



# UK Audit and Risk Committee

## Activity report

For the year ended  
30 September 2025



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### Areas of oversight

- Ongoing focus on EMpowered pre go-live in April and monitoring how this has been embedded.
- Receiving regular financial updates from the Group Managing Partner.
- Oversight of the extent to which the System of Quality Management (SoQM) processes and controls have been embedded.
- Monitoring the firm's Ethics and Independence including the Ombudsman's reports on Speak Up.
- Overseeing regulatory engagement.
- Monitoring the firm's Enterprise-Wide Risk Management (ERM) Framework and the consideration of the effectiveness of internal controls. This included the commission of an emerging risk assessment to consider emerging and principal risks.
- Overseeing, in liaison with the Group Audit and Risk Committee, compliance with the approved risk appetite and policies and procedures related to risk management governance and the risk controls framework.
- Ongoing supervision and assessment of KPMG's Internal Audit function, including an evaluation of internal processes and controls. This entailed receiving updates from the Head of Internal Audit on the status of ongoing audits and approving the Annual Internal Audit plan to ensure it addresses key business risks.
- Maintaining a solid relationship with the external auditor, with a particular focus on audit quality and integrity.
- Approval of the Financial Statements and disclosures in the Annual Report including the Transparency Report, Community Impact Report, and Partner Diversity Report.
- Oversight of SARs and AML reports.

### In numbers

- The UK ARC comprises three members: the Chair and two Elected Members. Independent and Audit Non-Executives are invited to attend the UK ARC as observers.
- During the year, one elected member left the Committee due to becoming the Ethics Partner and was replaced by another elected member.
- During the reporting period, the UK ARC held 12 BAU meetings.



As a result of the Board Effectiveness Review, the responsibilities of the UK Audit and Risk Committee will be split between the UK Board and Group Audit and Risk Committee. Implementation of these recommendations is currently underway, and further details will be provided in the FY26 Transparency Report.

[kpmg.com/uk](https://kpmg.com/uk)

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Designed by CREATE | CRT163059 | January 2026