



Annual Review 2021

**Sharing our progress
and highlights in 2021**



May 2022

www.kpmg.com.mt



At KPMG we build and sustain our reputation as the best firm to work with by ensuring that our people, our clients and our communities achieve their full potential.

Welcome to the Annual Review 2021 covering KPMG firms in Malta, that is KPMG in Malta and KPMG Microsoft Business Solution (KPMG MBS).

Our Annual Review 2021 provides information on how we are delivering for our clients, driving audit quality, delivering on our environmental, social and governance (ESG) commitments and driving forward inclusion, diversity and equity.

KPMG is a global organisation of independent professional services firms providing Audit, Tax and Advisory services. We operate in 145 countries and territories and in FY21 had close to 236,000 people working in member firms around the world.

The current annual review has been prepared to coincide with the Firm's financial year ending September.

Any mention of Microsoft Business Solutions (MBS) within this report refers to what was previously known as KPMG Crimsonwing.

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Introduction

by André Zarb

Growing with purpose

In 2021, despite the challenging business climate, KPMG managed to achieve growth while maintaining a relentless focus on our values, purpose and quality.

What's more, we released KPMG: Our Impact Plan with the aim of driving sustainable change across our organisation, and launched our new Environmental, Social and Governance (ESG) program to accelerate global solutions for ESG issues. This is an important milestone for our firm; it helps us bring our purpose to life by doing the things we do best, providing solutions to difficult challenges.

In fact, as we move into FY22, several challenges still need to be addressed. First and foremost, we are still living through and dealing with a pandemic, but in the meantime the world continues to face ESG issues like climate change, biodiversity loss, social injustice and inequality. While these are serious issues, these are also opportunities to reshape the future, for better. Now is the time for us to act, and we are. Together, we can Inspire Confidence and Empower Change.

Financials & People

In the last financial year ended 30 September 2021, gross revenue for KPMG in Malta amounted to €28.5m, growing by 14%. On the other hand, revenue for KPMG MBS amounted to €47.4m, growing by 39.4%. Over the past year, we were also delighted to continue growing our KPMG family and attracting more and more talent. The number of people at KPMG in Malta as at 30 September 2021 was 521 while that of KPMG MBS was 523 (inclusive of students forming part of our Graduate Recruitment Programme).

From the very beginning of the pandemic, the safety of our people and clients was our top priority. Despite working from home for a long period of time, we were happy to see that the working relationships within teams were maintained and we continued to work together efficiently and effectively. As a result, we have introduced a hybrid working policy offering our people the flexibility to help them bring their best to KPMG every day. We are creating a tech-driven business to empower and equip our people to be outstanding in delivery – through inspiring workspaces, innovative ways to collaborate and hybrid ways of working.

I am proud of KPMG and our exceptional people. On behalf of all of us, I would like to thank our clients and everyone that works with us for the trust you have put in our organisation. Thank you.

“Grateful that in 2021, despite the challenging business climate, KPMG managed to achieve growth while maintaining a relentless focus on our values, purpose and quality.”

André Zarb
Country Senior Partner, Tax Partner,
KPMG in Malta

31 January 2022



A Year in Review

by Iain Fox

In 2021 was the first full year that all us and the businesses we work for, have been living with the effects that COVID-19 has had on our daily lives. It was a year where we have embedded the new hybrid ways of working or for many, learned to interact differently with people physically. Basically, 2021 has been the year where the new ways of working and living have become the norm, with waves of COVID-19 coming and going and us switching from one mode of living to another. It was also a year where companies continued to prioritise digital transformation, with more than 60% of business leaders stating it as their number one priority for their business. The ESG agenda (Environmental, Social & Governance) also made a strong return to the list of priorities organisations and companies need to focus on as governments around the world begin to bring in ever tighter regulation. So what has this meant for MBS in Malta and our people?.

For MBS, both in Malta and the other geographies that we focus on, 2021 has been a year of enormous growth. Growth in terms of our revenues and growth in terms of the people who now work with us. As I said above, this growth is fuelled by our clients' focus on digital transformation and the continuing shift from legacy on premise systems to those in the cloud. It is also fuelled by Microsoft's continued development of its Azure cloud platform, enabling solutions that provide end to end, fully integrated ways of working for our clients and equally importantly, for our clients' customers. In the last 36 months, MBS has shifted from being a business that mainly helped its client solve business problems in the back office, to an organisation providing business outcomes to every type of business problem, be it in the front, middle or back office using the power of the Microsoft Azure Cloud.

ESG will, without a doubt, remain at the top of our clients' key priorities for the next decade. This is vital to both stay on the right side of the emerging legislation but perhaps more importantly, to ensure they remain relevant to their clients. It's a fact that our client's younger customers state that they are willing to pay more for services and goods from companies that have strong ESG ethics. While technology in this space is new and emerging, in anticipation this year has seen the launch of both the Microsoft Sustainability Cloud and KPMG's integrated ESG solutions leveraging the Microsoft cloud. MBS has been able to bring these two key elements together, enabling us to bring insights to our clients to help them better understand their impact on the environment and society as a whole, and to allow them to prepare and execute their ESG strategy.

