



Our Impact Plan for sustainable growth

KPMG One Africa -
Our Impact Plan
2026 Update



KPMG. Make the Difference.

MAKING AN
IMPACT

FOR
for sustainable
growth

Message from the CEO

Welcome to our maiden Our Impact Plan (OIP) report

This report marks an important milestone for KPMG One Africa and reflects both the progress achieved during FY25 and our shared commitment to creating lasting value for our people, clients, communities and the markets we serve. As our first Impact Plan report, it provides insight into how we are working together across Africa to deliver on our commitments and create meaningful impact.

KPMG One Africa has brought together our colleagues across 13 sub-Saharan countries, under a common vision and purpose. By working together, we are better positioned to combine our diverse perspectives, deepen collaboration across borders, and deliver greater impact throughout the continent.

Our Impact Plan is more than a reporting framework - it is a commitment to how we do business. By embedding our commitments across our four pillars of **People, Prosperity, Planet and Governance**, we are building a firm that delivers sustainable growth while making a meaningful contribution to society.

Throughout this report, you will see how our colleagues across Africa are investing in learning and development, wellbeing, supporting communities through education and skills development, advancing environmental sustainability, strengthening governance, and helping clients navigate an increasingly complex business landscape.

Our commitment to prosperity also includes supporting KPMG's global **10by30** ambition to help economically empower 10 million disadvantaged young people by 2030.

Across Africa, we are contributing to this ambition by expanding access to education, developing future-ready skills and creating pathways to meaningful employment and entrepreneurship.

In addition, as artificial intelligence reshapes the business landscape, we are helping our people and clients harness its potential responsibly through **KPMG's Trusted AI framework**, enabling innovation that is ethical, transparent and trusted. We are equally committed to supporting the transition to a low-carbon future by advancing our own decarbonisation journey while helping clients build resilience, accelerate climate action and unlock sustainable growth.

None of this would be possible without the trust and partnership of our clients, people, educational institutions, communities, and other stakeholders. Together, we are creating meaningful and lasting impact, strengthening trust, and contributing to a more resilient and prosperous Africa.

Thank you for taking the time to read this report. While we are proud of the progress reflected in these pages, we recognise that there is more to do. By working together, guided by our values and purpose, we will continue to build trust, unlock potential, and make a positive difference across Africa.

Tola Adeyemi
CEO, KPMG One Africa

About this Report & Reporting Period

This report outlines KPMG One Africa's impact during FY25, covering the period 1 October 2024 to 30 September 2025. It provides an overview of our progress, priorities and impact across Southern, East and West Africa. Unless otherwise stated, the information presented in this report relates to activities undertaken during this period and reflects data available at the time of publication.

Data Validation

Data included in this report has been sourced from the three sub-regions that are part of KPMG One Africa, internal reporting systems and KPMG Global reporting processes. Information has been reviewed by relevant business, functional and leadership teams prior to publication to support its completeness and accuracy.

Community investment and Environmental data

Prosperity-related metrics and community investment data have been sourced from the Community Data Report provided by Global and are based on information submitted through the applicable Global reporting processes.

Where applicable, environmental information and greenhouse gas (GHG) emissions data have been sourced from Global reporting processes and prepared in accordance with KPMG's established Global methodologies.



Our FY25 highlights

People

7,055



professionals across Southern, West and East Africa, strengthening our regional scale and ability to serve clients across the continent

More than **400 000 training hours** delivered to over 6,000 employees, supporting technical capability, leadership development and future-ready skills.

~40%

Female representation across Associate Director and Partner levels exceeded the global 33% ambition, reflecting progress in building a more balanced leadership pipeline.



The pilot **Africa Mobility Programme** demonstrated the power of cross-border experiences in developing talent, sharing knowledge and strengthening regional collaboration.



We expanded **wellbeing, mental health and inclusion initiatives across Africa**, creating safer spaces for dialogue, supporting resilience and reinforcing a culture where our people can thrive.

Prosperity

Revenue grew by

**11.5% to
US\$356.7
million**



enabling continued investment in our people, communities and inclusive prosperity across Africa

105k volunteer hours contributed

Our people dedicated their time, skills and expertise to creating lasting impact in communities across Africa.



Invested **US\$26.7 million** in education, entrepreneurship, skills development and community initiatives that create pathways to opportunity across Africa



200+

young people equipped with future-ready skills Through the KPMG Empowers Futures Mentorship Programme, delivered in partnership with UNESCO's Global Skills Academy



Contributing to the

10by30

global commitment by connecting learning, skills, mentorship and opportunity to help economically empower **10 million young people by 2030**.

Planet

KPMG One Africa continued advancing its commitment to become a

net-zero business by 2050

by embedding Decarbonisation into its operations, decision making and long term business strategy.



FY25 marked an important milestone with the re-baselining of our **greenhouse gas emissions** inventory

Across Africa, we supported clients to respond to evolving sustainability requirements

Helping organisations navigate the sustainability transition



Environmental stewardship remained a priority through **biodiversity restoration, tree planting, eco-brick initiatives and community partnerships**, including the planting of more than **10,000 trees** in Kenya since 2022, alongside KPMG in Ghana's support for the national Green Ghana **"Tree for Life"** initiative



Governance

Member firms in 13 countries across 3 sub-regions with geographical coverage of over 35 countries established a formal One Africa cluster called

KPMG One Africa



OIP governance embedded

Africa's OIP governance model was strengthened in over 35 countries through oversight by the Africa Governance Council (AGC) and Executive Committee of KPMG One Africa.

Data protection practices strengthened

Mandatory data labels were introduced across the Africa cluster



More than half of **KPMG One Africa** colleagues completed the **Global Ethical Culture Survey**, with strong results across **Clarity, Role Modelling, Transparency and Reporting**

PEOPLE

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People



Planet



About KPMG One Africa

Across Africa, we are united by a shared purpose to build trust, inspire confidence and create value for our people, clients and communities.

At a Glance



7055 Professionals Across Africa



3 Sub Saharan Regions



13 Countries with member firms of KPMG One Africa

Our People



54% Male



46% Female



West Africa
Ghana | Nigeria



East Africa
Kenya | Rwanda
Tanzania | Uganda



Southern Africa
South Africa | Botswana | Mauritius
Mozambique | Namibia | Zambia
Zimbabwe



Our Integration Journey

KPMG One Africa is strengthening collaboration and operational integration across our member firms to deliver consistent, high-quality services and greater value for our people, clients and communities:

- One Africa Strategy aligned to our shared purpose and values
- Integrated governance and decision-making structures
- Harmonised methodologies, quality standards and risk management
- Greater collaboration, innovation and cross border delivery



Collaboration Across

- Bringing together expertise, resources and local market insights to deliver meaningful impact across Africa
- Driving long term value through collaboration, operational excellence and integrated service delivery.
- Connected teams across 13 countries delivering consistent, high-quality services with deep local expertise.



Our Functions

- Delivering independent, high-quality audit and assurance services that strengthen trust, transparency and confidence.
- Providing innovative and Responsible tax solutions that support growth, compliance and sustainable value creation
- Helping organisations transform through strategy, risk, technology, ESG and deal advisory services



KPMG Values

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



Boundary of the Report

This report covers the performance and impact of KPMG One Africa and its member firms for :

FY25

1 October 2024 – 30 September 2025

Our commitment as a purposeful business

At KPMG One Africa, we are committed to being a purposeful business that creates lasting value for our people, clients, communities, and the economies we serve. Guided by our Purpose - Inspiring Confidence and Empowering Change - and united by our Values, we are leveraging the strength of our integrated regional firm to deliver meaningful impact, foster trust, and contribute to Africa's sustainable development.

By bringing together diverse talent, capabilities and insights from across Africa, we are better able to serve our stakeholders. This connected approach enables us to empower our people to thrive, support clients in navigating complex challenges and unlocking sustainable growth, and contribute to stronger, more resilient economies and communities across the continent.

Our commitment is anchored in the four pillars of Our Impact Plan - People, Prosperity, Planet, and Governance. By investing in our people, advancing sustainable economic growth, reducing our environmental impact, and upholding the highest standards of integrity, transparency, and accountability, we are building a stronger, more connected, and more sustainable Africa while creating long-term value for all our stakeholders.

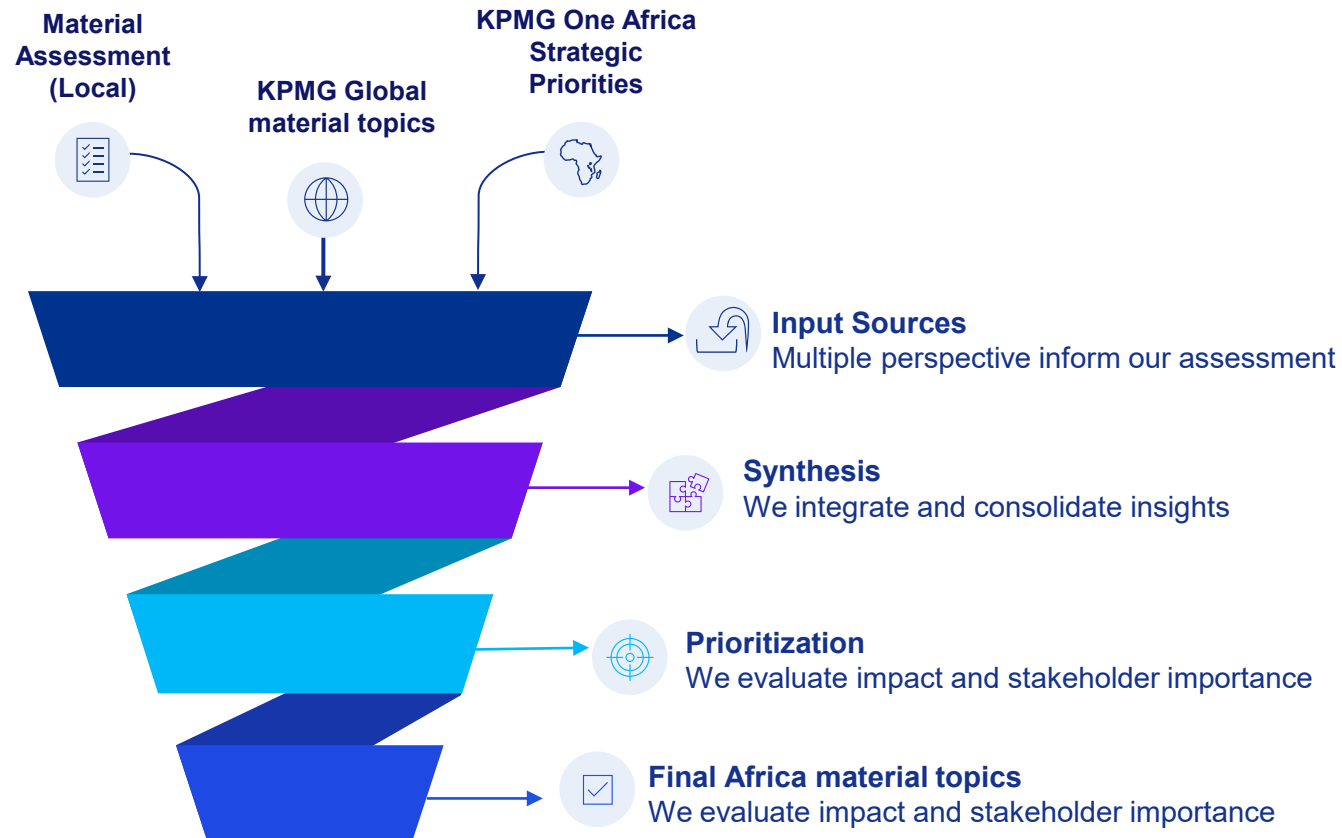


"At KPMG, we hold ourselves to high and ambitious standards. Through the publication of our first Impact Plan report as a One Africa firm, we reaffirm our commitment to being transparent about the progress we make each year. The report sets out the actions we have taken and the results we are achieving across our key pillars of People, Planet, Prosperity and Governance. This is an important step in our journey to creating lasting impact in society. While we have made significant progress, we recognise that there is still more to do."

