



# Tax & People Services Business School

January 2017

[KPMG.com/ng](http://KPMG.com/ng)



**KPMG Advisory Services**

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Dear Sir/ Madam

Thank you for your interest in our training programmes.

As you may be aware, the KPMG Tax & People Services Business School offers a variety of training programmes aimed at equipping participants with requisite knowledge and skill to improve their technical skills and add value to the organisations they work for. We currently conduct our learning and development services via open training programmes or in-plants. Our open training programmes provide participants the opportunity to network with individuals in diverse industries, and learn from industry-specific issues discussed during the interactive sessions of the training programmes. They also afford companies the opportunity to identify, in advance, the relevant training programmes for their employees based on identified training needs. On the other hand, the in-plant training programme is specifically tailored to meet the organisation's specific training need(s). Regardless of your choice of training type, KPMG will offer you an invaluable learning experience.

Beyond an understanding of key concepts, we understand that true value is added when our participants are able to apply these ideas to their roles in their current work practices. To achieve this objective, our team of facilitators are seasoned professionals who:

- possess local and international industry and technical knowledge of the Tax, Reward, Transfer Pricing, and Immigration practices in Nigeria;
- understand the workings of the local tax and regulatory authorities;
- have experience as leading advisers in Nigeria; and

- have core competencies in providing sundry technical and soft-skill related training programmes.

Also, our training sessions are interspersed with examples to work through, experience sharing, mini-quizzes, and oral Q&A to build a participative, easy-to-absorb, compelling session. At the end of the training programme, we provide copies of the presentation and pieces / extracts of the Nigerian tax laws, as may be required. We also follow up with participants one month after each training programme to confirm that they have been able to apply the principles taught to their roles.

We are pleased to state that all our open Tax training programmes have been accredited by the Institute of Chartered Accountants of Nigeria (ICAN). Therefore, participants who are members of ICAN will accrue **9 MCPE credits each**, for attending any open Tax training programme.

The following pages contain the training calendars and brochures for our open training programmes. We believe that you (and your organisation) will find the training programmes very impactful, and look forward to receiving your nominations **here**. Feel free to contact us on **[KPMGTaxAndPeopleSrvcsTraining@ng.kpmg.com](mailto:KPMGTaxAndPeopleSrvcsTraining@ng.kpmg.com)** if you require information on our customized training programmes.

Yours faithfully

**Adewale Ajayi**

*Partner, Tax, Regulatory and People Services*

A photograph of a modern glass skyscraper at sunset. The building's windows are illuminated from within, reflecting the orange and yellow light of the setting sun. The KPMG logo is prominently displayed on the top section of the building. The sky is a mix of deep blue and orange, with some clouds. In the foreground, there are silhouettes of palm trees and other tropical vegetation.

**KPMG**

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# Managing Expatriate and Immigration Issues



## Course Overview

The passage of Nigeria's Immigration Act 2015 by the Federal Government and subsequent policy changes by the Federal Ministry of Interior on expatriate engagement and management, has changed the mobility landscape in the Nigerian business environment. Consequently, the ability to properly address mobility/assignment issues is a prerequisite for those responsible for managing the immigration desk.

While some organizations still pay little or no attention to their immigration portfolio, those who understand the current dynamics have realized that unregulated cross-border deployment of personnel can have social,

financial and reputational implications. Comprehensive, transparent and coherent approaches to immigration processes and procedures will have positive impact on business. It cannot therefore be business as usual, especially given the penalties prescribed for non-compliance with the provisions of the Immigration Act.

This training programme will enhance the knowledge of participants and their ability to deliver robust migration and mobility support to their respective organisations.

The programme will focus on the following key concepts/issues, among others:

- Overview of the Immigration Act 2015
- Assignment preparation and relocation
- Various visa types
- Documentation requirements for expatriates coming into Nigeria
- Avoiding quota trafficking and delays in processing
- documentation at the immigration office
- Tax compliance and reporting
- Documentation requirements for immigration and/or tax purposes
- Practical tips for managing expatriates residence and employment in Nigeria.

Fee	Timing
N100,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Date :</b> 8 November 2016 7 February 2017 9 May 2017 <b>Time :</b> 09:00 AM - 05:00 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Global Mobility Coordinators, Human Resource Practitioners and other professionals involved in immigration compliance and management of expatriates' documentation.

## Key Facilitators and Resource Persons



### **Nike Yomi-Faseun**

Associate Director, People Services

Nike has extensive experience in immigration advisory and compliance services, contract personnel recruitment and administration, cost of living survey, payroll management and country briefing. She has oversight role over the KPMG Business Services (KBS) group for the provision of immigration and other related business support services. Nike holds an MBA and is also a Fellow of the Institute of Payroll Administrators in Nigeria.



### **David Uzosike**

Manager, People Services

David specializes in the provision of immigration advisory services, real estate and property acquisition, cost of living survey, recruitment, payroll management, country briefing and events management. He has provided advisory services to clients across a wide range of industries including Aviation, Oil and Gas, Power and Telecommunications. David holds a Bachelors Degree in Psychology and is a Fellow of Institute of Payroll Administrators in Nigeria.



### **Bukunmi Olaniyonu**

Manager, People Services

Bukunmi has extensive experience in immigration advisory services, cost of living survey and country briefing. He has provided advisory services to clients across a wide range of industries including Consumer Markets, Aviation, Oil and Gas, Power, Information Technology as well as Advertising and E-Commerce. Bukunmi holds a Bachelors Degree in English Language and is a member of the Chartered Institute of Personnel Management of Nigeria (CIPM).

## For nominations and further enquiries, please contact:

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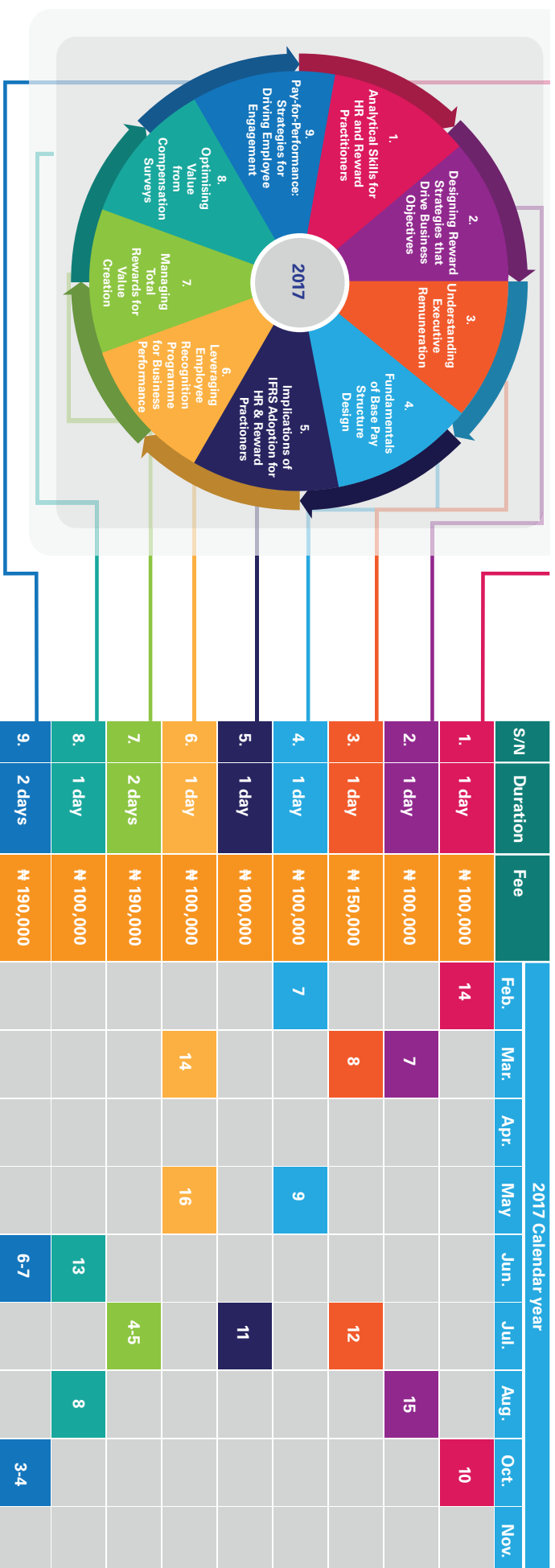
**E:** bukunmi.olaniyonu@ng.kpmg.com