Malta in 2021 cemented its place as the Centre of Excellence for all Microsoft Technologies for the global KPMG Firm. We now provide expertise for more than 25 other KPMG member Firms and serve over 175 clients worldwide. We've added more than 100 people to our Maltese centre in 2021 and have plans to add more than 150 during 2022. We also accelerated our graduate and young professionals' programmes to ensure we have the leaders of the future. The last three years has seen us transform the MBS centre in Malta from its original Crimsonwing roots into a centre that sits at the heart of KPMG's drive into digital transformation. It now sits at the heart of our clients own digital transformation journeys. This coming year, MBS will accelerate its own growth, focus on investing in its talented people, both new professionals and our senior teams, and drive our integration deeper with KPMG traditional advisory skills to continue to deliver excellent outcomes for our clients.

"In the last 36 months, MBS has shifted from being a business that mainly helped its client solve business problems in the back office, to an organisation providing business outcomes to every type of business problem, be it in the front, middle or back office using the power of the Microsoft Azure Cloud."

Iain Fox
CEO, KPMG Microsoft Business Solutions

31 January 2022

Highlights 2021

Revenue

for the period ended 30 September

KPMG in Malta

2021	2020	+14%
€28.5m	€25.0m	

MBS

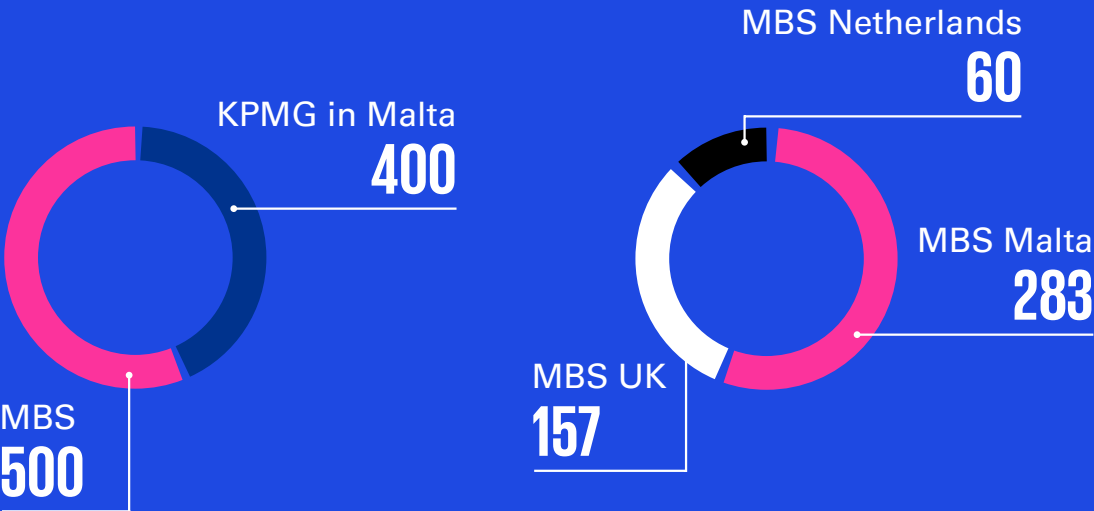
2021	2020	+39.4%
€47.4m	€34.0m	

('m' denotes millions)



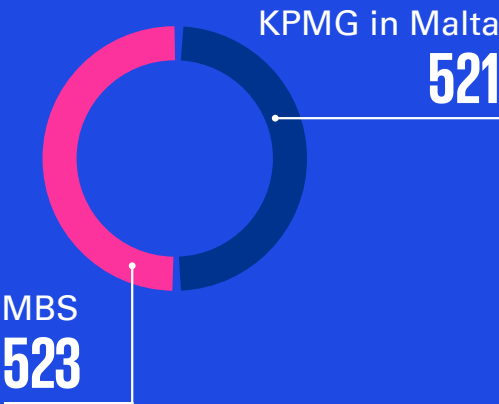
Number of people as at 30 September 2021

(excluding students)



