



STAKEHOLDER ENGAGEMENT POLICY KPMG N.V.

- KPMG N.V. (**KPMG** or the **company**) voluntarily applies the principles of the Dutch Corporate Governance Code (the **Code**) as and where relevant.
- In line with best practice provision 1.1.5. of the Code, KPMG adopted the following Stakeholder Engagement Policy.
- This policy is adopted by KPMG's Board of Management on 19 August 2025 and published on the company's website.

1. Introduction

KPMG's strategy aims at creating sustainable long-term value and considers the impact that the company's actions have on the environment and society. We endeavor to develop and implement a robust sustainability strategy with a focus on supporting KPMG's sustainable development, having a positive impact on the environment and society, improving the workplace and the health and well-being of employees, enhancing our corporate reputation, strengthening stakeholder engagement, ensuring accountability and transparency, and managing risks and opportunities. We believe that the views of the company's stakeholders in this respect are important and contribute fundamentally to driving the company's success. This Stakeholder Engagement Policy provides guidelines on the process of interaction and dialogue with our stakeholders, enabling us to understand and respond to their needs, build trust, and define long term value creation, as well as to identify specific risks and opportunities for our business.

2. Scope of application of the policy

This policy applies to KPMG and KPMG's group companies as referred to in article 2:24b of the Dutch Civil Code (the **Group**) in relation to engagements for the purposes defined in article 3 of this policy.

3. Objective and principles of our approach

- 3.1** We strive to build an active dialogue with our stakeholders to ensure that their interests and views are considered when determining and further developing the sustainability aspects of our strategy as laid down in our Impact Plan and our annual Business Plan and reported on in our Integrated Reported.
- 3.2** Engagement with stakeholders may also take place for other purposes, including the identification and assessment of sustainability matters in our double materiality assessment, to promote the overall performance of the Group or to increase the Group's awareness on specific risks and opportunities for the business.
- 3.3** Prior to engaging with stakeholders, KPMG shall formulate the preliminary purpose of the engagement, the questions or dilemma's to be addressed and identify relevant stakeholders with regard to the subject of the engagement from among the stakeholders identified in accordance with article 4 of this policy. During the engagement, the purpose of the engagement shall be reviewed and, where relevant, adjusted by KPMG taking into consideration the views presented by the stakeholders.



3.3 KPMG commits to, where relevant, address stakeholder concerns and feedback in a timely and transparent manner.

4. Our stakeholders

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

- clients (including public, private, and volunteer sectors);
- employees (including professionals, graduates, and other jobseekers) and specifically the Works Council as their representative body;
- equity partners;
- wider society (including non-governmental organizations and local community groups);
- regulators, policymakers, and other standard-setters;
- suppliers and other non-client business partners;
- membership associations and other KPMG member firms; and
- the natural environment (silent stakeholder).

4.2 We seek and are open to feedback on ESG topics and other subjects that matter to other stakeholders.

5. Engagement methods

5.1 To the extent permitted by law and in the manner prescribed by, *inter alia*, rules, regulations and industry codes, KPMG will use various methods of communication through which stakeholders can access information and provide feedback, including, without limitation:

- written communications of various nature;
- one-on-one meetings;
- regular surveys, such as client satisfaction surveys and interviews as part of the Client Care program;
- regulatory interactions, such as regular meetings with the Authority for the Financial Markets (AFM) and the Public Company Accounting Oversight Board (PCAOB);
- sector meetings, public events, conferences, roundtables, steering groups and expert meetings (including representation on the boards of professional bodies and standard setters such as the Royal Netherlands Institute for Chartered Accountants (NBA) and EFRAG);
- employee meetings, dialogue with the Works Council and engagement with our workforce through different channels, such as our GPS and pulse surveys; and
- engagements through our global KPMG network.



- 5.2 KPMG shall determine the method(s) of engaging with the stakeholder that are best suited to the purpose of the engagement and to the stakeholder.
- 5.3 In inviting a stakeholder to engage, KPMG shall typically specify the proposed purpose and the scope of the engagement, the engagement method, the contributions expected from the stakeholder, as well as the identified benefits associated with the engagement.
- 5.4 As part of our stakeholder management, we participate in various membership associations, such as the Confederation of Netherlands Industry and Employers (VNO-NCW), the Dutch network for Sustainably Responsible Organizations (MVO Nederland), UN Global Compact Network Netherlands and Anders Reizen (Travel Differently).
- 5.5 Our approach to stakeholder engagement also includes comprehensive desktop research. This allows us to gather valuable insights from public debates and other publicly available reports and documents, which often reveal perspectives of various stakeholder groups, including politics and regulators, on the accountancy sector and provide information that is crucial for our double materiality assessment.

6. Engagement risks

KPMG shall assess potential risks associated with engaging with a stakeholder. Risks may include, without limitation: damage to reputation, waste of financial and management resources, creation of conflicts of interest and non-compliance with legal requirements and internal policies and standards. Based on such assessment, KPMG shall determine whether the engagement is in the interest of the company. If it is not, the engagement shall not be entered into.

7. Documenting and reporting on stakeholder engagements

- 7.1 KPMG shall, where appropriate, document engagements and its outputs and report on its engagement activities, how the engagements contributed value to the company's strategy and operations as well as any decisions or actions taken because of stakeholder input in our Integrated Report.
- 7.2 As a condition of entering into the engagement, KPMG may request the stakeholder to commit that such stakeholder shall not publicly report on the engagement without the prior written consent of KPMG.

8. Governance and monitoring

- 8.1 The engagements and its outputs are regularly reported on to the Board of Management and incorporated in strategic discussions and decisions.
- 8.2 The Board of Management shall monitor the engagements and their overall quality.

9. Stakeholder outreach

For any request for contact with the company by stakeholders or any questions about this policy, please use the [contact form](#) on the company's website.



10. Policy review and amendment

- 10.1 We aim to review this policy on an annual basis and integrate outcomes based on stakeholder engagement in our existing reporting channels.
- 10.2 The Board of Management is authorised to amend or revoke this policy at its sole discretion and may occasionally deviate from this policy.

11. Governing law and jurisdiction

This policy shall be governed by and shall be construed in accordance with the laws of the Netherlands. Any dispute arising in connection with this policy shall be submitted to the exclusive jurisdiction of the competent court in Amsterdam, the Netherlands.