### **Jennifer Nwaozuzu**

**T:** +234 812 831 8844

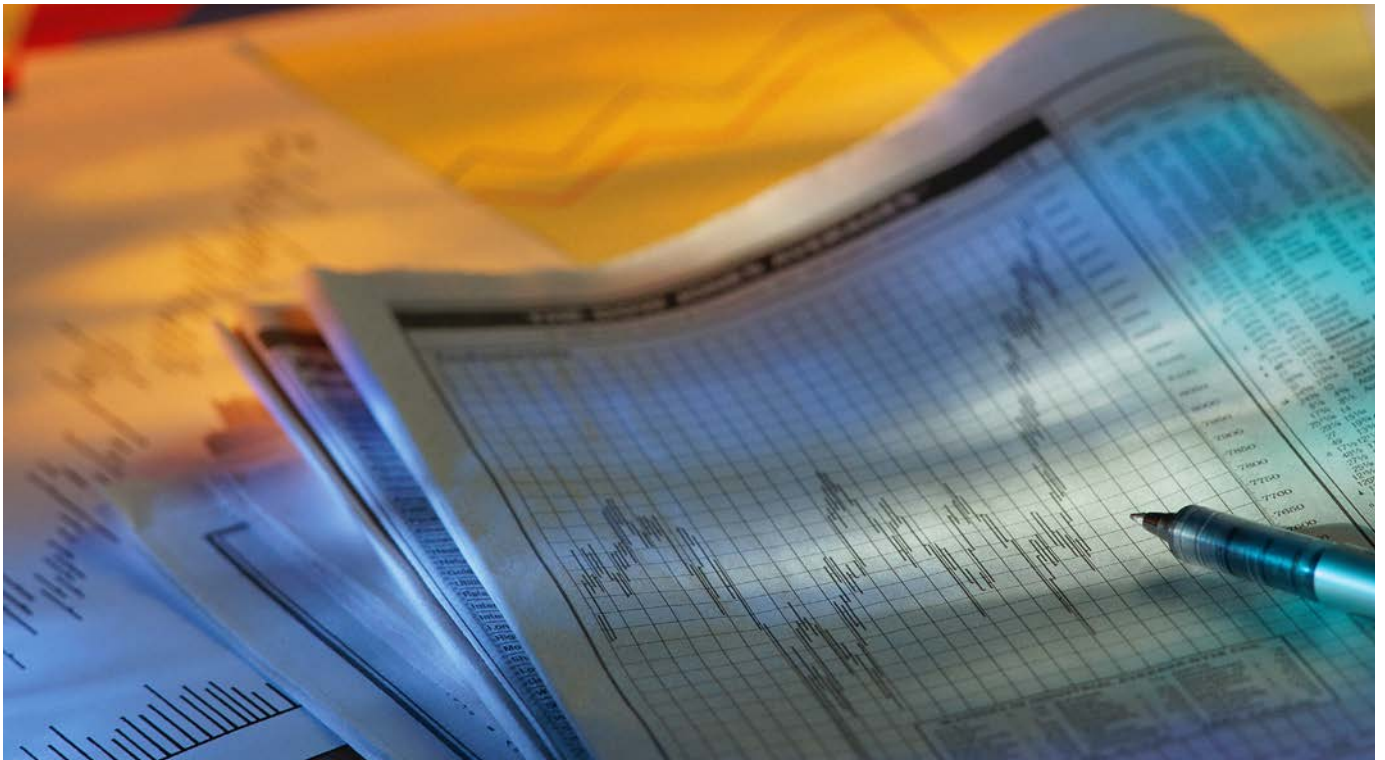
**E:** jennifer.nwaozuzu@ng.kpmg.com

# 2017 Calendar



Our training programmes have been accredited by the Institute of Chartered Accountants of Nigeria (ICAN). Therefore, participants who are members of ICAN will accrue 9 MCPE credits per training programme attended. We offer group discount of 5% for 3 to 4 participants and 10% discount for 5 or more participants.

# Analytical skills for HR and Reward Practitioners



## Course Overview

The HR profession has evolved from being perceived as a mere support function to a key partner, facilitating the achievement of strategic business objectives. Senior policy makers continue to ask HR professionals to prove the value of HR programmes to the company's bottom line. Unfortunately, HR seems to be lagging behind in its ability to demonstrate value-add to the business, when compared to other functions that periodically provide insightful and quantitative information to support effective decision making. The missing link is HR's inability to speak the language of business, to speak using numbers, to use HR metrics to make an argument.

Given the increasing emphasis on cost optimisation and efficiency, HR and Reward professionals need to demonstrate that rewards and other HR programmes

are aligned with business objectives and that the expected gains outweigh the related cost. As staff cost is typically a huge expense item in the company's books, management and other stakeholders want HR to justify programmes before committing resources. For HR and Reward proposals to succeed with management, HR practitioners need to speak the language of business and demonstrate how the proposed programmes will impact business results.

In addition, the increasingly complex business environment and growing diverse needs of employees, require HR and Reward professionals to adopt a comprehensive approach as well as deploy diverse skills to enhance their ability to meet expectations of various stakeholders.



The objectives of this course are to:

- Equip HR and Reward practitioners with the knowledge and skills to use HR metrics to measure and communicate effectiveness of Reward and HR programmes
- Enable HR practitioners demonstrate the link between investments in people and related business results as well as alignment of HR programmes to business strategy
- Enhance HR's ability to successfully make a case for initiatives that can potentially drive business results
- Learn how to build metrics; understand financial statements; and enhance their knowledge and use of MS Excel to achieve effectiveness and efficiency, as well as perform day-to-day analyses
- The changing role of HR
- Review of Total Rewards and its elements
- Appreciating staff cost as a significant item in the financials
- Introduction to HR and Reward metrics
- Thinking like an investor – a look at some of the key considerations of investors and investment decisions
- Excel tools for enhancing effectiveness
  1. Importance of Excel skills in using metrics, analyzing data and enhancing effectiveness
  2. Essential Excel calculations, functions and charts, viewing multiple windows of the same worksheet, learning functions through Excel help
- Understanding the financial statements
  1. Financial statements as language of business and investors
  2. High level understanding of accounting / accounting records / business transactions.
  3. Developing a high level understanding of key aspects of financial statements: Statement of Financial Position, Statement of Comprehensive Income, Notes to the accounts.
- 4. Highlight of relevant aspects of annual reports for HR and Reward practitioners
- 5. How to compute key financial ratios and review of key financial size and performance indicators / ratios
- 6. Suitable financial indices per industry sector.
- How to build metrics
  1. Steps in building HR metrics
  2. Examples of how leading organisations have adopted metrics to achieve strategic business objectives
- Using metrics to evaluate reward and other HR programmes
  1. What should be measured?
  2. Examples of HR metrics e.g. key performance indicators, cost effectiveness measures, Reward measures etc.
  3. Selecting appropriate metrics for use
  4. Trend analysis and employee satisfaction surveys

