmg.com](http://kpmg.com).

This Transparency Report 2025 contains copyright © material of the IFRS® Foundation. All rights reserved. Reproduced by KPMG International with the permission of the IFRS® Foundation. Reproduction and use rights are strictly limited. For more information about the IFRS® Foundation and rights to use its material please visit [www.ifrs.org](http://www.ifrs.org).

**Disclaimer:** To the extent permitted by applicable law, the Board and the IFRS Foundation expressly disclaim all liability howsoever arising from this publication or any translation thereof whether in contract, tort or otherwise (including, but not limited to, liability for any negligent act or omission) to any person in respect of any claims or losses of any nature including direct, indirect, incidental or consequential loss, punitive damages, penalties or costs.

Information contained in this publication does not constitute advice and should not be substituted for the services of an appropriately qualified professional.

IFRS® Foundation is a registered Trade Mark of the IFRS® Foundation and is used by KPMG International under licence subject to the terms and conditions contained therein. Please contact the IFRS® Foundation for details of countries where its Trade Marks are in use and/or have been registered.

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.

KPMG refers to the global organisation or to one or more of the member firms of KPMG International Limited ("KPMG International"), each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. For more detail about our structure please visit [kpmg.com/governance](http://kpmg.com/governance).

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.