Dudu Ndlovu
Head of Corporate Affairs
KPMG One Africa

Materiality summary

To identify relevant matters to report on, we relied on a materiality assessment conducted by our Africa team, KPMG Global team as well as consideration to the strategic priorities of KPMG One Africa. This helped in ensuring we focus on the topics most critical to our stakeholders, our business, the broader community and planet. The infographics below highlight the process and outcome of our materiality assessment and therefore key anchors of our report for FY25.



People

Supporting and empowering our people
to thrive in an inclusive culture

Prosperity

Planet

Governance

“

Our ambition is to build a workplace where exceptional people do meaningful work, continuously develop their capabilities and thrive in a culture founded on integrity, collaboration and care. By investing in our people and embracing innovation, technology and AI responsibly, we are creating opportunities for our people to grow and shaping a workforce ready to lead the future of business across the continent and beyond.”

Marlene Pappas

Acting Head of People
KPMG One Africa



Our Commitments



Develop a continuous learning culture



Have an inclusive culture built on trust



Advocate for equal opportunity



Foster an educated, empathetic workforce



Protect the health of our people both physically and mentally and enable them to be effective and productive



Our people are at the heart of KPMG's ability to deliver quality, innovation and sustainable value for our clients, communities and stakeholders. In an environment shaped by rapid change, we are building a workforce that is diverse, continuously developing and supported to thrive.



Through sustained investment in learning and development, we delivered over 400,000 learning hours to more than 6,000 employees this year. Our workforce of more than 7,000 professionals across Southern, West and East Africa brings deep local insight and world-class capabilities to the challenges our clients face.



We are proud to have approximately 40% female representation at Associate Director and Partner level, exceeding the KPMG Global 33% target, and reflecting our progress in building diverse leadership.

We are also expanding our focus on mental health, inclusive workplaces and future-ready leadership, ensuring our people have the support, flexibility and opportunities they need to grow, lead and make an impact. This is how KPMG in One Africa translates strategy into measurable impact for our people.

We launched the Africa Mobility Programme pilot to strengthen collaboration across member firms, enabling cross border secondments, knowledge exchange and professional development while advancing the One Africa integration journey.

This is how KPMG One Africa translates strategy into measurable impact for our people.



400,668 +
learning hours
delivered



7055
employees
across Africa



40%
women in
leadership



+7%
workforce
growth
FY24–FY25

A culture of learning and development



Our commitment:

Develop a continuous learning culture

At KPMG One Africa, learning and development is a strategic priority, embedded in how the firm builds capability, strengthens performance and prepares its people for the future of work.

400,000+

learning hours delivered in
FY25



6,000+

employees reached
across Africa



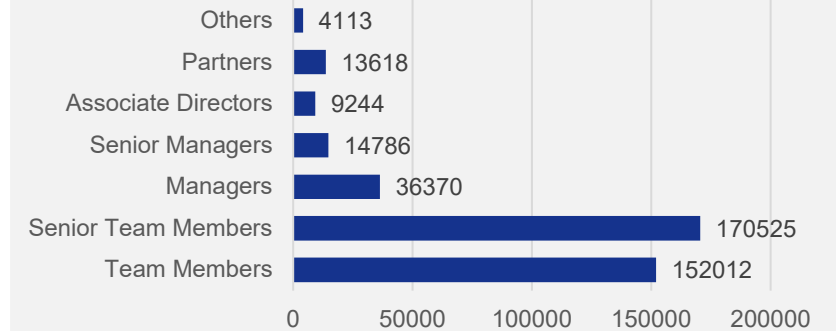
In FY25, we delivered over 400,000+ learning hours to more than 6,000 employees across the region. Our learning is delivered through a combination of global digital platforms, technical training, practical training, certification programs and experience-based learning, ensuring that our people have access to relevant, practical and future-focused capabilities.

Learning is designed to support employees across all career stages, with a strong focus on early and mid-career capability building and on developing leadership capability in digital transformation, data and emerging technologies.

By aligning learning to business needs, particularly in Audit and Advisory, we ensure that development investments translate into stronger client delivery, regulatory compliance and innovation.

Across KPMG One Africa, learning continues to evolve from a functional requirement to a strategic capability—enabling us to build a future-ready workforce that thrives today and is prepared for tomorrow.

Total learning hours across levels in Africa



Our E-learning Platform



Our digital learning platform gives our people flexible, on-demand access to high-quality content, expert insights and learning pathways that support their growth anytime, anywhere.

Types of Training



Milestone Learning



Instructor Led Training



Leadership Training



Conferences



Technical Training



Africa Mobility



KPMG is strengthening its ability to deliver sustained value in a rapidly changing environment by embedding a culture of continuous learning and aligning development to business priorities.

Africa Mobility Programme



FY25 marked the successful completion of Phase 1 of the Africa Mobility Staff Programme, a pilot initiative designed to strengthen cross-border collaboration, knowledge sharing and professional development across the region. The programme facilitated 16 secondments across Kenya, Nigeria and South Africa, spanning Audit, Advisory, Tax and Central Services, and provided employees with opportunities to gain exposure to new markets, service delivery environments and workplace cultures.

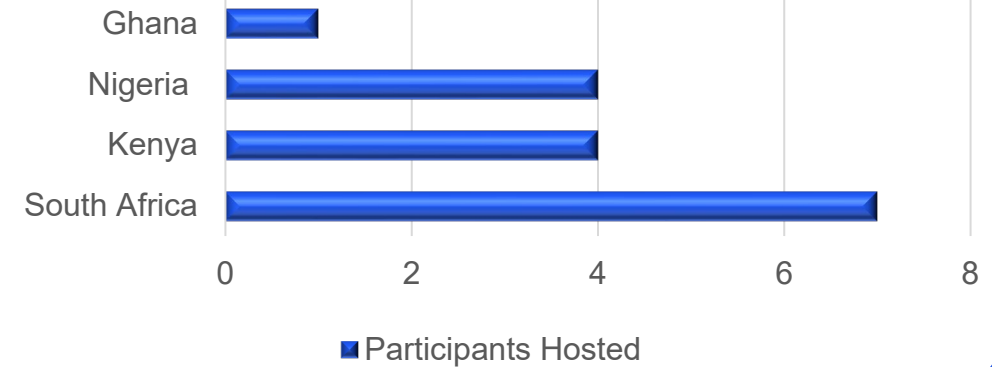


The programme was established to support the One Africa vision by creating a more connected workforce and encouraging the exchange of skills, experiences and leading practices across member firms. Beyond technical development, participants gained broader perspectives on leadership, innovation and collaboration, while building strong professional networks across jurisdictions. Feedback from the pilot highlighted the value of mobility in enhancing confidence, strengthening regional relationships and fostering a deeper appreciation of the diverse opportunities that exist across Africa.

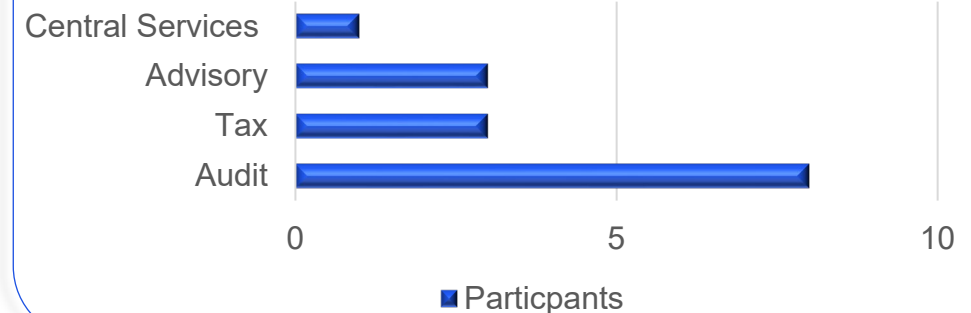


The programme also demonstrated the importance of inclusion in creating development opportunities. While the pilot initially focused on management-level employees, the programme is being expanded to include employees across all levels and functions, reflecting a commitment to making mobility a more accessible and impactful development pathway across the Africa network. As KPMG continues to scale the initiative, Africa Mobility is expected to play an increasingly important role in advancing regional integration, capability building and the development of future-ready leaders.

Host Countries



Secondments Facilitated



Building a Connected Africa Workforce Through Mobility



Case study:

Connecting talent through the
One Africa Mobility Programme



Exposure

Experiencing
new markets,
cultures and
ways of working
across Africa



Collaboration

Building stronger
relationships and
sharing
knowledge
across borders
and service lines



Capability

Developing
technical
expertise,
leadership skills
and professional
confidence
through cross-
border
experiences



Connection

Fostering a
more integrated
Africa network
and advancing
the One Africa
vision



Through cross-border secondment opportunities, employees gained exposure to different business environments, service delivery models and workplace cultures, strengthening professional expertise and regional connectivity across KPMG One Africa.



The programme was designed to accelerate cross-border collaboration, capability development and knowledge sharing across the region. It reinforced the One Africa vision by building stronger networks, encouraging collaboration across jurisdictions and fostering a deeper understanding of the diverse opportunities that exist across the continent.