Fee	Timings
<p>N100,000 per participant, exclusive of VAT  5% discount for 3 to 4 participants and 10% discount for 5 participants and above</p>	<p><b>Duration :</b> 1 Day  <b>Dates :</b> February 14, 2017  October 10, 2017  <b>Time :</b> 09:00 AM - 05:00 PM</p>
Venue/ Location	Who Should Attend?
<p>KPMG Tower  Bishop Aboyade Cole Street  Victoria Island,  Lagos, Nigeria.</p>	<ul style="list-style-type: none"> <li>• HR and Reward practitioners</li> <li>• Managers and team leads who typically act as champions and role models &amp; mentors for their team members</li> <li>• Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes</li> <li>• Union members who need to improve their knowledge of Rewards and how it affects union members</li> <li>• Senior and executive management roles that need to enrich and broaden their knowledge on Rewards</li> </ul>

# Designing Rewards Strategies that Drive Business Objectives



## Course Objectives

A company's reward strategy is its approach to combining the five reward elements: Compensation, Benefits, Work-Life balance, Performance & Recognition and Development & Career Opportunities to enhance its Employee Value Proposition. Employers of choice design their reward strategies to enable them attract, retain and motivate the talents required to achieve business objectives.

*"A company's ability to execute business strategy is directly related to its ability to attract, retain, motivate and develop people"* (Arthur Sika, DHC Conference Oct 2011). To help in achieving business objectives, a reward

strategy must be strongly aligned to business and HR strategies.

The objective of this programme is to equip HR and Reward practitioners with the knowledge and skills for weaving reward strategies that are tailored to their business needs and help drive employee and business performance.

## Course Outline:

- Overview of the concept of Total Rewards (TR) and the TR Model

- Understanding the TR strategy and relationship with HR strategy
- Understanding the link between Reward strategy and the business (e.g. business life cycle, industry business dynamics, scarcity of talents, business focus such as cost optimization, employee profile etc.)
- Examination of different organizational culture and business structure and Rewards strategy.
- Explain the process for designing a TR strategy
- Identify the benefits of an articulated Rewards strategy
- Weaving a Rewards strategy that enhances differentiation in the pay market
- Understanding the cost implication of Rewards
- Measuring effectiveness of Rewards strategy

### Fee

N100,000 per participant, exclusive of VAT  
5% discount for 3 to 4 participants and 10% discount for 5 participants and above

### Timing

**Duration :** 1 Day  
**Date:** March 7, 2017  
August 15, 2017  
**Time :** 09:00 AM - 05:00 PM

### Venue/ Location

KPMG Tower  
Bishop Aboyade Cole Street  
Victoria Island,  
Lagos, Nigeria.

### Who Should Attend?

- HR and Reward practitioners
- Managers and team leads who typically act as champions and role models & mentors for their team members
- Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes
- Union members who need to improve their knowledge of Rewards and how it affects union members
- Senior and executive management roles that need to enrich and broaden their knowledge on Rewards



# Understanding Executive Remuneration



## Course Overview

Since the global financial meltdown of 2008/09, shareholders, regulators and the public have placed increased scrutiny on Executive Remuneration. The main driver is the need to curtail excessive risk-taking at the expense of long term value creation and sustainability, ensure better alignment of interests, and a stronger link with corporate performance. Against this backdrop and other developments in the fast-changing landscape, companies still have to develop executive packages that are competitive enough to attract, motivate and retain top executives that will lead and drive strategic objectives and grow the business.

The objective of this training programme is to equip members of Board Remuneration Committees and HR

Professionals with the knowledge and critical skills for designing executive remuneration packages that meet the needs of all stakeholders, while striking a balance between the short term and long term.

## Course Outline

1. Elements of Executive Remuneration
  - Executive Benefits Program
  - Overview of Incentive Plans
    - Design Mechanics
    - Performance Measurement
    - Quantum of Payout
    - Guaranteed vs Performance-based bonus
    - Mode of Delivery - Cash vs Stock

2. Overview of Retirement Benefit Plans
  - Types of retirement benefit plans i.e. pension, gratuity, severance
  - Payment triggers e.g. change in control, termination clauses etc.
3. Factors affecting Executive Remuneration
  - External factors - market practices, relevant legislation
  - Internal factors - size, culture, business model and life cycle, etc.
4. Trends in Executive Remuneration
  - Claw-back Policy
  - Shareholders' Say-on-Pay
  - Pay-for-Performance
  - Deferred Compensation
  - Corporate Governance
  - Disclosure Requirements
5. Role of Board Remuneration Committees
6. Accounting, Tax and Regulatory Considerations
7. Designing and Implementing Executive Remuneration Strategy
  - Understanding the link between executive compensation strategy and the business strategy
  - Understanding the process of designing an Executive Compensation Philosophy
  - Understanding the cost implication on Executive Pay Programs
  - Complying with global best practices and corporate governance requirements
  - Evaluating the effectiveness of Executive Remuneration Strategy

Fee	Timing
N150,000 per participant, exclusive of VAT 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Date:</b> March 8, 2017 July 12, 2017 <b>Time :</b> 09:00 AM - 05:00 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	<ul style="list-style-type: none"> <li>• Directors</li> <li>• Remuneration Committee members</li> <li>• HR Professionals</li> <li>• Top Finance Management functions</li> </ul>

# Fundamentals of Base Pay Structure Design



## Course Objectives

Base pay is the foundation on which other elements of reward are built and it plays an important role when designing the remuneration framework of any organisation. During the design process of a base pay structure, an organisation needs to consider internal and external factors to achieve market competitiveness and internal equity.

There is also the continuous search for the “*magic formula*” that will address the challenge of paying people in a manner that elicits their best and retain key skills / talent to produce outstanding results.

Questions that HR practitioners will need to answer include:

- What pay structure is best for my organization (or a portion of the organization)?
- What remuneration mix fits the employees (or a category of employees)?
- How can I develop a pay structure that is effective and affordable for the business?

To address these challenges, there is the need to understand the underlying design principles and approaches that can proffer solutions to the issues. Learning the skills for designing pay structure will ensure that your pay plans are aligned with your corporate goals and pay philosophy.

This programme aims to equip participants with knowledge to establish, maintain and strategically alter base pay programmes, to best achieve unique objectives regarding cost management.