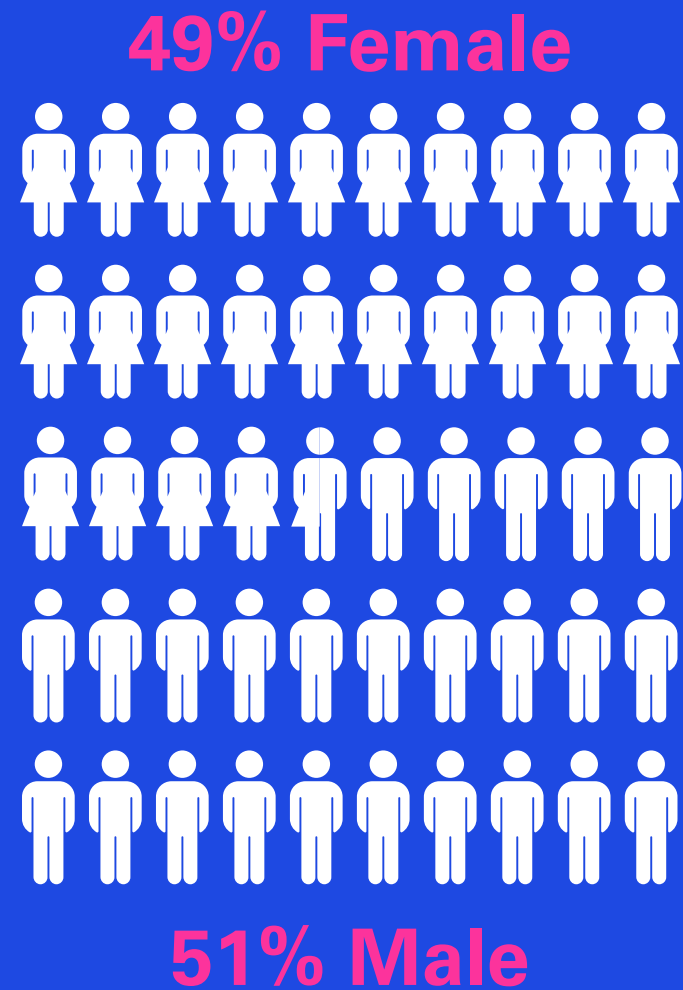
Number of people as at 30 September 2021

(including students)



People

Participation rate in management roles
by gender



Students participating in our graduate
recruitment program as at 30 September 2021



Job Applications received in total

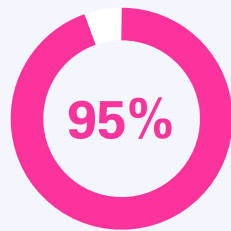


People

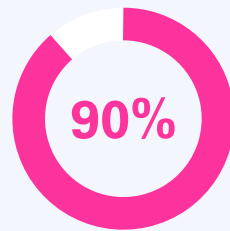
KPMG in Malta people survey

KPMG Global People Survey - October 2021

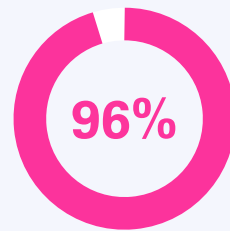
People



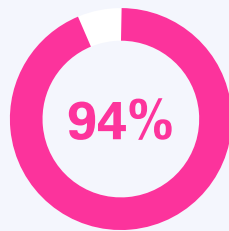
of our people believe that KPMG people are treated with dignity and respect at work.



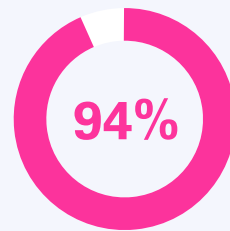
think Partners actively champion inclusion and diversity in the workplace.



are willing to put in a great deal of extra effort to help KPMG succeed.

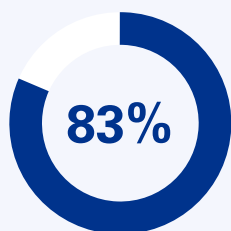


are proud to work for KPMG.

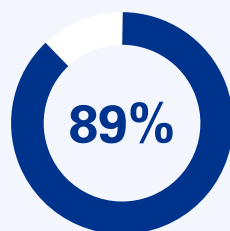


say KPMG is a great place to build your career.

Client Service



believe that KPMG does an excellent job in anticipating new products and services that clients will value.

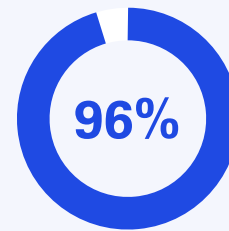


feel there is a strong commitment to innovation at KPMG.

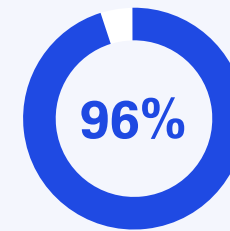


believe that KPMG emphasises the importance of applying a skeptical mindset in providing independent assurance.

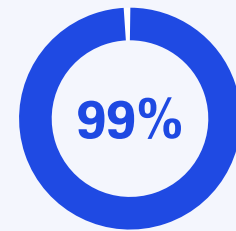
Quality & Trust



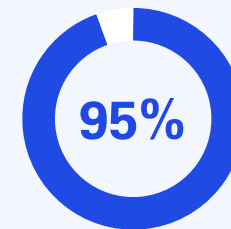
state that the people they work for demonstrate honest and ethical behaviour.



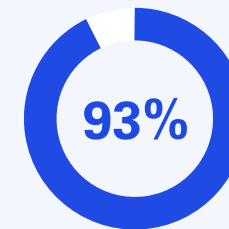
said that KPMG's commitment to quality is apparent in what they do on a day-to-day basis.



say that the culture and tone set at KPMG promote the importance of audit quality.



state that they trust the leadership of the firm.