The pilot programme demonstrated the value of mobility as a catalyst for growth, with participants reporting enhanced technical capabilities, broader leadership perspectives and greater confidence in working across diverse teams and cultures. Beyond individual development, the programme strengthened collaboration across markets and service lines, helping to build a more connected, agile and future-ready Africa workforce..



The KPMG One Africa Mobility Programme is accelerating capability development and regional collaboration, helping to build future-ready leaders with an Africa-wide perspective.

One Africa

Africa Mobility

Mobility across Africa is developing future-ready leaders through cross-border learning and collaboration.

Developing future leaders

Women in leadership

Advancing women into leadership remains a key priority within KPMG's People commitment. Across KPMG One Africa, female representation reached approximately 40% across leadership levels (Associate Director and Partner, where applicable), exceeding the KPMG Global target and demonstrating strong regional progress. This reflects a strong and sustainable leadership pipeline supported by intentional interventions across the employee lifecycle.



~40%

female
representation
in leadership

🎯 Global target:

33%



Initiatives such as the KPMG Network of Women (KNOW), inclusive recruitment practices, equal access to opportunities and targeted leadership development programmes are helping to build the skills, confidence and mindset required for leadership. Encouraging women to manage teams and lead key engagements has further strengthened readiness for advancement.



While representation is stronger at Associate Director level, the Partner tier remains an area of continued opportunity. Overall, KPMG One Africa is increasingly setting the pace in showing how focused and sustained effort can deliver meaningful progress toward a more balanced and future-ready leadership landscape.



Insight

Exceeding the global target shows that intentional action drives meaningful change. Continued focus on advancing women into senior leadership positions will help build a stronger, more diverse and future-ready organisation.

Case Study

Accelerating gender equality and women's leadership across KPMG One Africa



Across KPMG, International Women's Day 2025 was celebrated under the theme "Accelerate Action". In East Africa, colleagues, leaders and external stakeholders came together through a series of engagements focused on fostering allyship, advancing inclusion and addressing barriers to progress.



Discussions on leadership, the future of work and societal change created space for meaningful conversations that support progression into leadership roles. Regional leadership forums and Ladies' Breakfast sessions enabled participants to share lived experiences, inspire action and encourage career advancement.



Amplified through a regional multimedia campaign, the initiative extended its impact beyond the organisation, reinforcing KPMG's commitment to advancing gender equality within the workplace and across communities.



Programmes of this nature strengthen the leadership pipeline and foster a culture of inclusion, empowerment and sustained progress across KPMG One Africa.



Driving Impact through:



Dialogue and
allyship



Leadership
visibility



Stronger pipeline
for progression



Together, we accelerate action for a more inclusive, equitable and empowered future

Workforce profile and inclusion



Our commitment:

Have an inclusive culture
built on trust

KPMG One Africa's workforce grew from 6,602 employees in FY24 to 7,055 in FY25, reflecting 7% growth and continued investment in attracting, developing and retaining talent across the region.

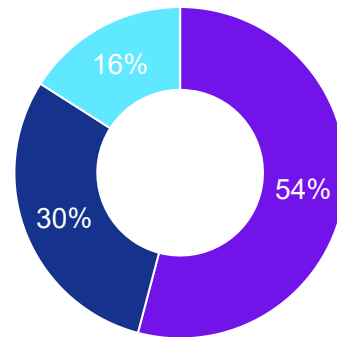
Gender representation remains broadly balanced at 46% female and 54% male, demonstrating ongoing progress toward a more inclusive and diverse workforce. Strong talent pipelines across Southern, West and East Africa continue to support this balance.

This diverse workforce strengthens KPMG One Africa's ability to bring different perspectives, foster innovation and support sustainable growth, while creating opportunities for both women and men to develop and succeed across all career levels.

Africa headcount by region

Total headcount: **7,055**

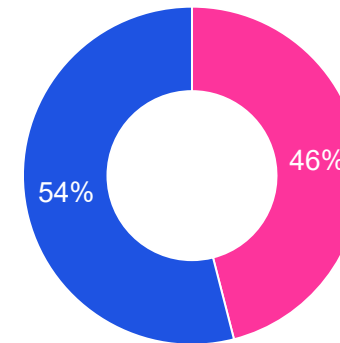
Region



■ Southern Africa ■ West Africa
■ East Africa

Africa gender headcount

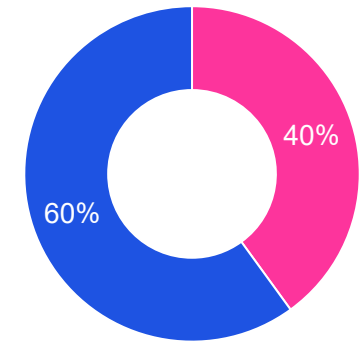
Gender



■ Female ■ Male

Africa leadership*

Leadership



■ Female ■ Male

*Leadership includes Associate Directors and Partners.



Key insights:

Diversity and representation across our regions, genders and leadership are strengthening our culture, enabling collaboration and creating an inclusive and resilient workforce that drives impact for our clients and communities.

KPMG One Africa is investing in sustainable growth by strengthening its workforce, building capability across the continent, and ensuring it has the talent, leadership and specialist skills to meet future client needs while contributing to economic opportunity in Africa

Health and wellbeing



Our Commitment

Protect the health of our people —both physically and mentally and enable them to be effective and productive

Alongside awareness and engagement initiatives, our people have access to external wellbeing and health support services, including confidential counselling, professional mental health support and employee assistance resources, ensuring help is available when and where it is needed.



At KPMG One Africa, employee wellbeing is increasingly centred on supporting mental health and creating environments where people can thrive both personally and professionally. Mental health has evolved from a wellbeing topic to a strategic priority embedded within the broader People agenda.



Across Africa, awareness campaigns, wellbeing programmes, leadership engagement and employee conversations are helping to reduce stigma, increase awareness and foster a culture where seeking support is encouraged.



Safe spaces for dialogue — through World Mental Health Day observances, ongoing wellbeing sessions and employee engagement platforms are helping to normalise wellbeing and make support more accessible.



While mental health remains a key focus, KPMG One Africa continues to adopt a holistic wellbeing approach that recognises the connection between mental, physical, financial and social wellbeing.



Awareness

Mental health and wellbeing campaigns.



Support

Resilience and mental health initiatives.



Engagement

Wellness weeks and open wellbeing discussions.



Through a sustained focus on mental health and holistic wellbeing, KPMG One Africa is building a workforce that is resilient, supported and equipped to thrive in a dynamic and evolving environment.

Advancing wellbeing through collective action



Case study:

Gender-based violence and harassment as a wellbeing priority

KPMG One Africa continues to strengthen its commitment to employee wellbeing by addressing gender-based violence and harassment (GBVH). Through its leadership in initiatives such as the End GBV Alliance, KPMG has helped elevate GBVH from a social issue to a workplace, economic and wellbeing priority, recognising its direct impact on employee safety, mental health and productivity.

The Alliance brings together corporate leaders to drive coordinated and measurable action, mobilising resources, expertise and leadership accountability to strengthen systems of support, improve access to justice and embed prevention and awareness across organisations.

Through CEO forums, collaborative funding models and support for Thuthuzela Care Centres in South Africa, KPMG and its partners are contributing to more effective, survivor-centred systems that provide access to justice, dignity and care.

By integrating GBVH into broader ESG and wellbeing frameworks, KPMG is helping to embed accountability and drive sustained behavioural change. These efforts extend the firm's wellbeing agenda beyond the workplace and reinforce a commitment to creating environments where individuals feel safe, supported and respected.



Employee safety and wellbeing



Leadership accountability



System-wide collaboration



KPMG One Africa's People pillar reflects a clear and deliberate commitment to building a workforce that is diverse, continuously developing and supported to thrive. Through sustained investment in learning, inclusion, leadership diversity and wellbeing, the firm is building a resilient, future-ready workforce equipped to deliver sustainable value across the continent."

People Prosperity

Creating positive social and economic impacts

Planet

Governance

“

Africa's future prosperity depends on how effectively we invest in the potential of its young people today. Through our contribution to KPMG's global 10by30 commitment to economically empower 10 million disadvantaged young people by 2030, we are expanding access to the capabilities, exposure and support that transform aspiration into opportunity. By connecting young people to knowledge, mentorship and practical experience, we are helping to nurture the next generation of leaders, innovators and changemakers who will drive sustainable growth and lasting progress across the continent.”

Osei-Asenso Antwi
Our Impact Lead
KPMG One Africa



Our Commitments



Always act with a clear purpose



Support education and lifelong learning



Economically empower 10 million
disadvantaged young people by 2030



Lead the profession in audit quality



Drive a responsible tax practice



Making the difference through Advisory



Our ambition is to be the most trusted and trustworthy professional services organisation, delivering sustainable growth and long-term value for all stakeholders. Across Africa, this ambition is realised through our commitment to supporting inclusive economic development, empowering young people through education, skills development and entrepreneurship, and strengthening governance and transparency across the markets in which we operate.



Working alongside clients, educational institutions, non-governmental organisations (NGOs), and community partners, KPMG firms across Africa help expand access to opportunity, build resilient economies, and contribute to more sustainable and prosperous futures.



KPMG prosperity focus reflects our commitment to using our global reach, knowledge, services and investments to help drive prosperity and wellbeing for clients and the communities we operate in. We do this through the tax contributions we make as a global employer, through our investment programs that actively support communities around the world, and through our services to clients (including the way we responsibly leverage AI) that help them build more resilient and sustainable businesses.

Making an economic contribution as a global organisation

At KPMG One Africa, we believe that business growth and societal progress go hand in hand. Across our member firms, we contribute to Africa's economic development by creating employment opportunities, investing in our people, supporting enterprise growth and partnering with clients to strengthen businesses and institutions. Through our collective expertise and local insight, we are helping to build resilient economies, develop future leaders and create lasting value for the communities we serve across the continent.

Economic contribution

We take a responsible approach to tax, with robust governance and policies in place and a continued commitment to transparency. KPMG One Africa generates tax revenues and pays all applicable taxes in the countries and territories in which they operate. Generating and paying taxes is a key aspect of how we continue to make meaningful contributions to the communities where KPMG One Africa operates supporting government functions, public benefits and key infrastructure such as health systems, education and transport networks.