### Course Outline:

- Overview of base pay structure design
- Steps in designing a base pay structure
- How to manage employees' pay using the base pay structure
- Practical applications of a base pay structure
- Guidelines for addressing the impact of pay reviews

Fee	Timing
N100,000 per participant, exclusive of VAT 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Date:</b> February 7, 2017 May 9, 2017 <b>Time :</b> 09:00 AM - 05:00 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	<ul style="list-style-type: none"><li>• HR and Reward practitioners</li><li>• Managers and team leads who typically act as champions and role models &amp; mentors for their team members</li><li>• Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes</li><li>• Union members who need to improve their knowledge of Rewards and how it affects union members</li><li>• Senior and executive management roles that need to enrich and broaden their knowledge on Rewards</li></ul>



# Implications of IFRS Adoption for HR & Reward Practitioners



## Course Objectives

IFRS adoption is spreading very fast, as a globally accepted international accounting standard. In Nigeria, the take-off dates for the Standard were:

- Listed companies – January 2012;
- Non-listed companies – January 2013;
- Small and medium scale enterprises – January 2014.

The new accounting standard introduces sweeping changes and new challenges that span all functions in an organization, including HR.

This course is designed to equip HR and Reward practitioners with the knowledge and skills required to effectively discharge their changing responsibilities upon adoption of IFRS.

## Course Outline

- Overview of accounting standards and standards organizations
- General knowledge of developments related to IFRS adoption in Nigeria
- Broad overview of accounting and its purposes
- Knowledge of the relevant IFRS standards that directly impact HR and Rewards, including comparison with existing Nigerian Accounting Standards – IFRS 2 (Share- Based Payments); IAS 19 (Employment Benefits); IAS 26

(Accounting and Reporting by Retirement Benefit Plans)

- IFRS valuation and reporting requirements for pay plans such as benefits, share based schemes, short term incentives, termination benefits, defined benefits and contribution retirement plans, etc
- HR and Rewards practitioners' role in valuation and reporting requirements of IFRS
- Compensation plan areas that might require revision in the light of IFRS adoption
- Other roles of HR such as providing skills assessment, training, recruitment of talents to drive company's IFRS plan and strategy, communication of any changes to employees

Fee	Timing
N100,000 per participant, exclusive of VAT 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Dates :</b> July 11, 2017 <b>Time :</b> 09:00 AM - 05:00 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	<ul style="list-style-type: none"> <li>• HR and Reward Practitioners</li> <li>• Managers and team leads who typically act as champions and role models &amp; mentors for their team members</li> <li>• Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes</li> <li>• Union members who need to improve their knowledge of Rewards and how it affects union members</li> <li>• Senior and executive management roles that need to enrich and broaden their knowledge on Rewards</li> </ul>

# Leveraging Employee Recognition Programme for Business Performance



## Course Objectives

In a bid to overcome the prevailing harsh economic climate while maintaining a competitive advantage, organizations are increasingly under immense pressure to achieve more with less. At a time when cost is a big issue for businesses, intangibles, such as employee recognition programmes, remain a powerful cost effective tool for enhancing employee morale and boosting contribution to the workplace. It has been proven over time that employee recognition has the greatest value, yet costs little or nothing to implement!

Given the intrinsic nature of employee motivation,

recognition remains one of the most effective ways to ignite the fire within. Based on research, there is a strong positive correlation between recognition, employee motivation and business performance. Organisations with strategic recognition programmes have better engaged, motivated and satisfied employees.

This goes to show that recognition holds an important value proposition for motivating and retaining key employees, if properly designed and implemented. Maintaining an environment in which recognition is encouraged is one of the trademarks of great

organisations that are truly committed to their people and achieving business results.

The true test of an effective recognition programme is whether and to what extent it contributes to institutionalizing a culture of appreciation within an organization and which makes the employee feel valued and reinforces desired behaviors.

The objective of this course is to equip HR practitioners with the knowledge, skills and innovative ideas for designing, enhancing and successfully implementing a recognition programme, which promote behaviours that directly support business objectives.

### Course Outline:

- Introduction
  1. Overview of recognition
  2. Forms of recognition plans
- Guidelines for designing an effective recognition programme
  1. Structuring a conducive operating environment for recognition programmes
  2. Design process for recognition programs
- Issues and challenges in recognition
- Global recognition practices

Fee	Timing
N100,000 per participant, exclusive of VAT 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Dates :</b> March 14, 2017 May 16, 2017 <b>Time :</b> 09:00 AM - 05:00 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	<ul style="list-style-type: none"> <li>• HR and Reward practitioners</li> <li>• Managers and team leads who typically act as champions and role models &amp; mentors for their team members</li> <li>• Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes</li> <li>• Union members who need to improve their knowledge of Rewards and how it affects union members</li> <li>• Senior and executive management roles that need to enrich and broaden their knowledge on Rewards</li> </ul>



# Managing Total Rewards for Value Creation



## Course Objectives

Total Rewards (TR) take a holistic view of everything that is of value to the employee in an employment relationship. Therefore, depending on the value the employees perceive in TR, they can be motivated to deliver superior results. Interestingly, employees say it is the intangibles that are most important to them. Apart from compensation and benefits, therefore, employers need to pay attention to intangibles such as work-life balance, career and growth opportunities,

in managing their TR plans to motivate high performance.

This course focuses on adopting a holistic approach to managing total rewards to create value for an organization. It also examines the role of managers and team leads in driving the organisation's reward programmes to optimize value for the employee and results for the business.

## Course Outline:

- Understanding the concept of TR and its basic building blocks
- Designing and maintaining a pay structure that delivers internal equity and external competitiveness
- Using variable pay to drive performance at individual, team and organizational levels
- Understanding the types of short and long term incentives and the key design features
- The role of managers and team leads in using total rewards to drive performance and engagement
- Current developments in TR
- Appreciate benefits & work-life portfolio and their elements
- Introduction to merit pay
- Recognition plans and their potential impact on driving employee performance and reinforcement of values and desirable behaviours
- Valuing and costing TR programmes
- Measuring Return on Investment for TR
- Tax implications for TR (current and tax amendment bill)

Fee	Timing
N190,000 per participant, exclusive of VAT 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 2 Days <b>Date:</b> July 4- 5, 2017 <b>Time :</b> 09:00 AM - 05:00 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	<ul style="list-style-type: none"> <li>• HR and Reward practitioners</li> <li>• Managers and team leads who typically act as champions and role models &amp; mentors for their team members</li> <li>• Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes</li> <li>• Union members who need to improve their knowledge of Rewards and how it affects union members</li> <li>• Senior and executive management roles that need to enrich and broaden their knowledge on Rewards</li> </ul>

# Optimizing Value from Compensation Surveys



## Course Objectives

The results of the 2014/15 KPMG HR policies and practices survey showed that 77% of respondents utilise some form of market survey or the other in taking pay decisions. The high percentage underscores the importance of aligning reward strategy to market practice (where appropriate). To optimize value from compensation surveys, the Reward and HR practitioners need to understand how to read remuneration survey reports and take informed decisions that will enhance their company's success. It is therefore important for Reward and HR practitioners to be savvy and knowledgeable in optimizing value from compensation survey results. This will ensure that the right talents are rewarded and retained while managing the exposure to costs and risk to your company.

This training programme is designed to help you answer the following questions: How do you make the most out of the surveys you conduct? How does the survey process work and how do you interpret the results? How do you ascertain the reliability and validity of the survey information? How do you ensure that all pay items are captured and properly valued? How do you use results from multiple surveys? How is the job correlation / matching carried out – are “apples” compared with “apples”?