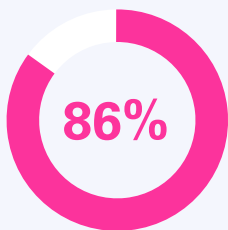
say that at KPMG, Values are upheld even under pressure.

People

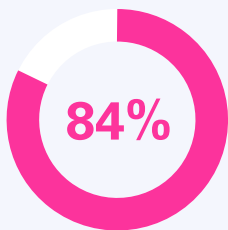
KPMG Microsoft Business Solutions people survey

MBS Global People Survey - October 2021

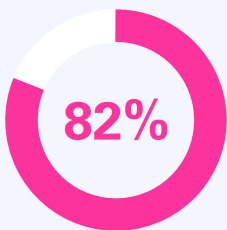
People



are willing to put in a great deal of extra effort to help KPMG succeed.

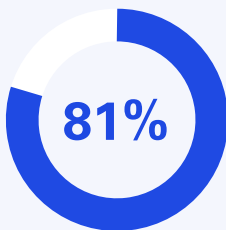


are treated with dignity and respect at work.

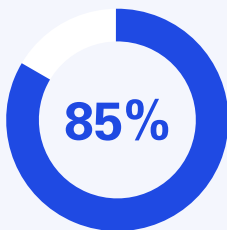


feel they can be themselves at work without concern for how they will be accepted.

Quality & Trust



said that the people they work for demonstrate honest and ethical behaviour.



state that they know what they need to do to live the Values in their day-to-day work.

Nationalities

Number of nationalities at KPMG in Malta and MBS



Learning & Development

KPMG in Malta



Hours



L&D spend

MBS



Hours



L&D spend

Corporate Social Responsibility

Thought Leadership

KPMG in Malta



Donations
*Donations including volunteered time.

MBS



Donations

Articles & Publications



Corporate Social Responsibility

KPMG in Malta CSR 2021



Poinsettias in aid of MCCF.



Pink October Dress Down Day at the office.
Donations given to the LifeCycle Challenge Malta Foundation.



Christmas gifts to orphanages in Malta (Shoebbox Initiative).

Corporate Social Responsibility

KPMG Microsoft Business Solutions CSR 2021

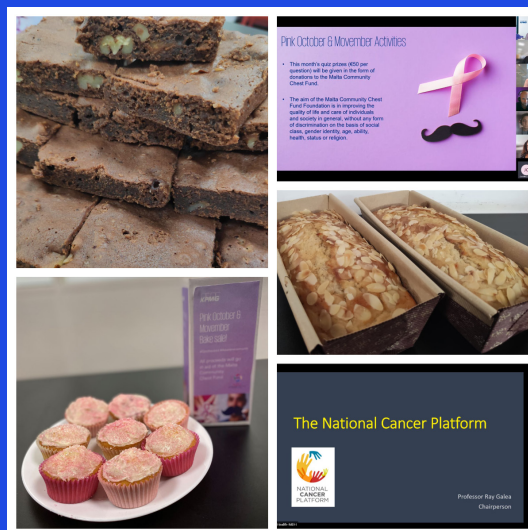
The majority of KPMG's Microsoft Business Solutions team donate a portion of their monthly salaries to the People Who Care fund and to Richmond Foundation. From the People Who Care Fund, KPMG MBS donated a total of €26,000 to various NGOs and VOs in Malta including:

- Inspire
- Dar il- Kaptan
- St. Jeanne Antide Foundation (SOAR)
- Puttinu Cares
- Dar Merhba Bik
- SPCA Malta
- Malta Red Cross
- Noah's Ark Sanctuary
- Fondazzjoni Wirt Artna
- Victim Support Malta
- Foodbank Foundation
- Beating Hearts
- Happy Paws
- RMJ Horse Rescue
- Birdlife
- Fondazzjoni Sebh
- Angela House Ursuline Sisters
- St. Patrick
- Youth Alive Foundation

Pink October and Movember

Moreover, for this year's Pink October and Movember, KPMG wanted to make a real difference. In fact:

- Colleagues who were interested to book an appointment to get checked for various types of cancer were offered a 50% discount.
- A bake sale was held at the office across 5 days and all proceeds went to the Malta Community Chest Fund.
- A slightly different quiz was held during October's virtual company meeting as instead of handing out prizes to colleagues who guessed the correct answer, funds were collated and later donated to The Malta Community Chest Fund
- A talk was organised with amazing speakers from various NGOs and voluntary organisations in Malta who enlightened colleagues about the National Cancer Platform and spoke about the great work that the Malta Community Chest Fund, Europa Donna, and Karl Vella Foundation carry out.
- A donation to the Malta Community Chest Fund was also made from our People Who Care Fund (employees donate part of their salaries to this fund each month).



Bike for Christmas

During a long-awaited MBS leadership team meet in Malta, the team took time to give back and built bicycles for underprivileged children to be given as Christmas gifts. It's always nice to give back to the community and to put a smile on children's faces!