In FY25, KPMG One Africa reported annual aggregated gross revenues of \$356.7million for the year ended 30 September 2025 (FY25), marking a 11.5 percent increase in local currency terms and 9.2 percent in US\$ from FY24. This reflects growth across all sub-regions and functions



The Firm paid a total of US\$ 71 million in operational taxes in FY25 and US\$ 67 million in FY24. This includes taxes paid directly, those collected on behalf of governments and those paid directly by partners and employees.



Tax paid directly (operational taxes):

US\$71m



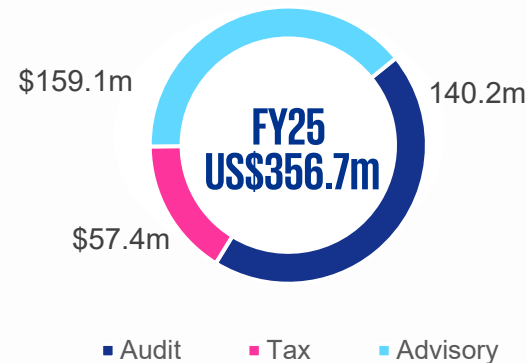
Policies and practices about tax:

KPMG One Africa has established policies which apply throughout the organisation to set the standard and expectations for KPMG One Africa and partner tax affairs. There are also quality and risk management policies in place to help ensure that all tax affairs have been conducted in accordance with relevant local law and regulations. Since the rollout of these policies, there has been a consistent approach throughout the regions to ensure alignment within KPMG One Africa



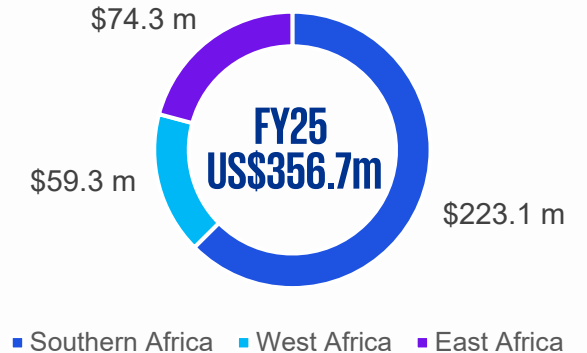
Revenue by function

Gross revenues US\$ in millions



Revenue by region

Gross revenues US\$ in millions



Notes:

1. Gross revenue data presented for the relevant financial years ended 30 September 2025 for all KPMG One Africa countries.
2. Reflects KPMG One Africa's financial performance expressed in US dollars. Based on gross revenues, including travel and other client reimbursable expenses.
3. The financial information set out represents combined information of the independent KPMG One Africa firms that perform professional services for clients.

Empowering communities, inspiring futures



Supporting KPMG's global 10by30 commitment

Economically empower 10 million disadvantaged young people by 2030

Supporting education, skills development and economic inclusion across Africa through community investment, volunteerism and strategic partnerships.



US\$26,7 million total community investment in FY25

Our African impact

Across Africa, our focus remains on bringing education, opportunity and skills development to disadvantaged communities, contributing to KPMG's global 10by30 ambition to economically empower 10 million young people by 2030.

Our people continue to invest their time, expertise and resources to create sustainable impact across the continent.

In FY25, KPMG across Africa invested significantly in communities through financial contributions, volunteer efforts and skills-based support. The total community investment in financial value and time contributed during FY25 was US\$116.5 million.

Creating pathways to opportunity through KPMG's global 10by30 ambition

Education & Skills Development - Supporting young people with financial literacy, digital skills, leadership, problem-solving and career readiness.

Mentorship & Exposure - Providing mentorship and access to professional environments to build confidence, resilience and workplace readiness.

Entrepreneurship Development - Empowering aspiring entrepreneurs through business development support, financial management skills and sustainable business practices.

Lasting Community Impact - Helping develop the next generation of leaders, innovators and entrepreneurs while contributing to inclusive economic growth across Africa.

FY25 Volunteering Hours

Through our employee volunteering programmes, KPMG One Africa professionals leveraged their skills, experience and networks to support community development, enhance learning opportunities and provide access to knowledge and meaningful engagement. In South Africa, KPMG supported the G20/B20 as Knowledge Partner for the Integrity and Compliance Taskforce.

By combining community investment with the power of our people and their expertise, we are helping to develop the next generation of leaders across Africa, creating a lasting impact within communities and sustainable economic growth.

Volunteering

105k volunteer hours contributed across KPMG in Africa in FY25

Advancing Prosperity Across Africa Through 10by30



Our Commitment

Creating equitable access to education and future-ready skills to unlock long-term economic opportunity.



105k volunteer hours contributed across Africa in FY25

Strengthening Foundational Literacy Through KFFL

A key enabler of long-term prosperity is access to foundational literacy. Through the **KPMG Family for Literacy (KFFL)** programme, colleagues across Southern, East and West Africa supported learners by donating books, conducting reading sessions, and engaging directly with schools to promote literacy development.

These interventions are designed to address barriers such as limited access to learning materials in underserved communities, while fostering curiosity, confidence, and a lifelong love of learning among young learners.

Expanding Access to Education Through Scholarships and Mentorship

Across Africa, KPMG continues to invest in the future of young people through structured scholarship and mentorship programmes.

Initiatives such as **the KPMG University Scholarship Programme (KUSP)** and **the Seyi Bickersteth Scholarship Programme** in Nigeria provide financial support, mentorship, and career development opportunities to academically gifted students from disadvantaged backgrounds.

These programmes play a critical role in removing financial barriers to education while strengthening leadership development and employability, contributing to a more inclusive and sustainable talent pipeline.

Empowering Africa's Youth for a Safer Digital and AI-Driven Future

In addition to education and mentorship, we continue to strengthen digital and future skills development across Africa, with **Cyber Day** currently being delivered across key markets including East and West Africa, and with plans to expand further across the continent.

Through initiatives such as Cyber Day, young learners are equipped with essential knowledge on **cybersecurity**, **digital safety**, responsible use of **artificial intelligence (AI)**, and awareness of emerging technologies. These sessions help build confident digital citizens who can navigate the opportunities and risks of an increasingly connected world.

Together, these integrated efforts across literacy, education access, mentorship, and digital skills development reflect our commitment to inclusive prosperity. Guided by the 10by30 ambition, we remain focused on empowering young people across Africa to learn, grow, and thrive in a rapidly changing world.

US\$26.7 million total community investment in FY25

Building Future-Ready Skills Across Africa Through Strategic Partnerships

A key accelerator of our **10by30 ambition** is the KPMG Empowers Futures Mentorship Programme, delivered in collaboration with **UNESCO's Global Skills Academy (GSA)**. Across Africa, with a strong footprint in Southern Africa, this programme provides young people with the skills, confident and networks to thrive in the future workforce..

Our Programme Model



UNESCO Partnership

Delivered with **UNESCO's Global Skills Academy** and supported by a local UNESCO field office.



Mentorship & Guidance

KPMG professionals provide structured mentorship, career guidance and industry exposure.



Career-Ready Skills

Cohort-based learning builds technical, soft and leadership skills for the future of work.



Across Africa

A scalable model reaching more young people across Africa and empowering communities.



Creating impact at scale



200+

young people
equipped with
job-ready skills



10 by 30

A flagship
initiative for
our ambition



UNESCO

Global Skills
Academy
partnership



Career

Mentorship
Programme
for the future

The journey we help shape



UNESCO
Global Skills
Academy



KPMG Mentors
Guidance &
Support



Career Skills
Knowledge &
Development



Confidence
Growth &
Resilience



Employment
Opportunities &
Impact



We are pleased to report that the programme was met with enthusiastic participation and yielded highly positive outcomes. Feedback from students indicated that the mentorship experience significantly enhanced their academic journey, career readiness, and overall confidence. Many expressed that the programme offered invaluable support, helping them to set clearer goals and better understand the expectations of the professional world. The success of this pilot implementation reflects the strong potential of such collaborations to enrich the student experience at DUT, and we look forward to continuing and expanding the programme in the future."

Shireen Singh

Programme manager from the Durban University of Technology (DUT) Co-Operative Education.

Case Study

KPMG x UNESCO x DUT

- ✓ Empowered over 200 young people with job-ready skills
- ✓ Provided structured mentorship and career guidance
- ✓ Strengthened academic and professional readiness
- ✓ Delivered practical exposure and industry insights
- ✓ Building a pipeline of future professionals across Africa



UNESCO GSA

Maintaining the highest quality of audit and assurance



Our Commitment

Lead the profession in audit quality

KPMG is committed to fulfilling our public interest role in providing quality audit and assurance services that benefit investors and other stakeholder.

We believe the same level of professionalism, quality, consistency and trust should apply to sustainability reporting as it does to financial reporting

Key Development Includes:

-  Updated methodology suitable for providing assurance on all sustainability reporting standards, including increasing alignment with emerging ISSB requirements relevant to African markets.
-  Expanded training programs for our engagement teams, focused on the latest International Sustainability Standards Board (ISSB) standards, integrated into the KPMG Clara workflow to enhance consistency and quality.
-  Strengthened global and regional expertise through continued investment in ESG talent, with improved access to subject matter professionals across KPMG — including growing capabilities across Africa to support clients navigating sustainability and regulatory expectations.
-  Our teams also support public sector and state-owned entities in strengthening transparency and accountability

ESG Assurance: KPMG is committed to fulfilling our public interest role by providing assurance that supports investor confidence and stakeholder trust – both globally and across Africa's evolving reporting landscape.



Driving a responsible tax practice



Our Commitment

Drive a responsible tax practice



Tax transparency:

We continue to support clients who are required to publish public country-by-country reporting disclosures KPMG teams work with clients to create the data and governance processes required for this reporting, underpinning good governance, transparency and stakeholder trust.

We continue to invest significantly in global tax services that provide a full suite of tax and legal technologies and services that support tax transparency and help KPMG firms support clients in meeting their current and future compliance obligations.

In Africa, KPMG plays a key role in supporting governments and businesses in strengthening tax systems, enhancing transparency and improving domestic revenue mobilisation.

This includes advising on evolving tax frameworks, digital tax transformation and capacity building.



Carbon taxes and incentives:

- Authorities are introducing carbon taxation and pricing to incentivise more sustainable trading practices, and supporting clients with this has become a growing focus for many KPMG tax professionals and sustainability experts.
- Economies are competing on the incentives side as well as the taxation side - KPMG helps clients assess the opportunities as well as the risks, supporting them to build a sustainable approach that enhances long-term value.



Global Minimum Tax:

- The OECD's initiative to set a global minimum rate of taxation on multi-national enterprises (MNEs) started to apply from FY24 across over 60 adopting jurisdictions, with companies facing various local notification and registration processes from FY25. A focus for KPMG here has been to support clients in upgrading their systems to be able to collect the data needed to responsibly comply with the regulations.