This training programme provides insight into key aspects of compensation surveys – keys to comprehensive data collation, job matching process and leveraging the survey results in defining competitive, affordable and sustainable pay levels.

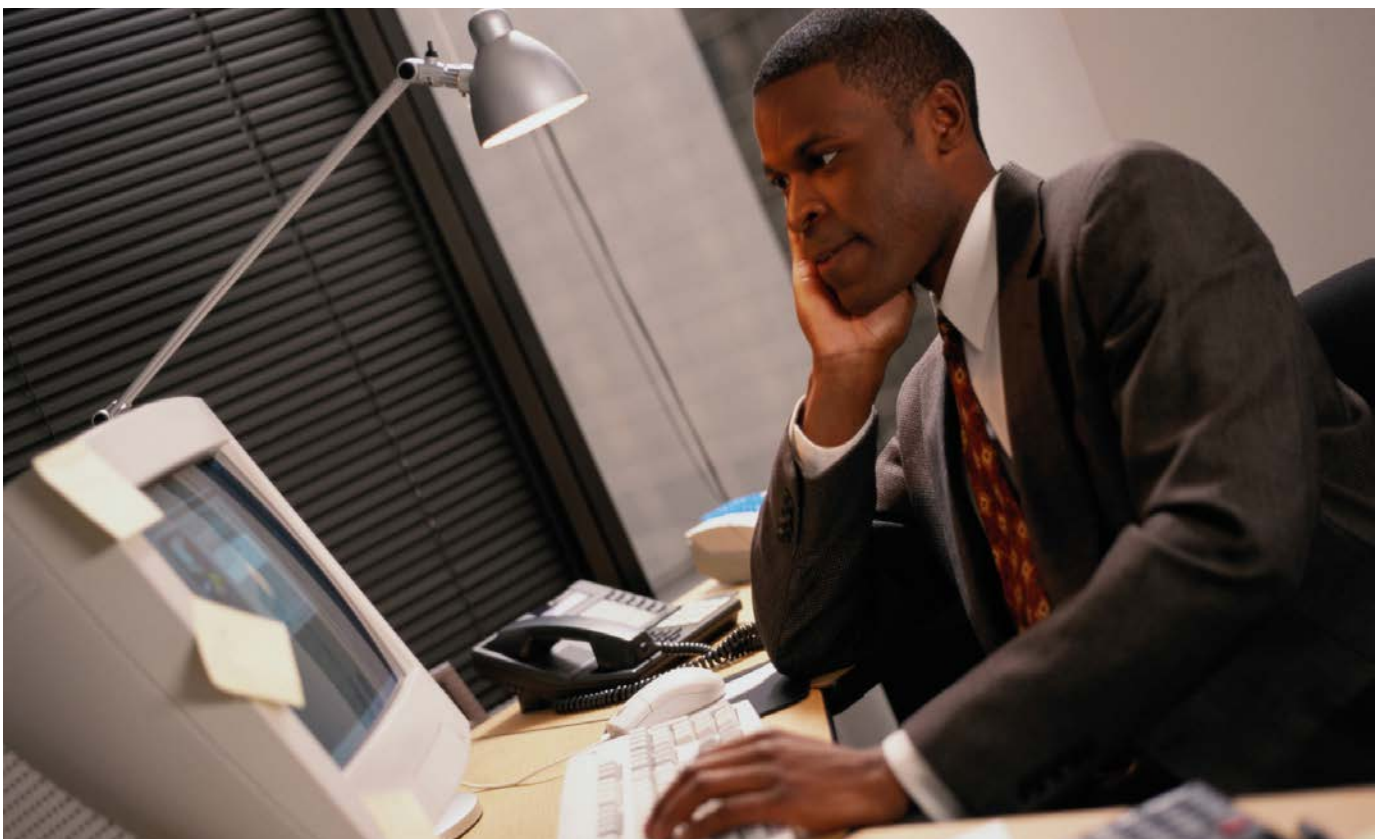
## Course Outline:

- Overview of a remuneration survey exercise
  1. Types of surveys
  2. Frequency of conducting surveys
- The total Reward model and approach to surveys
- Confidentiality of compensation data and relevant information
- Defining a comparator group
  1. Factors to consider
  2. Number / quality of comparators
- Understanding the job matching process
  1. Factors to consider
  2. Job evaluation
  3. Types of job grading systems
- Position vs grade level approaches
- Interpreting survey results
- Understanding statistical tools: percentiles, standard deviation
- Making use of the results from multiple surveys
- Leveraging survey results
  1. Costing pay reviews
  2. Identifying employees' position in range
  3. Communicating results to management and employees
  4. Adjusting pay ranges

Fee	Timing
N100,000 per participant, exclusive of VAT 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Dates:</b> June 13, 2017 August 8, 2017 <b>Time :</b> 09:00 AM - 05:00 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	<ul style="list-style-type: none"> <li>• HR and Reward practitioners</li> <li>• Managers and team leads who typically act as champions and role models &amp; mentors for their team members</li> <li>• Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes</li> <li>• Union members who need to improve their knowledge of Rewards and how it affects union members</li> <li>• Senior and executive management roles that need to enrich and broaden their knowledge on Rewards</li> </ul>



# Pay-for-Performance: Strategies for Driving Employee Engagement



## Course Objectives

An organisation's performance, to a large extent, is a reflection of its employees' engagement. Employee performance is therefore critical to achieving business objectives. An effective performance management system should help identify the right goals, measures, track performance and provide adequate feedback.

Employees are motivated when they know that their efforts and results are recognized and adequately rewarded. However, determining which variable pay vehicle (short and long term) is most appropriate for your organization can be a tricky venture.

In rewarding performance, how do you ensure that pay increases are not spread like peanut butter? How can you use merit pay to reward performance and create desirable differentiation amongst employees? How much variable pay is significant enough to drive and motivate performance? How do you ensure that the right measures and goals are defined for employees? How do you ensure alignment between individual, team and organizational goals?

The objective of this course is to impart the knowledge and skills required to design variable pay plans that deliver payout levels that are meaningful, motivating and

reward high performance, while achieving alignment with business goals.

### Course Outline:

- Overview of Total Rewards and the Reward strategy
- Understanding the features and suitability of different Pay-for-Performance plans such as:
  1. Short term incentive (STI) schemes e.g. profit sharing, bonus, performance sharing etc
  2. Long term incentive (LTI) schemes e.g. stock options, stock awards, restricted performance shares, stock appreciation rights, performance unit plans, deferred bonus.
- Recognition plans e.g. formal & informal
- Understanding the principles for developing effective performance management systems
- Design and administration of STI, merit pay systems and LTI schemes.
- Design features for STI and LTI schemes that ensure alignment and focus of attention on achievement of business strategies
- Leveraging the role of managers and team leads across the organization to manage and unlock superior performance levels amongst employees
- Simulating financial modelling & costing of variable pay plans
- Measuring the effectiveness of variable pay plans
- Types and purposes of recognition plans; leveraging the power of intangibles via recognition
- Current developments on variable pay and recognition plans