News and Updates



KPMG in Malta appoints a Partner and two Directors

KPMG in Malta has announced the appointment of Thomas Galea as Partner, and Eric Padovani & Noel Grima as Directors, with effect from 1 October 2021.

Thomas Galea

Thomas joined KPMG in 2005 as an audit team member and successfully completed his ACCA qualification in December 2006. He is an accountant by profession, holds a Practising Certificate in Auditing and is also a Fellow of the Malta Institute of Accountants (MIA). During the past 16 years, other than in Malta, Thomas has also worked within the audit function of the Irish and US KPMG offices gaining experience in a number of industries, particularly Banking and Private Enterprise. He is also active in training delivery at KPMG, regularly contributing to staff's professional education and performance development. Thomas currently also sits on ACCA's International Assembly as Malta's representative.

Eric Padovani

Eric joined the corporate accounting services department of KPMG in 2008 and plays a key role in leading a sizeable team of over 30 accountants providing an array of outsourced corporate accounting services, VAT compliance solutions and secondments of accounting team members to clients. Eric is a certified public accountant holding an ACCA qualification and a Bachelor of Commerce Management (Hons) degree from the University of Malta. He has broad experience in servicing both local and international clients across various industries with their financial reporting obligations under both the IFRS accounting framework and the local GAPSME framework applicable in Malta. Throughout his career, Eric has also delivered various technical presentations both within the firm and through professional training institutions.

Noel Grima

Noel is KPMG's subject matter expert on valuations and financial instruments, leading the local financial risk management team servicing clients across all functions. His background is in the areas of valuation, corporate finance, financial reporting, transaction services and M&A, having previously formed part of KPMG's Deal Advisory team for ten years. Since 2009, Noel has supported advisory, statutory ISA audit, ISRE review, and interoffice engagements particularly on IFRS and valuation matters. He has been involved in many of the firm's audit and assurance engagements since 2017, as well as valuation engagements covering equity interests, derivatives, intangibles and other hard-to-value assets including substantial work for several banks and SEC registrants. Noel is heavily involved in projects linked to regulatory capital, XVAs, asset quality reviews and hedge accounting, including assurance reports and gap analyses on regulatory compliance, IFRS and tax advice, and assistance in instrument design.



From left to right: Noel Grima, Thomas Galea, Eric Padovani

KPMG MBS

Senior Appointments

KPMG Microsoft Business Solutions has announced the appointment of nine Directors.

Alex Spyrou

Alex has 15+ years of experience working in the support and managed services space, across multiple industries and technologies. Prior to joining KPMG, Alex led the Microsoft Application Maintenance Services capability for IBM across Europe, and prior to IBM worked with support providers, scaling them and expanding into multiple business types. Alex has been leading the Managed Services capability for MBS since joining in early 2019, growing the business over 130% since, and driving profitability at its highest so far. Looking ahead, Alex aims to structure our managed services business for scale and growth, drive client satisfaction to the heart of everything we do, drive profitability higher and aim to become a much more significant component of the MBS business.



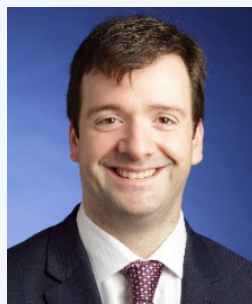
Bruno Cochet

Bruno has over 30 years of experience in large IT services companies like Cognizant or Capgemini. After starting as a developer, he held multiple positions as program director, business developer, skill centre manager and Chief Operating Officer. He has strong international experience in transformation and the management of near/offshore delivery centres. He built his expertise in the management of multi-cultural teams in management positions in India and Morocco over the past 10 years. Open-minded, accessible, and passionate about travelling, he is married and the father of 4 children.



Chris Jones

Chris has 20+ years' experience working within Microsoft consultancy, with multiple enterprise projects under his belt in a wide range of industries such as public sector, retail, distribution, defence, telecommunications and financial service. Chris believes in being innovative and using new technology, but that ultimately, it's important to keep life simple for our customers. The power platform allows us to prioritise what needs to be delivered, working iteratively to build the best result for our customers. Chris's focus over the coming year is to grow our CE (Customer Engagement) and Power Platform capabilities to meet our exciting growth plans.



Ian Wilson

Ian has 15+ years across multiple industries with an industry Snr Finance background. Ian started his Microsoft career via the Omnicom Media global Dynamics AX finance & PMA roll-out and later shifted into Snr Consulting roles at Cognizant and PowerObjects / HCL. At HCL, Ian specialised in UK public sector full scope D365 transformation programs with hands-on Portfolio capability leadership of 150+ on-site / offshore resources, delivery P&L ownership, IP product development & delivery performance oversight. Ian later transitioned to Global Presales Capability unlocking success in Western Europe, Singapore and Nordics before joining the MBS team focusing on International MF Bus Apps deal pursuits.