United Nations tax convention:

- During the last year, work continued on a UN tax convention on international tax cooperation that could have significant implications for tax authorities and taxpayers. We plan to continue to monitor and engage with developments.



Making the difference through Advisory



Legal services:

Legal advice and compliance is an important component of any sustainability approach. Our legal professionals support clients with directors' liability, sustainability reporting and access to capital and insurance, integrating sustainability into governance and risk management alongside in-house legal teams



Ongoing growth

More broadly, requirements for legal services have continued to increase in a complex business



Across Africa, KPMG supports governments, corporates and development institutions on critical priorities including infrastructure development energy transition, supply chain resilience and digital transformation.

“ This includes enabling more resilient economies and supporting inclusive growth. ”

In a complex and fast-moving environment, we continue to see strong demand from clients for Advisory services that help them achieve sustainable business growth. Numerous clients recognise sustainability as a strategic value driver, with a clear business case for sustainable action.

KPMG One Africa supports clients to optimise their operations across both regulatory-driven transformation (change that is needed to meet compliance requirements such as more granular levels of ESG data capture and reporting) and value-driven transformation (change that can bolster an organisation's resilience and performance and thereby enhance profitability, such as greater energy efficiency or supply chain re-engineering).

Technology enabling sustainable outcomes



Technology is a key enabler to driving the sustainability agenda in business operations. Our Advisory practices around the world continue to deliver technology-based solutions, with sustainability and other advisory specialists working closely with digital and AI professionals in KPMG. A key aspect of this is leveraging the sustainability-related solutions available through our strategic alliances with a wide range of world-leading technology firms that include **Google, Microsoft, Oracle, Salesforce, SAP, ServiceNow, Workday** and more.

Applying a sustainability lens in our Advisory services



Environmental, social and governance reporting:

As an increasing number of reporting frameworks emerge, organisations must capture, manage and report a widening array of data, ensuring they have the right processes, controls and governance in place. KPMG One Africa helps their clients use a range of technology tools to do this, while also being able to provide assurance over their processes and reporting, driving increased stakeholder confidence and better strategic decision-making. The **KPMG Global Corporate Reporting Institute** brings together our key resources for financial, sustainability and connected reporting.



We are committed to supporting clients in linking sustainability to value through our expertise and multidisciplinary approach, helping them to ensure their businesses continue to be resilient over the long-term.



Sustainable supply chains:

At a time of proliferating risks and uncertainties, the sustainability and robustness of organisations' supply chains has become a key concern to many. With trade wars and tariffs on the rise, greater supply chain flexibility and agility is also needed to maintain and protect business value. In response, we have bolstered our supply chain advisory capacity around key areas such as fostering transparency as a business asset and value

Making the difference through Advisory cont.



Sustainable business and responsible practices: We continue to support clients through the energy transition, as well as advising on issues including ethical sourcing and human rights due diligence, sustainable procurement and responsible sourcing analytics, regulatory and disclosure readiness, and change management and stakeholder engagement.



Social sustainability analytics: Social and people-based criteria have become key areas of both opportunity and risk for clients. During FY25, we continued to enhance our range of powerful social analytics tools including KPMG Inclusion IQ (to assess progress against workforce development goals), talent 4.0 (analysing talent processes from a dignity and respect perspective), our human rights due diligence tool, and our forced labour dashboard - further embedding AI analytical capabilities into each of them. With the wellbeing of employees, a growing area of focus for organisations. During FY25 we launched a **workplace wellbeing framework** that provides a structured model for clients to assess wellbeing maturity and build a long-term culture of care.



TISFD collaboration: KPMG is proud to have become a knowledge partner to the TISFD (Taskforce on Inequality and Social-related Financial Disclosures), giving us the opportunity to input and advise on the development of a framework for reporting on the impacts, dependencies, risks and opportunities related to people. This complements our existing status as adopters of the TNFD (Taskforce for Nature-related Financial Disclosures)



In Africa, social sustainability priorities are closely linked to employment, education access, health outcomes and inequality.”



KPMG initiatives support workforce inclusion, youth development and community resilience across multiple African markets.



Key Impact areas



Employment & workforce inclusion

Supporting inclusive hiring practices, skills development and initiatives that create quality jobs and empower diverse talent across Africa



Education access

Partnering with clients and communities to improve access to quality education and build capacities for the future workforce



Health outcomes

Supporting programs that improve health awareness, access to care and wellbeing for our people and the communities in which we operate



Reducing Inequality

Advising clients and supporting initiatives that promote fair opportunities social equity and inclusive economic growth

Responsibly engaging with our stakeholder ecosystem

As a leading professional services organisation with over 276,000 people at KPMG firms serving clients in 138 countries and territories globally, we play a critical role in supporting the functioning of the capital markets in the public interest. We embrace this responsibility by convening and engaging with a broad range of external



In Africa, stakeholder engagement includes close collaboration with regulators, standard setters and professional bodies such as the Pan African Federation of Accountants (PAFA), as well as participation in regional forums shaping sustainability and governance developments.



KPMG across Africa also plays a convening role in bringing together public and private sector stakeholders.



In Africa, we actively engage with regional standard setters, regulators, professional bodies and industry stakeholders to support the adoption and implementation of evolving sustainability reporting frameworks, including ISSB standards.



Our efforts focus on building market capacity through training, thought leadership and collaboration, as well as raising awareness of sustainability reporting requirements and their relevance to local economic and societal priorities

Spotlight

KPMG One Africa: Building a Connected Stakeholder Ecosystem

A key milestone in FY25 was the launch of KPMG One Africa, strengthening collaboration across Southern, East and West Africa. By enhancing connectivity and collaboration across the region, we are creating new opportunities to engage with clients, regulators, industry bodies, academia, communities and one another.

This approach enables us to leverage broader technical expertise, diverse perspectives and shared capabilities, strengthening our ability to collaborate across borders, accelerate innovation and create long-term value for our stakeholders.

The launch was celebrated across the continent through shared cultural experiences that reflected Africa's diversity and common purpose. These celebrations represented our collective commitment to working more closely together across Africa, united by our values and driven by our purpose of inspiring confidence and empowering change.

Together, we are building stronger relationships, deeper collaboration and a connected stakeholder ecosystem that supports sustainable growth and inclusive prosperity across Africa.

People Prosperity Planet Governance

Decarbonising our business and building a sustainable future



Across Africa, the transition to a more sustainable future presents both significant opportunities and complex challenges. At KPMG One Africa, we are committed to reducing the environmental impact of our own operations while partnering with clients to navigate their sustainability journeys. Together, we are helping to build resilient businesses, support a just transition, and create long-term value for our people, our communities and our continent.”

Benson N'dungu
Managing Partner
Clients & Markets
and Investments



Our Commitments



Becoming a net-zero business by 2050



Fifty percent Decarbonisation by 2030 against our 2019 baseline



One hundred percent renewable electricity by 2030



Give financial markets, clients and our leaders clear, detailed, high quality information on the impacts of climate change



Understanding and improving our impact on nature and biodiversity



KPMG One Africa shares the global ambition of becoming a net-zero business by 2050. Since 2019, all the sub-regions, Southern Africa, East and West Africa have consistently reported emissions data, ensuring transparency and alignment with our global targets.

While structured Decarbonisation plans are still emerging, we are laying the groundwork through awareness campaigns, advocacy, and partnerships that build a culture of sustainability across our operations.

We recognize that Africa's energy mix, infrastructure, and socio-economic context present distinct challenges to achieving these commitments in the immediate term. Yet, these same realities create opportunities for innovation and collaboration.

By embedding sustainability into our operations, client services, and community initiatives — we are ensuring that Africa's voice and impact remain integral to the global journey toward a net-zero, nature-positive future.

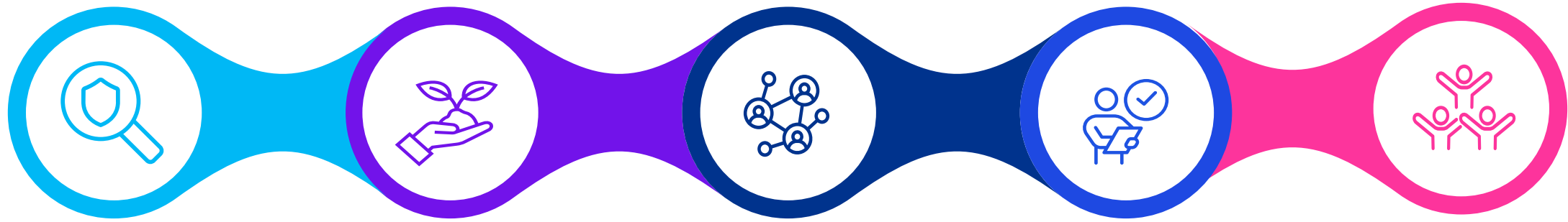


Our Decarbonisation principles

KPMG One Africa is guided by the same principles as the global network, focusing on areas where our actions can make the greatest difference. Our firms are building awareness and capacity across operations, supply chains, and client services, while also engaging people and technology to foster a culture of sustainability.

We are working with suppliers to embed ESG practices into procurement decisions, even as infrastructure and market realities vary across the continent. At the same time, our professionals are integrating sustainability into audit, tax, and advisory services, helping African businesses understand climate risks and opportunities.

Beyond our own operations, we are committed to shaping broader change by collaborating with governments, NGOs, and civil society. Through advocacy, partnerships, and participation in global initiatives, we ensure Africa's voice is represented in the transition to a net-zero, nature-positive future.



We focus on where we can have the greatest impact.

Operations and supply chain, KPMG firms' products and services, people and technology, and stakeholder engagement.

Decarbonising the areas we control in our own operations.

Implementing energy efficiency in our buildings, transitioning to renewable electricity and reducing business travel emissions.

Engaging with our supply chain.

We are working with suppliers to reduce emissions from purchased goods and services, embedding sustainability into procurement decisions and supplier

Embedding sustainability into our services.

From audit and assurance to tax and advisory, our firms are integrating climate and broader sustainability considerations into our client engagement.

Help to shape broader change.

We engage with clients, suppliers, governments and civil society to help shape the wider transition. This includes convening stakeholders and aligning our engagement with our transition objectives.