<b>Fee</b>  N190,000 per participant, exclusive of VAT 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Timing</b>  <b>Duration :</b> 2 Days <b>Dates:</b> June 6 - 7, 2017 October 3 - 4, 2017 <b>Time :</b> 09:00 AM - 05:00 PM
<b>Venue/ Location</b>  KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	<b>Who Should Attend?</b>  <ul style="list-style-type: none"> <li>• HR and Reward practitioners</li> <li>• Managers and team leads who typically act as champions and role models &amp; mentors for their team members</li> <li>• Finance functions that liaise with HR for costing, funding and accounting for Rewards programmes</li> <li>• Union members who need to improve their knowledge of Rewards and how it affects union members</li> <li>• Senior and executive management roles that need to enrich and broaden their knowledge on Rewards</li> </ul>

## Key Facilitators and Resource Persons



**Nneka Jethro-Iruobe**  
Manager, Compensation & Benefits

Nneka specializes in Compensation & Benefits. She has wide-ranging experience in compensation and benefits advisory services. She has managed various engagements in the areas of compensation and equity incentives plans, broad based incentive schemes design, compensation design and structuring, definition/review of compensation philosophy, definition of reward policies, pay structure review and design and human resource management. She is Global Professional in Human Resources Professional (GPHR) certified, and is in the process of completing the Global Remuneration Professional (GRP)® Certification Examinations of the WorldatWork Society of Certified Professionals. She has been engaged as faculty at several training programs



**Boluwaji Apanpa**  
Group Head,  
Compensation & Benefits

Bolu specializes in Compensation and Benefits. He has wide ranging experience in compensation and benefits advisory services, where he has handled engagements in the areas of compensation and equity incentives plans, broad based incentive schemes design, compensation design and structuring, compensation surveys, pay structure review and design and human resource management. He is Global Professional in Human Resources Professional (GPHR) certified, and a Global Remuneration Professional (GRP)® Certification Examinations of the WorldatWork Society of Certified Professionals. Bolu has made various presentations on different reward topics at compensation and benefits conference in South Africa.



**Adewale Ajayi**  
Partner, Tax, Regulatory & People  
Services

Wale has worked as engagement partner on various projects relating to Compensation Surveys, Pay Structure Design, Equity and Incentive Schemes. He has led the writing and publication of the firm's contributions to internationally reputable journals on tax and related matters and has been engaged as speaker/faculty at various local and international seminars and training sessions.

## For nominations and further enquiries, please contact:

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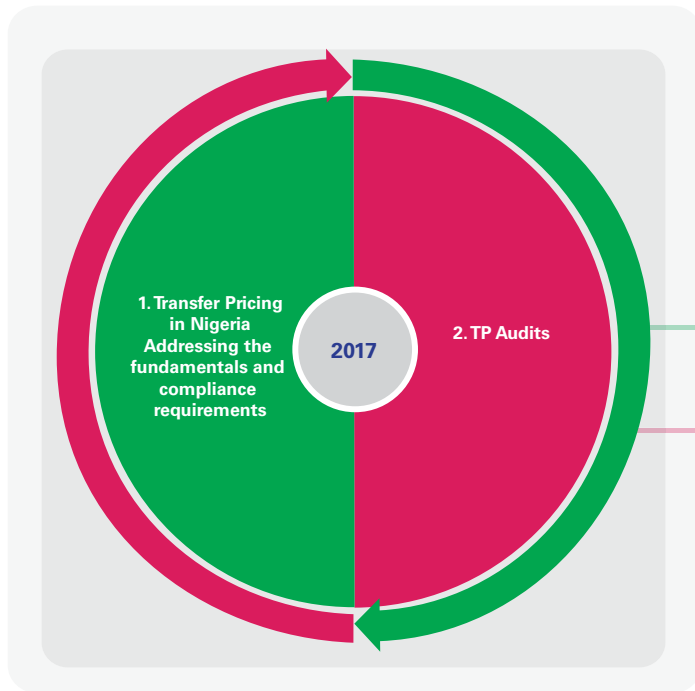
**Fisayo Opeyemi**

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**E:** fisayo.opeyemi@ng.kpmg.com

## Transfer Pricing

# 2017 Calendar



S/N	Duration	Fee	2017 Calendar year								
			Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Oct.	Nov.
1.	2 days	₦ 150,000		22							
2.	1 day	₦ 150,000							10		

We offer group discount of 5% for 3 to 4 participants and 10% discount for 5 or more participants.



# Addressing the Fundamentals and Compliance Requirements



## Course Overview

The provisions of the Nigerian Income Tax (Transfer Pricing) Regulations, 2012 include various requirements that border on compliance with the arm's length principle.

Companies that conduct intercompany transactions with related parties are required to prepare TP documentation reports which demonstrate that controlled transactions

were consistent with the arm's length principle to their related-party transactions.

*Where companies fail "to comply with the provisions of this Regulation, the Service shall make adjustments where necessary if it considers that the conditions imposed by connected taxable persons in controlled transactions are not in accordance or consistent with the arm's length principle".*

Non-compliance with the provisions of the Regulations could translate into significant adjustments to the profits of companies and increased tax payments. The process of negotiating with the revenue authority in the case of an exposure is time-consuming and could be costly.

Therefore, there is a need for taxpayers to understand the compliance requirements of the Regulations to ensure full compliance and avoid the effects of non-compliance on their businesses.

This training programme seeks to fully equip businesses to understand the compliance requirements of the Regulations.

The programme is designed to help taxpayers understand:

- i. The types and contents of TP documentations/ reports required by the Federal Inland Revenue Service
- ii. Filing requirements
- iii. Timing of (ii) above
- iv. Penalties for non-compliance
- v. The need to align practices within the organisation with policies stated in the TP documentation
- vi. How to implement a TP policy.

Fee	Timings
N150,000 per participant, exclusive of VAT. 5% discount for 2 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 2 Days <b>Date:</b> 22 March 2017 <b>Time :</b> 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Tax controllers and managers, Finance controllers and managers, and related functions with responsibility for tax compliance and administration.

# TP Audit



## Course Overview

Since the inception of Nigeria's TP regime in August 2012, the Federal Inland Revenue Service (FIRS) has requested taxpayers' TP policies, and taxpayers have been required by law to file their annual TP returns along with their annual tax returns. These TP documents have assisted the FIRS in performing robust TP risk assessments.

The FIRS is now in the 2nd phase of its TP audit process, where it has started sending Information and Document Request (IDR) letters to selected taxpayers based on the outcome of the TP risk assessment. The IDRs are detailed and provide additional guidance on the content of taxpayers' contemporaneous TP documentation as well as request for supporting documents such as intercompany agreements, audited financial statements, trial balances, and invoices.

TP audits vary from regular tax audits and can be very challenging for taxpayers, as inconsistencies in facts and data in the TP Policy, TP disclosure forms, contemporaneous TP documentation, financial statements, trial balances, intercompany agreements, invoices and interviews with relevant personnel can result in significant adjustments to the taxable profits of a taxpayer, resulting in significant additional tax liabilities and associated interest and penalties. Thus, proactive management of the TP audit exercise is very important.

This TP training programme seeks to enlighten taxpayers about the TP audit process and equip participants with the knowledge and skills required to adequately manage TP audits from start to finish.

The programme will focus on the following key concepts/issues:

- Understanding the TP audit process – from TP risk assessment to TP dispute resolution
- Proactively planning for TP audit and/or investigation
- Managing the pre-audit, field audit and post-audit stages of TP audit and/or investigation
- Facilitating speedy close-out of TP audits and/or investigations.