Karen Roberts

Karen has 20+ years experience delivering technology led business transformation and joined KPMG in October 2020, prior to joining she worked at IBM as Programme Manager for the Microsoft Practice focussed on the Retail sector. Before joining the consultancy world, she was Programme and Business Change Director for a Publishing company responsible for the ongoing business transformation through a number of technology programmes including retail demand planning, BI and workflow solutions and Dynamics ERP implementation. Since joining KPMG, she has been working with a public sector client using KPMG's Connected, Powered and Trusted offering to deliver a Microsoft technology led transformation programme.



Mark Roberts

Mark Roberts joined KPMG 2 ½ years ago, having spent more than 10 years as a D365 Solution Architect delivering solutions across a range of industries. At KPMG, Mark's role is to shape our solution offerings and ensure we deliver high quality outcomes for our clients, working closely with sales and delivery. Mark also leads our Methods Team, driving an ever improving approach to delivery built on collaborative learnings across all of our programmes.



KPMG MBS

Senior Appointments

Neill Riordan

Neill has been working in the IT space for 20 years across multiple industries and countries. Prior to joining KPMG, Neill worked with IBM where he led the Microsoft ERP Global Centre of Excellence supporting IBM teams around the world on the Microsoft platform. Since joining KPMG Neill has led the Microsoft ERP practice in the UK and has now, with promotion to director, taken a role of executive architect across the Microsoft Business Application stack taking accountability for architectural excellence across first of a kind and high complexity programs.



Phil Kedward

Phil has been with KPMG MBS for four years and previously been working with Microsoft Gold Partners for a further 15 years delivering solutions based on Microsoft Technology. He has been focused primarily in the Dynamics space working with these solutions since their inception. He has Programme Managed a large number of successful implementations across a wide number of sectors with multi-disciplinary teams including extensive experience with multi-national teams. Most recently Phil has been focussed in the Public Sector on large scale digital transformation programmes utilising Agile for delivery.



Toby Ricks

Toby has 20+ years of experience working within the Technology industry. For the past 15, he has focussed on empowering clients with Microsoft Technology. During that time, he has held Business Development and Go To market roles for IBM and Ciber, covering sectors like ENR, TMT and FSI. Toby's focus is to grow our Microsoft footprint within KPMG's Corporate set of clients, deepening relationships and contributing significantly to our revenue growth ambitions.



KPMG MBS

Awards

KPMG, Microsoft Business Solutions received the Microsoft Certifications Partner of the Year Award for 2021 for the second year running. This demonstrates their commitment towards continuously investing in their workforce.



KPMG Malta launches Cyber Maturity Assessment tool

KPMG helps you create a resilient and trusted digital world — even in the face of evolving threats.

Now that the global pandemic has moved most of our workplace interactions and communications online, the risks of cyber incidents are greater. COVID-19 has forced the hand of businesses in several sectors by requiring them to confront their digital preparedness in tackling cyber threats head on.

A recent [KPMG Global CEO Pulse Survey](#) found that cyber security risk tops CEOs' concerns — with the largest number of CEOs rating it as their greatest risk to organisational growth over the next 3 years.

While cyber security has remained a key risk area for several years, its relevance in the business world has never been more significant. But perhaps the more striking outcome of extreme digitalisation is the realisation and acceptance of cyber as a real business issue.

In this new world, cyber security becomes more personal. Not just for staff but also for senior executives whose world has changed and who are also perhaps more conscious than ever of the fragility of their digital infrastructure, both from work and personal perspectives.

The majority of senior executives (52 percent in the [KPMG survey](#)) say their companies expect to invest more in data security measures — topping the list of investment areas, closely followed by customer-centric technologies (such as chatbots), digital communications and artificial intelligence.

In order to respond to these challenges, KPMG in Malta has expanded its [cyber services](#) offerings through the launch of a [cyber maturity assessment tool](#).

KPMG's CMA is a unique offering that incorporates our insight into leading cyber practices from the public and private sectors. The assessment is targeted at boards and executives to assist with appropriate board-level reporting and communications. The CMA framework is based on a combination of internationally accepted standards (such as NIST CSF, ISO and COBIT) and can be tailored to the specific requirements of our clients yet is comprehensive in its ability to address key dimensions that together provide an in-depth view of an organisation's cyber maturity.

The most successful organisations not only treat cyber security as key to their future success but also look to engender client and customer trust in their cyber resilience, in their protection of sensitive data, and in the transparency of their approach.

KPMG helps you create a resilient and trusted digital world — even in the face of evolving threats. That's because we bring a combination of technological expertise, deep business knowledge, and creative professionals who are passionate about protecting and building your business.



KPMG Malta's Gaming Director, recognised on 'Emerging Leaders of Gaming 40 under 40' global list

Next generation leaders named to prestigious industry group.

Russell Mifsud, Gaming Director at KPMG Malta has been listed in the 'Emerging Leaders of Gaming (ELG) 40 Under 40'.

The ELG program recognises men and women in the global gaming industry, under the age of 40, who embody leadership roles and have contributed above and beyond expectations to their organisations and are already making significant impacts on the Gaming, Entertainment, Leisure and Hospitality industries.