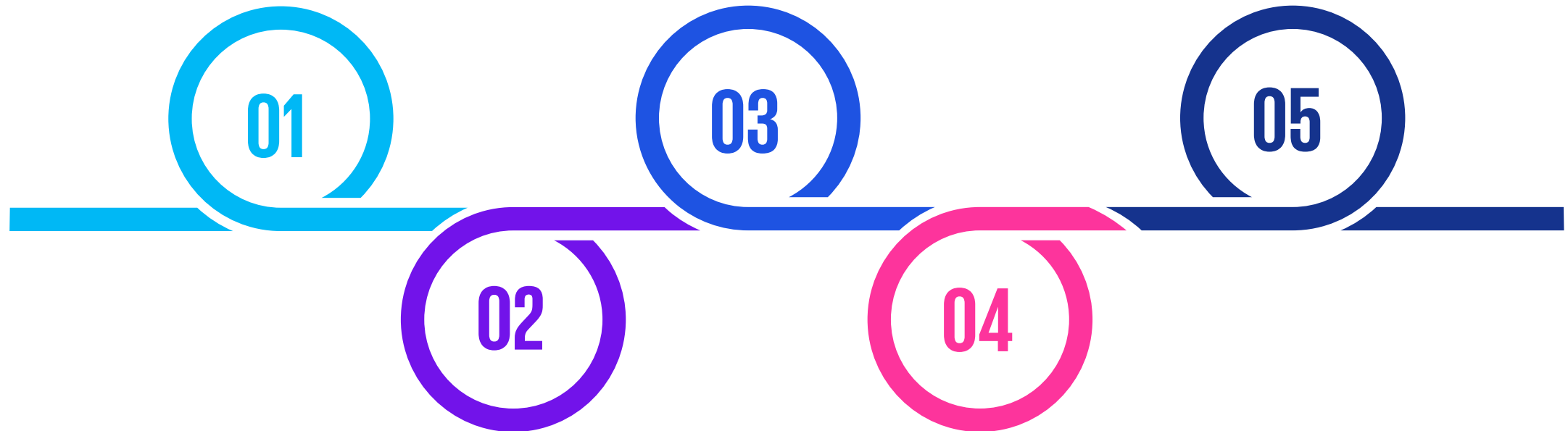
Our Decarbonisation progress

FY25 marked an important step in our decarbonisation journey, building on actions already underway to better understand, manage and reduce our emissions.

Aligned with KPMG Global ambition to achieve net-zero by 2050, contributing to Africa's emissions data to the FY19 baseline

Conducted a re-baselining of our emissions inventory in 2025 to improve accuracy and alignment with global SBTi-validated targets

Strengthened awareness and advocacy initiatives to prepare for structured Decarbonisation plans and supplier engagement across Africa



Reported greenhouse gas emissions annually since 2019 to ensure transparency and accountability

Implemented energy-efficiency measures across office spaces, including retrofitting to LED lighting, to reduce operational emissions

Decarbonising our operations and supply chain

KPMG One Africa is applying the same Decarbonisation levers identified by our global network — focusing on areas we can directly control, such as energy efficiency in our buildings, and those we can influence, including business travel and supplier practices — while adapting them to Africa’s regional realities.

Buildings and procurement of renewable electricity

Across our firms, we are implementing energy-efficiency measures in office spaces, including retrofitting to LED lighting, and exploring renewable electricity procurement where infrastructure allows. These steps reduce operational emissions and strengthen resilience against energy market fluctuations.



Culture-based Initiatives

We launched the **Green Start Challenge** — an activity-based competition to inspire employees to adopt sustainability habits in their daily lives. Staff are encouraged to practice energy efficiency and other sustainable behaviors and progress tracked. This initiative not only reduces emissions indirectly but also builds a culture of accountability and awareness across our firms.



Supply chain (purchased goods and services)

On the supply chain side, we are embedding sustainability into procurement decisions and raising awareness among local suppliers. While many are still early in their ESG journey, our engagement and advocacy are helping to build alignment with global carbon reduction commitments.



Hybrid Working Arrangement

Introduced in 2021 as a response to COVID-19, hybrid working reduced commuting emissions by limiting the number of days employees traveled to the office. It also lowered energy consumption in office operations, since facilities did not run at full capacity on days with fewer staff. While leadership is reviewing future work models, the experience has demonstrated how flexible arrangements can contribute to emission reduction by cutting both travel and operational energy use.



Business Travel

Business travel remains a significant contributor to emissions across Africa. We are encouraging virtual collaboration, promoting alternative transport modes where feasible, and sharing best practices across our firms. These interventions demonstrate Africa’s commitment to Decarbonising operations and supply chains in line with KPMG’s net-zero ambition.

The use of private mass commute services provides an opportunity to reduce emissions associated with daily commuting by promoting shared transport in place of single-occupancy vehicle travel. As our approach to employee commuting data matures, we will seek to better understand and quantify the potential impact of such initiatives on Scope 3 emissions.



Smarter Ground Transportation



Through the implementation of Uber for Business, KPMG in South Africa are improving the visibility and management of employee ground transportation. The platform enables the consolidation of travel data, supports ride-sharing opportunities where practical, and allows for the adoption of lower-emission vehicle options as they become available. By replacing individual mileage claims and unmanaged travel with a centrally monitored solution, we can better understand, measure and reduce the carbon footprint associated with business travel.

Office Space Consolidation



Our Ghana and Nigeria offices have implemented procedures to limit energy use after official working hours. Staff working late are required to move into a common pool area instead of occupying entire office spaces. This measure reduces electricity consumption and lowers our Scope 1 and Scope 2 emissions, while maintaining a safe and collaborative environment for late-hour work.

Tracking Our Carbon Footprint

Understanding our greenhouse gas (GHG) emissions is fundamental to managing our environmental impact and supporting informed decision-making. Since 2019, KPMG One Africa has consistently measured and reported its operational greenhouse gas emissions as shown in the graph, strengthening the quality of our data and enhancing our understanding of the activities that contribute most to our carbon footprint. Scope 3 emissions reported in FY25 include Categories 1, 3, 4, 5, 6, 7 and 8. These categories were selected based on current data availability and reporting maturity.

The development of our emissions inventory has been guided by KPMG Global and South Africa sustainability priorities, alongside the availability of reliable emissions data and established calculation methodologies across our operations.

Using Data to Drive Action

Measuring emissions is only the first step. We use our greenhouse gas data to better understand emission trends across our operations and to identify practical opportunities for improvement.

Our ongoing efforts include:

Strengthening the quality and completeness of emissions data, Improving internal data collection and reporting processes, Increasing awareness of climate-related impacts across the firm, Identifying opportunities to reduce emissions through operational efficiencies, Supporting informed sustainability decision-making through reliable environmental data.

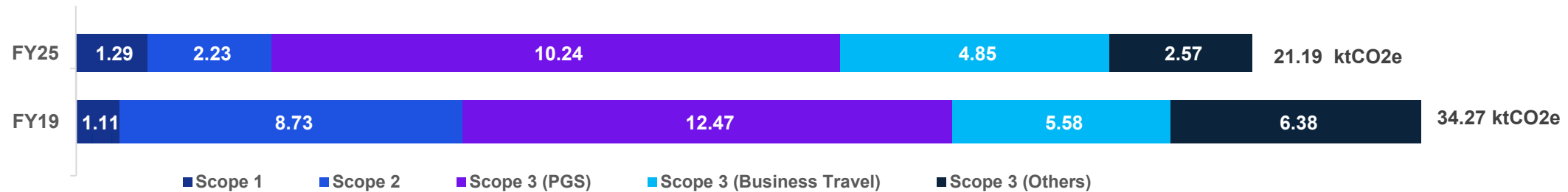
Looking Ahead

As climate expectations continue to evolve, KPMG in West Africa will continue to strengthen its emissions management approach while aligning with the broader ambitions of the KPMG Global network. Similarly in the East Africa and Southern Africa regions.

Future priorities include:

- Enhancing emissions data quality and coverage.
- Embedding climate considerations into operational decision-making.
- Identifying practical emission reduction opportunities.
- Supporting the firm's broader sustainability objectives through continuous measurement, monitoring and improvement.

Greenhouse gas emissions (market-based)



*** **Other reported categories** comprise Scope 3 Category 3 (Fuel- and energy-related activities), Category 4 (Upstream transportation and distribution), Category 5 (Waste generated in operations), Category 7 (Employee commuting), and Category 8 (Upstream leased assets). Reported Scope 3 emissions represent selected categories and do not constitute a complete Scope 3 inventory under the GHG Protocol.

Waste Management and Circularity

Effective waste management remains an important part of our efforts to reduce environmental impacts and promote more sustainable use of resources across our operations. During FY25, we continued to strengthen waste segregation practices by maintaining dedicated collection points across our offices and enhanced recycling partnerships with licensed vendors, supporting our broader circular economy ambitions.

A key milestone during the year was the launch of the inaugural KPMG Plastic Recycling Challenge in Nigeria, which encouraged our people to rethink waste as a resource and contribute to responsible consumption practices. Through this initiative, over 18,000 plastic bottles (369kg) were diverted from the waste stream for recycling, demonstrating how collective action can contribute to tangible environmental outcomes.

Working alongside recycling partners, the recovered materials were channelled back into productive use, reinforcing the value of circular solutions and supporting our commitment to a more resource-efficient and nature-positive future. Beyond the volumes collected, the initiative helped raise awareness of sustainable waste management practices and encouraged lasting behavioural change across our workforce. See our story:

Case Study

Our Plastic Recycling Challenge Story

Global Recycling Day - Celebrating Impact & Learning Session

Recycling champions

Meet Our Final Top 3 Champions

- Victoria Taiwo**
Dada
* 2024 1st Champion in 1st Round
- Stefanie Desasikin**
Dada
* 2024 2nd Champion in 1st Round
- Michael Adin**
Advisory
* 2024 3rd Champion in 1st Round

Princess Akpan Audit	Abubakar Balogun Advisory	Chinyere Madichie Tax	Ibukunoluwa Dada Audit	Ebelechukwu Igwe Audit	Favor Okoboshi Advisory
Adenike Yomi-Eassun	Uzo Nwankwo Audit	Cynthia Enwerem CSD	Saeed Akanbi Tax	Olatade Akingbola Advisory	Olutoyosi Adegun Audit
Oluwadamilola Olaseni Audit	Oluwaseun Hassan CRM	Ijeoma Uche Tax	Victor Nwaosha		



Helping clients navigate the sustainability transition

We continue to support organisations across West Africa in responding to evolving sustainability expectations, climate-related regulations and disclosure requirements. Through our multidisciplinary capabilities, we help clients strengthen governance, improve ESG performance and prepare for emerging reporting standards.