Fee	Timings
N150,000 per participant, exclusive of VAT. 5% discount for 2 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Date:</b> 10 August 2017 <b>Time :</b> 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Tax controllers and managers, Finance controllers and managers, and related functions with responsibility for tax compliance and administration.

## Key Facilitators and Resource Persons



**Amaka Samuel-Onyeani**  
Manager, Transfer Pricing Services

Amaka has worked on several transfer pricing engagements with clients in the oil and gas industry aimed at helping them comply with local fiscal requirements in view of the 'arm's length' requirement of the Nigerian tax laws. She has built cordial relationships with regulatory bodies in Nigeria. Some of the key transfer pricing projects that she has been involved in include one of the biggest flour milling group of companies in Nigeria, one of the biggest non-alcoholic beverages drinks bottling companies in the world, various upstream and downstream oil and gas companies in Nigeria, one of the biggest construction and real estate companies in Nigeria, three of the leading telecommunications companies in Africa and beyond, and one of the biggest African banking group amongst others



**Victor Adegite**  
Manager, Transfer Pricing Services

Victor has advised several national and multi-national companies on various assignments such as transfer pricing, advisory, tax and regulatory compliance, corporate mergers and acquisitions, tax due diligence, compliance checks, audits and business restructuring. His transfer pricing experience spans across industries such as oil & gas, mining, manufacturing, maritime, financial services, IT/ business outsourcing and pharmaceuticals. He was involved in the transfer pricing documentation for the Indian branch of a Chinese international bank which is the largest bank in the world by profit and market capitalization. He has worked on several international transfer pricing planning and documentation engagements from countries such as Egypt, US and India. He was also involved in the Advanced Pricing Agreement (APA) application for an international bank's Indian subsidiary. He has made transfer pricing presentations at different fora such as the Federal Inland Revenue Service Intensive Training Programme and the Institute of Chartered Accountants of Nigeria's Tax Seminar.



**Josh Bamfo**  
Associate Director, Transfer Pricing Services

Josh is a transfer pricing specialist who has worked for Big Four firms in USA, South Africa, Nigeria and Ghana. His areas of expertise are in global and regional TP documentation for multinational companies, TP documentation and planning in the oil and gas sector, intellectual property (IP) planning and transfers, cost contribution arrangements (CCAs), and advanced pricing arrangements (APAs). Josh has presented at a number of external and internal workshops and seminars such as the BNA's Council of International Tax Education (CITE) TP seminar in Atlanta where he won the 2009 Top Star Speaker Award. He currently serves as the coordinator of the Learning and Development Group of KPMG's Transfer Pricing Unit.



**Tayo Ogungbenro**  
Partner and Head, Transfer Pricing Services

Tayo has worked as engagement partner on various projects relating to TP and tax compliance and advisory services. He has led the development of TP documents for the following companies; a leading fibre optic cable company, large manufacturing and agro-allied conglomerate, leading multinational food and beverage company, multinational oil and gas exploration and production company, among several others. He has also acted as engagement partner and team lead for several consumer and industrial markets clients in the provision of tax compliance and advisory services.



## Key Facilitators and Resource Persons



**Oludayo Adeniji**  
Manager, Transfer Pricing Services

Oludayo has balanced experience in Nigerian taxes, ranging from personal income tax compliance to corporate and business tax compliance. His experience include mergers, acquisitions and reorganization disposals, value added tax services. He has experience in advising multinational companies on Group taxation, International Corporate Tax and International Executive Services. He has managed engagements to identify and execute sustainable corporate tax-planning advice with potential tax-rate benefits for multinational clients engaged in related party transactions. He helps clients to comply with local fiscal requirements in view of the 'arm's length' requirement of the Nigerian tax laws. He assists in the preparation of documentation and appropriate responses for a strong first-line defense against revenue authority audits and assist with negotiations with fiscal authorities.



**Suleiman Yahaya**  
Manager, Transfer Pricing Services

Suleiman has balanced experience in Nigerian taxes, ranging from personal income tax compliance to corporate and business tax compliance. His experience includes Petroleum Profits Tax reviews, Companies Income Tax Planning & Compliance, Withholding Tax Planning & Management, Due Diligence Projects and various advisory and compliance work in the oil and gas industry. He has also assisted clients to resolve tax audit/investigations conducted by tax authorities. He provides transfer pricing services to variety and diverse industries with a focus on the Oil and Gas Industry. He has managed Transfer Pricing projects for some of the large International Oil Companies in Nigeria, overseeing work related to TP documentation, TP reviews, cost sharing arrangements, headquarter cost allocation, intercompany financing, planning studies etc.

**For nomination and further enquires,  
please contact:**

**Amaka Samuel-Onyeani**

**T:** +234 817 059 5641

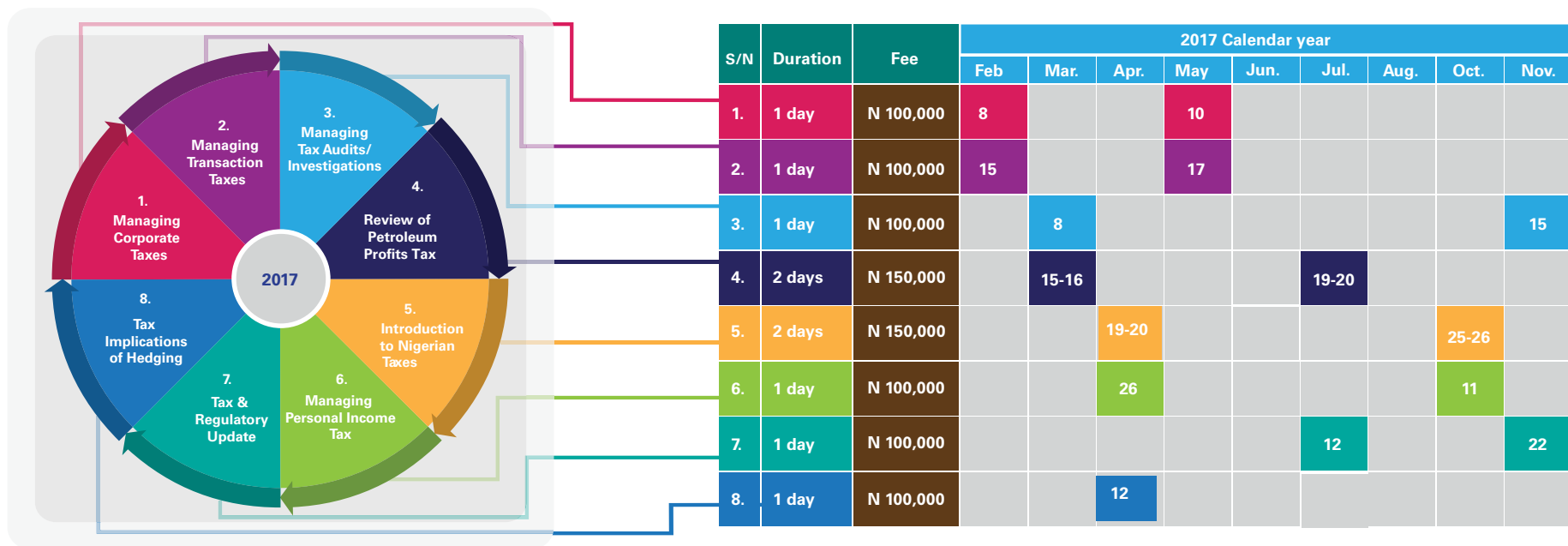
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**Adedayo Adebowale**

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**E:** adedayo.adebowale@ng.kpmg.com

# Tax 2017 Calendar



Please note that our Managing Tax Audits/Investigations and Tax and Regulatory Updates training programmes are scheduled to hold on 16 November 2016 and 23 November 2016, respectively.