Commenting on this achievement, Russell stated:

"The past 18 months have given our industry and individuals within it the chance to innovate, to reinvent, and to reprioritise. This year's nominees reflected that opportunity," said The Innovation Group President Michael Soll. "The young professionals named to this year's 40 Under 40 are not only well equipped to lead the industry out of these extraordinary times, but also uniquely informed to direct its future."

"As always, this year's class represents the best and the brightest of the industry and offers a really exciting glimpse into the future of gaming," said Roger Gros, publisher of GGB.

View the [full list of winners](#).



"I am delighted to be have been listed as an emerging leader and immensely proud that our industry initiatives are recognised at a global level. We are servicing a dynamic, fast-paced industry that truly keeps us all on our toes. Opportunities are manifested as the convergence of gambling, sports, videogaming, media and esports continue to become ever more intertwined. The game is changing, and I am excited to see where it will take us. I would like to express my appreciation and gratitude to Global Gaming Business, The Innovation Group, Richard Schuetz, KPMG US, KPMG Malta and my core team, Valentina Franch and Mark O'Sullivan, for your dedication, belief, and hard work. Congratulations to the rest of the ELG 40 under 40 class of 2022."

Russell Mifsud
Director, Gaming
KPMG in Malta

Corporate Highlights



Corporate Highlights

KPMG in Malta

Empowering our people

 Doreen Fenech



Our people define who we are as an organisation and uplifting and empowering the remarkable people that choose to work here is the key to our success.

Our relentless focus on quality

 Noel Mizzi, Hilary Galea-Lauri



Quality and integrity are vital to inspire confidence and empower change.

The paradigm shift: towards ESG

 David Pace, Rachel Decelis, Beate Orlova



Commit to a better future.

The Internal Auditor and ESG

 Giselle Borg, Alex Azzopardi



The Internal Auditor's role in supporting companies through their ESG journey.

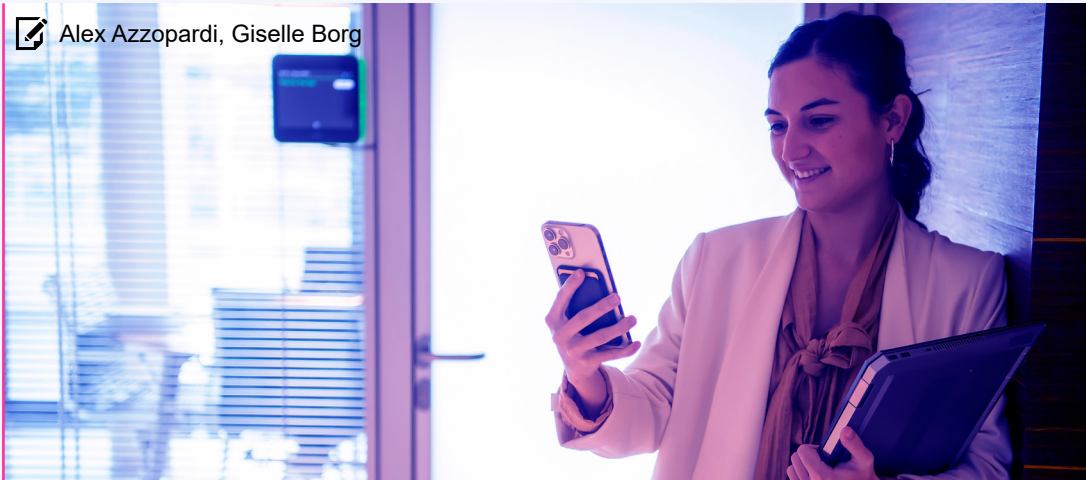
Click on the banners to view online articles.

Corporate Highlights

KPMG in Malta

Proactively Managing Risk

✍ Alex Azzopardi, Giselle Borg



Risk appetite, culture and responsibility are key in establishing a proactive value-adding risk management function.

Family Business Planning & COVID-19

✍ Anthony Pace, David Pace



Family Business Planning – How COVID-19 has amplified the importance.

Why Data Analytics?

✍ Marc Rizzo



More businesses are recognising the importance that data plays within their organisations.

Family Businesses: Building on Values and Relationships

✍ Anthony Pace, David Pace



Why and how values and relationships are crucial in the long-term sustainability of family businesses.

Click on the banners to view online articles.

Corporate Highlights

KPMG Microsoft Business Solutions


The Changing and Challenging Global Recruitment Market

 Aimee Cassar, Nicola Ebejer, Vibhor Agarwal



Under this global pandemic, the tech industry has become more competitive than ever before.

Case Study: Multi-national Insurance Provider

 Keith Sacco, Malcolm Micallef



A Microsoft Dynamics 365 Powered Finance project for a multinational insurance provider.

Click on the banners to view online articles.