Our work during FY25 included:

Audit & Assurance

Building confidence in sustainability reporting, we supported sustainability assurance engagements and integrated climate-related considerations into assurance processes where relevant, helping enhance the transparency, reliability and credibility of ESG disclosures. We also assisted clients through our Ready for Assurance offering, helping them strengthen reporting processes and prepare for the increasing expectation that sustainability disclosures will be subject to assurance.

Advisory

Through our Advisory practice, we helped organisations translate sustainability commitments into action by strengthening ESG governance, improving reporting readiness, assessing environmental and social impacts, and building the data and capabilities needed to support informed decision-making and long-term value creation.

Tax & Legal

Against a rapidly evolving regulatory landscape, our Tax & Legal professionals helped organisations navigate emerging sustainability-related obligations, manage compliance risks and respond to the growing convergence of sustainability, governance and regulatory requirements.



Climate risk and Business Resilience

Helping organisations build resilience manage climate-related risks and unlock long-term value across Africa.



Our Commitment



Understand climate risks

Assess physical and transition risks across operations, assets and value chains



Support informed decisions

Embed climate considerations into strategy, governance and enterprise risk management



Improve transparency

Strengthen climate reporting aligned with IFRS S1, IFRS S2 and leading sustainability frameworks.



Climate resilience is no longer solely an environmental priority. It is a **business imperative** that enables organisations to anticipate risk, strengthen long-term value and support sustainable growth

Climate challenges across Africa

- Africa is increasingly experiencing the impacts of climate change, including rising temperatures, prolonged droughts, more frequent flooding and growing pressure on natural resources. These challenges are affecting communities, infrastructure and key sectors such as agriculture, mining, energy and financial services, making climate resilience a business priority across the continent.
- At the same time, evolving regulations, increasing investor expectations and climate-related disclosure requirements, including IFRS S1 and IFRS S2, are reshaping how organisations identify, assess and manage climate-related risks.
- By strengthening climate governance, embedding climate considerations into strategy and improving sustainability reporting, organisations can enhance resilience, create long-term value and contribute to Africa's sustainable development.

How KPMG One Africa supports clients



Climate Strategy

Embed climate into strategy and decision-making.



Enterprise Risk

Integrate climate risks into ERM frameworks and processes.



Climate Scenario Analysis

Assess resilience of business models under multiple scenarios.



IFRS S1 & S2 Readiness

Prepare for ISSB-aligned climate-related disclosures.



ESG Assurance

Provide assurance over sustainability and climate information.



Climate Transition Planning

Develop practical transition plans aligned with business objectives.

Biodiversity and Environmental Stewardship

Protecting and Restoring Natural Environments Across Africa



Our Commitment

Creating sustainable communities through environmental stewardship. Across Africa, our colleagues are taking practical action to support environmental sustainability, biodiversity conservation and climate resilience. Through tree planting, waste reduction initiatives, environmental clean-up campaigns and community-led sustainability projects, we are helping to create healthier environments while empowering communities to build a more sustainable future.

Key highlights from across Africa

Environmental sustainability remains a critical priority across the continent as communities respond to the impacts of **climate change**, **biodiversity loss** and increasing pressure on **natural resources**.

Through our Planet commitments, KPMG member firms across Africa are contributing to local solutions that deliver both environmental and social benefits.

In **Namibia**, colleagues partnered with Windhoek Central Hospital to enhance the hospital environment through the planting of 15 mango trees and a community clean-up initiative. The project improved green spaces, promoted environmental awareness and contributed to creating a healthier and more welcoming environment for patients, visitors and healthcare workers.

In **East Africa**, colleagues in Kenya and Rwanda continued their commitment to biodiversity restoration through tree planting initiatives. Since 2022, KPMG in Kenya has planted more than 10,000 trees, while KPMG Rwanda continues to support local greening efforts that contribute to climate resilience and environmental conservation.

In **Ghana**, colleagues are driving forward biodiversity restoration through tree planting initiatives. KPMG in Ghana has planted more than 2,000 trees at the Agomeda Chippa Forest in the Shai Osudoku District.

In **South Africa**, colleagues have transformed recyclable waste into eco-bricks since 2022, supporting the development of educational infrastructure through partnerships with community organisations. Eco-brick donations have contributed to classrooms, community gardens and the ongoing development of the Eco-Brick Green School Centre in Diepsloot, Johannesburg, demonstrating how environmental action can also create educational opportunities and community impact.

Collectively, these initiatives demonstrate how local action can contribute to broader environmental outcomes, helping to restore ecosystems, reduce waste, enhance biodiversity and create more sustainable communities across Africa.



- **10,000+ trees planted in Kenya since 2022**
- **Eco-bricks donated in South Africa annually since 2022**
- **15 mango trees planted at Windhoek Central Hospital**
- **Africa united through environmental action**

People Prosperity Planet Governance

Supporting and empowering our people to thrive
in an inclusive culture

“

Effective governance is the cornerstone of resilience and sustainable growth. At KPMG One Africa, strong governance enables us to navigate diverse challenges, drive innovation, and deliver long-lasting value to our stakeholders. We are committed to fostering trust, accountability, and positive impact for our people, clients, and communities across the continent.”

Prof. Ben Marx
KPMG One Africa
Governance Council
Chairman



Our Commitments



Act lawfully, ethically and in the public interest



Work against corruption in all its forms, including extortion and bribery



Respect human rights



Governance is Central to everything we do

Governance is central to KPMG One Africa's ability to build trust, deliver quality and support sustainable growth across the continent.



At the end of FY25, 13 member firms in 3 sub Saharan regions, concluded the clustering process, marking the launch of KPMG One Africa.

This milestone creates a more connected and collaborative organisation, strengthening consistency of service quality, cross-border capability, operational excellence and our ability to deliver long-term value for clients, people and communities.



A robust governance framework

KPMG One Africa has a robust governance framework that underpins our business across the region.



Our governance bodies comprise the Africa Governance Council (the highest governance body), which has responsibility for the oversight of the KPMG One Africa Executive Committee and supporting leadership structures. This framework promotes effective decision-making and helps align strategic direction with operational execution across Africa. It also ensures consistency with KPMG's global commitments, policies and professional standards.



Oversight through our OIP governance model



Our KPMG One Africa Our Impact Plan (OIP) governance model ensures clear accountability and focused delivery.



The Africa Governing Council, through the Executive Committee, approves the direction of our impact agenda and monitors progress against our commitments.



The Head of Corporate Affairs oversees KPMG One Africa's Impact Plan and acts as the liaison between the ExCo and the coordinating team, ensuring alignment, reporting and escalation.



The coordinating team, led by the OIP Lead, plans initiatives, mobilises volunteers, leads execution and tracks progress across sub-regions and pillars.



This governance approach helps embed accountability, transparency and measurable impact across KPMG One Africa.

Our structure and governance

KPMG One Africa has strong governance arrangements that support consistent service quality, strategic alignment and a unified regional platform that enables our member firms to deliver sustainable value across the continent.



FY25 integration and clustering outcome

In FY25, 13 countries in 3 *sub-Saharan regions concluded the clustering process to become KPMG One Africa. The milestone strengthens cross-border capability, operational excellence, quality consistency and growth across our markets.

*As defined by the World Bank/ IMF/UN/AFDB



Governance framework

KPMG One Africa's governance framework rests on clear structures and processes that underpin our business across the region. Our governance bodies comprise the Africa Governance Council and the KPMG One Africa Executive Committee. The Africa Governance Council is the highest body which oversees the KPMG One Africa Executive Committee that works closely supporting country and regional leadership structures. As part of its continued commitment to strong governance and enhanced independent oversight, the Africa Governance Council (AGC) will, from FY2026, include three Independent Non-Executive Members within its membership.

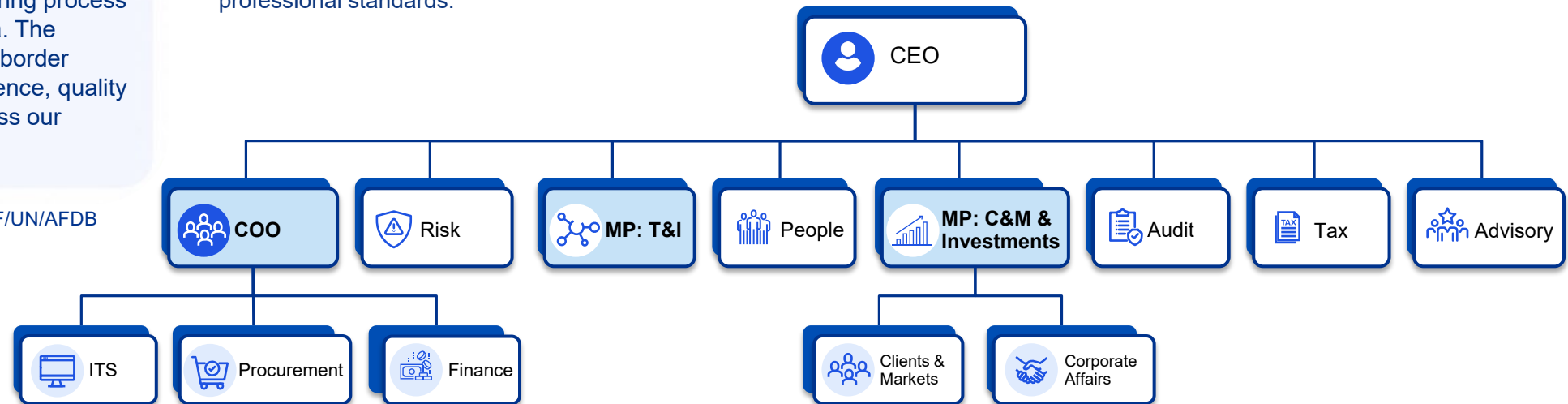
This framework aligns strategic oversight with operational execution and decision-making, while maintaining consistency with KPMG's global commitments, policies and professional standards.



Operating structure and OIP oversight

Selected Central Services functions operate under the KPMG One Africa Chief Operating Officer (COO).

Our governance model supports clearer accountability across functions and markets, helping us make better decisions and deliver on our commitments as set out in Our Impact Plan.



Note: During FY25, pending the conclusion of the KPMG One Africa clustering process, the above structure operated as an interim organisational structure.

Client confidentiality, information security and data privacy



Client confidentiality

Client confidentiality is fundamental to the trust our clients place in KPMG One Africa. We emphasise confidentiality across our network through the KPMG Global Code of Conduct and comprehensive firm policies on information security, confidentiality, personal information and data privacy. These frameworks set clear expectations for acceptable behaviour, the protection of client information and compliance with applicable data protection laws and regulations across all countries in which we operate.

We recognise that our people are central to safeguarding confidential information. All KPMG people in Africa are required to complete mandatory annual training on confidentiality, information protection and data privacy requirements. This training reinforces our shared responsibility to handle information appropriately, protect client data and uphold the trust placed in us by our clients and other stakeholders.



Cybersecurity and digital trust

Cyber landscape across Africa is evolving rapidly, with increasing reliance on digital technologies and the emergence of new AI-related risks. KPMG One Africa applies a structured and proactive approach to cybersecurity, guided by KPMG Trusted AI principles and strengthened by robust internal controls. We continuously enhance our cybersecurity controls to protect our systems and client data from evolving threats and vulnerabilities.

We invest in modern security technologies, including AI-enabled threat detection, to enhance our ability to prevent, detect and respond to cyber incidents. Regular cybersecurity awareness training and simulated exercises are conducted across the Africa network to help our people identify potential risks, make informed decisions and respond appropriately to incidents.

Our goal is to build a resilient digital environment that strengthens client trust and supports the responsible adoption of technology.



How we identify and manage risk

Risk management is embedded in our governance structures and day-to-day operations across Africa.

We apply a formal enterprise risk management (ERM) process based on identify, assess and manage. Risks are monitored on an ongoing basis and subject to oversight by country leadership and regional governance bodies, which provide challenge, guidance and assurance.

We share risk insights and learnings across our Africa network to help strengthen risk practices and support consistency in decision-making.

Our client and engagement acceptance processes are robust, aligned to our commitment to integrity, ethical conduct and sustainable development.

Risk identification and management



An integrated and consistent approach

Strong and effective risk management is critical to building resilient businesses and supporting sustainable economic growth across Africa. At KPMG One Africa, risk management is deeply embedded within our governance structures and day-to-day operations, enabling us to identify, assess, and respond to risks in a manner that fosters accountability, transparency, and long-term value creation.



Strong Leadership and Oversight

Across the region, leadership teams, including country leadership and regional governance bodies, play a pivotal role in overseeing risk management and addressing emerging risks proactively. This approach is especially vital given the diverse and evolving economic, regulatory, and social environments within which our member firms operate. By integrating risk management into every aspect of our operations, KPMG One Africa remains agile and responsive while continuing to deliver high-quality, trusted services to clients and communities.



Shared Insight and Stronger Decision-making

Risk insights are continuously shared across the Africa cluster, facilitating collaboration and supporting better-informed decision-making at both country and regional levels. This integrated approach equips KPMG One Africa to effectively address local challenges while upholding consistency in quality and standards across the region.

Where risk and Integrity come together



Where high-risk engagements are identified, enhanced review and governance processes are instituted at both country and regional levels



This reinforces accountability, preserves stakeholder trust and ensures that our operations contribute to Africa's institutions and communities



KPMG One Africa's risk management efforts reflect our commitment to promoting governance excellence, supporting resilience and advancing include growth across the continent



Together, we built trust, create value and shape a more sustainable future For Africa

Acting transparently with accountability and integrity



Our Commitment



Comply with applicable laws and regulations



Maintain zero tolerance for corruption, bribery and extortion



Embed integrity and accountability in decision-making



The **Code of Conduct**, **CARE** and other frameworks help our people apply our values and make ethical decisions with confidence.



KPMG One Africa is committed to the highest standards of professional behaviour and to serving the public interest in everything we do.



Our Global Code of Conduct sets out the commitments and responsibilities expected of every professional across KPMG One Africa, guiding how we work with one another, our clients and the public. We regularly review the Code so it remains a clear reflection of our principles and expectations.



Regular ethics and anti-corruption training is provided to our people and supported by practical guidance. The Annual “Integrity at KPMG” training includes a section on bribery and corruption – our policy, our approach, and awareness of red flags related to bribery and corruption.



KPMG One Africa maintains zero tolerance for corruption, bribery, extortion and facilitation payments in all interactions with clients, suppliers and public officials and supports global anti-corruption initiatives.



Across KPMG One Africa, member firms maintain robust processes to identify, assess and monitor risks relating to clients, suppliers and third parties.



These processes support informed decision-making, help prevent bribery and corruption, and ensure compliance with applicable laws and regulations. Africa, acting with integrity is not optional, it is expected every day.



We encourage our people, clients and stakeholders to speak up when they have concerns. Reports can be made confidentially and without fear of retaliation through established reporting channels.



Incidents inconsistent with our Code or Values are taken very seriously. Where appropriate, remedial action may include strengthening controls, updating processes, additional training or disciplinary measures.



By acting with integrity, being accountable and upholding high ethical standards, we strengthen trust, protect our reputation and contribute to sustainable growth across Africa. At KPMG One Africa, acting with integrity is not optional, it is expected every day.

Strengthening an ethical culture across Africa

KPMG One Africa is committed to the highest standards of integrity and ethical behaviour. Our approach is guided by our values, global policies and a strong culture of doing what is right.

Zero tolerance for bribery and corruption



KPMG One Africa maintains a zero-tolerance approach to bribery, corruption and extortion. This commitment is embedded in the KPMG Global Code of Conduct and supported by the Global Quality & Risk Management Manual (GQRMM) which sets out the firm's policy and approach to preventing bribery and corruption across the Africa cluster.

Annual integrity training



All professionals complete the annual integrity training at KPMG program which includes dedicated modules on

- Bribery and corruption policies
- KPMG's approach to preventing bribery and corruption
- Awareness of bribery and corruption red flags.



Strengthening an ethical culture

Throughout FY25, KPMG One Africa continued to reinforce its ethical culture through:

- Monitoring ethical culture through the annual Global People Survey (GPS)
- Participation in the Global Ethical Culture Survey
- Annual ethics training delivered through global online learning and workshops
- Leadership communications reinforcing ethical expectations
- Global Values Week awareness activities
- Annual review of the Global Code of Conduct• Adoption of the CARE Ethical Decision-Making Framework.
- Ethics competency assessments for senior hires and colleagues promoted to Associate Director or Partner
- Annual monitoring of training assessment integrity through sampling and testing
- Quarterly reporting on ethics, culture and programme initiatives to the One Africa Risk Management Partner



Measuring ethical Culture

KPMG One Africa measures the effectiveness of its ethics programme through:

- Annual Global People Survey (GPS)
- Global Ethical Culture Survey



Responsible supplier governance

Supplier relationships are managed through KPMG's risk management procedures. Where applicable, contractors are also required to complete ethics training, helping reinforce ethical expectations throughout the firm's value chain.



Speak Up culture

KPMG One Africa promotes a culture where colleagues are encouraged to raise concerns about unethical or illegal behaviour. This is emphasised in our annual trainings as well as during member firms' and KPMG One Africa's connect sessions.



94% of KPMG One Africa colleagues believe speaking up is the right thing to do.

Respecting human rights



Our Commitment

Respect human rights

KPMG One Africa is committed to respecting and promoting human rights across the continent. Guided by the United Nations

Guiding Principles on Business and Human Rights, we strive to uphold the dignity and rights of all people while supporting inclusive and sustainable development in the communities where we live and work.



KPMG One Africa works to **identify and address potential human rights risks** within our operations and across our supply chains. We place particular focus on issues that are most relevant to the African context, including modern slavery, forced and compulsory labour, and child labour.



Our approach is practical and responsive to the varied regulatory and socio-economic contexts across Africa. **We engage with our people, suppliers and other stakeholders** to understand and manage risks, implement mitigating actions, and drive continuous improvement.



Due diligence and responsible sourcing remain key priorities as we seek to embed human rights considerations in our decision-making and business practices across the continent.

Modern slavery in the supply chain



While the professional services sector is not always viewed as a high-risk industry, our supply chains can still present heightened human rights risks, particularly in regions and sectors where governance and labour standards may be weaker.



We continue to enhance our supplier due diligence processes to identify and assess modern slavery risks, raise awareness across our organisation, and collaborate with suppliers to embed responsible practices and mitigate risks.



Case Study

Strengthening responsible sourcing across Africa

KPMG One Africa is working with key suppliers to build capacity, share best practices and drive continuous improvement in labour standards and responsible business conduct.



Our Supplier Code of Conduct



Adoption of the Code

Adoption of the Code remains a priority for all third-party supplier arrangements, unless suppliers have a substantially similar code of conduct.



Rising Concerns

The Supplier Code of Conduct specifically references that the KPMG International hotline is open to our suppliers' workforces to report any potential unethical behaviour experienced, without any form of retaliation, while engaged in the fulfilment of a KPMG contract.



Supplier risk escalation process

KPMG One Africa does not tolerate unethical practices or behaviours by our suppliers. We apply a formal supplier risk decision framework to manage and respond to such risks.



Governance Escalation

The framework enables governance escalation of any serious supplier-related matter to the GMT or relevant leadership. This includes assessing the risk presented and the mitigating steps required, which could include requesting the supplier to make changes, limiting the goods or services they provide, re-assessing the supplier relationship, or terminating the contract.

Advancing ethical business practices



KPMG One Africa continues to advance ethical business practices and sustainability principles through the KPMG International Supplier Code of Conduct. The Code guides our suppliers to meet the highest standards of ethical conduct, human rights, inclusion and environmental stewardship.

Sustainable procurement and Responsible partnership



KPMG One Africa has a sustainable procurement policy that encourages our suppliers to embrace sustainability standards and practices that support responsible business, environmental stewardship and long-term value for our clients, people and communities.

Governance, risk and continuous Improvement



The governance framework creates a clear process to escalate any serious supplier-related matter to the GMT or relevant leadership. This ensures risks are assessed and actioned appropriately to protect our clients, people and the broader communities in which we operate.





Looking Ahead

FY25 marked an important year for KPMG One Africa as we strengthened collaboration across the sub-regions, while embedding our commitments to our OIP pillars, prosperity, people, planet and governance.

As we look ahead, we remain committed to creating long-term value for all our stakeholders, including our people, clients and the communities in which we operate. Our overall aim is to uphold the highest standards of quality, integrity and professional excellence.

Together, we will continue to inspire confidence and empower change across Africa.

In this document, KPMG One Africa refers to the KPMG firms in the Southern, East, and West Africa regions that in September 2025 have been integrated through an overarching governance structure housed in a Mauritius entity, KPMG One Africa LLP. These are comprised of 13 countries from the 3 regional clusters, i.e. Southern Africa: Botswana, Mauritius, Mozambique, Namibia, South Africa, Zambia, and Zimbabwe; East Africa: Kenya, Rwanda, Tanzania, and Uganda; West Africa: Ghana, and Nigeria.

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