Contacts

KPMG in Malta

Partners

Hermione Arciola

Partner,
Advisory Services
+356 2563 1106
hermionearciola@kpmg.com.mt

Juanita Brockdorff

Partner,
Tax Services
+356 2563 1029
juanitabrockdorff@kpmg.com.mt

David Caruana

Partner,
Advisory Services
+356 2563 1136
davidcaruana@kpmg.com.mt

Clifford Delia

Partner,
Accounting Support Services
+356 2563 1116
clifforddelia@kpmg.com.mt

Jonathan Dingli

Partner,
Advisory Services
+356 2563 1405
jonathandingli@kpmg.com.mt

Claude Ellul

Partner,
Audit Services
+356 2563 1103
clauellul@kpmg.com.mt

John Ellul Sullivan

Partner,
Tax Services
+356 2563 1154
johnellulsullivan@kpmg.com.mt

Doreen Fenech

Partner,
Tax Services & PPC Partner
+356 2563 1017
doreenfenech@kpmg.com.mt

Thomas Galea

Partner,
Audit Services
+356 2563 1074
thomasgalea@kpmg.com.mt

Hilary Galea-Lauri

Partner,
Head of Audit - Audit Quality
+356 2563 1007
hilarygalea-lauri@kpmg.com.mt

Noel Mizzi

Partner,
Head of Audit - Operations
+356 2563 1014
noelmizzi@kpmg.com.mt

Anthony Pace

Partner,
Head of Finance, Head of Tax
+356 2563 1137
anthonypace@kpmg.com.mt

David Pace

Partner,
Head of Advisory
+356 2563 1160
davidpace@kpmg.com.mt

Giles Schembri

Partner,
Audit Services
+356 2563 1100
gilesschembri@kpmg.com.mt

Marco J. Vassallo

Partner,
Emerging Technologies
+356 2563 1140
marcovassallo@kpmg.com.mt

Simon Xuereb

Partner,
Tax Services
+356 2563 1147
simonxuereb@kpmg.com.mt

André Zarb

Country Senior Partner
+356 2563 1004
andrezarb@kpmg.com.mt

Tonio Zarb

Partner,
Advisory Services
+356 2563 1011
toniozarb@kpmg.com.mt

Directors

Justin Axiaq

Director,
Audit Services
+356 2563 1259
justinaxiaq@kpmg.com.mt

Alex Azzopardi

Director,
Advisory Services
+356 2563 1102
alexazzopardi@kpmg.com.mt

Ariane Azzopardi

Director,
Quality & Risk Management
+356 2563 1122
arianeazzopardi@kpmg.com.mt

Christopher Azzopardi

Director,
Audit Services
+356 2563 1077
christopherazzopardi@kpmg.com.mt

Sean Azzopardi

Director,
Audit Services
+356 2563 1224
seanazzopardi@kpmg.com.mt

Giselle Borg

Director,
Advisory Services
+356 2563 1126
giselleborg@kpmg.com.mt

Claudine Borg Azzopardi

Director,
Advisory Services
+356 2563 1878
cborgazzopardi@kpmg.com.mt

Norbert Bugeja

Director,
Audit Services
+356 2563 1101
norbertbugeja@kpmg.com.mt

Curt Gauci

Director,
Advisory Services
+356 2563 1895
curtgauci@kpmg.com.mt

Konrad Grech

Director,
Finance
+356 2563 1031
konradgrech@kpmg.com.mt

Noel Grima

Director,
Audit & Advisory Services
+356 2563 1168
noelgrima@kpmg.com.mt

Adrienne McCarthy

Director,
People, Performance & Culture
+356 2563 1060
adriennemccarthy@kpmg.com.mt

Thane Micallef

Director,
Audit Services
+356 2563 1209
thanemicallef@kpmg.com.mt

Kevin Mifsud

Director,
Audit Services
+356 2563 1089
kevinmifsud@kpmg.com.mt

Russell Mifsud

Director,
Gaming Services
+356 2563 1044
russellmifsud@kpmg.com.mt

Paul Pace Ross

Director,
Tax Services
+356 2563 1119
paulpacross@kpmg.com.mt

Eric Padovani

Director,
Accounting Support Services
+356 2563 1117
ericpadovani@kpmg.com.mt

Lisa Zarb Mizzi

Director,
Tax Services
+356 2563 1082
lisazarbmizzi@kpmg.com.mt

Tonio Zarb held the position of Partner within the Advisory function till 30 September 2021.
As of 1 October 2021 he shall be a Consultant within Advisory function.

Contacts

KPMG Microsoft Business Solutions

Malta

Nataline Mifsud

Group HR Director

+356 79708144

nataline.mifsud@kpmg.co.uk

Bruno Cochet

Director

+356 7970 9554

bruno.cochet@kpmg.co.uk

KPMG

92, Marina Street,
Pietà PTA 9044,
Malta

Tel: +356 2563 1000

Email: kpmg@kpmg.com.mt

Microsoft Business Solutions

Lignum House,
Aldo Moro Road,
Marsa MRS 9065,
Malta

Tel: +356 2124 2121

Email: mbs-mtexec@kpmg.com

kpmg.com.mt

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