Our training programmes have been accredited by the Institute of Chartered Accountants of Nigeria (ICAN). Therefore, participants who are members of ICAN will accrue 9 MCPE credits per training programme attended. We offer group discount of 5% for 3 to 4 participants and 10% discount for 5 or more participants.

# Managing Corporate Taxes



## Course Overview

One generally accepted objective of business organisations is shareholders' wealth maximisation. To achieve this objective, companies carry on their business operations with a view to optimising both their operating and distributable profits. Sometimes, this objective can conflict with the interest of other stakeholders: government and the taxpayers.

Governments around the world seek to get a fair share of companies' profits by imposing corporate taxes. The

taxes can significantly impact on the profitability, cash flow and risk exposure of companies. In essence, they can affect a company's ability to meet its core financial objective.

In order to properly manage the impact of corporate taxes on a company's financial performance, reduce the burden of tax compliance and avoid reputational risk, it is imperative that a company's Tax/Finance/Legal personnel have a good understanding of corporate taxes

and the practical ways of managing them. Learning the benefits and skills for managing the taxes will save time and money.

This training programme will equip participants with the knowledge and skill required to effectively manage corporate taxes within the ambit of the law.

The programme will focus on the following key concepts/issues, among others:

- Legal bases of corporate taxes
- Difference between tax avoidance and tax evasion
- Aggressive tax planning
- Practical/ stay awake issues on corporate taxes
- Tax planning tips for managing corporate taxes.

Fee	Timings
N100,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Dates:</b> 8 February 2017 10 May 2017 <b>Time :</b> 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Tax controllers and managers, Finance controllers and managers, Legal officers and managers and related functions with responsibility for tax and/or regulatory compliance and administration.

*"All our Tax training programmes have been accredited by the Institute of Chartered Accountants of Nigeria (ICAN). Therefore, participants who are members of ICAN will be awarded 9 MCPE credits for attending the training programmes."*



# Managing Transaction Taxes



## Course Overview

Transactions are the lifeblood of businesses. In carrying on their business operations, companies engage in various transactions with varying degrees of complexity: simple transactions such as purchase and importation of raw materials, sale of goods and provision of services, as well as complex transactions such as the issuance of hybrid financial instruments. These transactions typically trigger taxes such as value added tax, withholding tax, capital gains tax and stamp duties. The taxes can significantly impact on the profitability, cash flow of companies and risk exposure. In fact, non-compliance

can expose a company to tax liability as high as 50% of its entire revenue!

In order to properly manage the impact of transaction taxes on a company's financial performance, reduce the burden of compliance and invariably present savings opportunities rather than hidden costs, it is imperative that a company's Tax/Finance/Legal personnel have a good understanding of transaction taxes and practical ways of managing them. Learning the skills for managing the taxes will save time and money.

This training programme will equip participants with the knowledge and skill required to effectively manage transaction taxes within the ambit of the law. The programme will focus on the following key concepts/ issues, among others:

- Legal bases of transaction taxes
- Key tax law provisions/compliance requirements relating to each transaction tax type
- Practical/ Stay awake issues pertaining to each transaction tax type
- Tax planning tips for managing transaction taxes.

Fee	Timings
<p>N100,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above</p>	<p><b>Duration :</b> 1 Day <b>Dates:</b> 15 February 2017 17 May 2017 <b>Time :</b> 08:30 AM - 05:30 PM</p>
Venue/ Location	Who Should Attend?
<p>KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.</p>	<p>Tax controllers and managers, Finance controllers and managers, Legal officers and managers and related functions with responsibility for tax and/or regulatory compliance and administration.</p>

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# Managing Tax Audits And Investigations



## Course Overview

The current focus on non-oil revenue has placed more demand on tax authorities in Nigeria to increase tax revenue. The tax authorities have identified audit/investigation, among others, as the vehicle to achieve their revenue budget. This has therefore resulted in increase in the number of tax audit/investigation in recent times.

Tax audit/investigation can be very challenging for taxpayers, as mismanagement of the process can lead to prolonged reconciliation meetings and increased tax liabilities. Therefore, proactive

management of the exercise is very important.

This training programme will equip participants with the knowledge and skill required to adequately manage tax audits and/or investigations from start to finish. The programme will focus on some of the following key concepts/issues:

- The legal bases for tax audits and/ or investigations

- Proactively planning for tax audits and/ or investigations
- Managing the pre-audit, field audit and post-audit stages of tax audits/ investigations
- Facilitating speedy close-out of tax audits and/ or investigations.

Fee	Timings
N100,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Dates:</b> 16 November 2016 8 March 2017 <b>Time :</b> 15 November 2017 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Tax controllers and managers, Finance controllers and managers, Legal officers and managers and related functions with responsibility for tax and/or regulatory compliance and administration.

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# Review Of Petroleum Profits Tax



## Course Overview

The petroleum industry in Nigeria is the country's largest industry and main contributor to government revenue, through crude oil export. In most developed economies, taxation is a major means of generating internal revenue. This form of revenue generation is recommended for growth in any economy as it creates additional pool of funds for the government, to make available social amenities and infrastructures.

The petroleum industry is broadly divided into three (3) main sectors: Upstream, Midstream & Downstream and Oil servicing. Across these three sectors, we have major participation from the International Oil Companies (IOC), although there are a few indigenous companies

operating in the industry also.

For companies involved in petroleum operations (as defined by the Petroleum Profits Tax Act) in Nigeria, their profits are assessed to tax under the Petroleum Profits Tax (PPT) regime. There are complexities attached to the administration and assessment of tax under this regime, due to various operating arrangements existing in the industry and other issues such as royalties, rent, farm-outs, carry arrangements, sale of license etc. This training programme is aimed at addressing these issues amongst others.



Below is a highlight of the key concepts to be treated:

- The legal bases and key provisions/ compliance requirements of PPT
- The various operating arrangements in the oil and gas industry
- Computation of PPT and capital allowances
- Deferred tax computation
- Transfers, special transactions and stay awake issues.

Fee	Timings
N150,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 2 Days <b>Dates:</b> 15-16 March 2017 19-20 July 2017 <b>Time :</b> 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Tax controllers and managers, Finance controllers and managers, Legal officers and managers and related functions with responsibility for tax and/or regulatory compliance and administration.

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# Introduction To Nigerian Taxes



## Course Overview

Several taxes exist in the Nigerian business climate and are imposable by virtue of the Nigerian Tax laws.

Resident and non-resident individuals and companies have a legal obligation to comply with tax laws and regulations. A proper understanding of the concepts, fundamental principles, legal basis as well as tax planning opportunities would enhance compliance, accuracy and efficiency in making remittances to the relevant tax authorities. This will also

reduce the risk of exposure to avoidable interests and penalties.

The Introduction to Nigerian taxes training programme is designed to introduce participants to the fundamental principles (legal bases, administration and computation) of Nigerian taxes – Companies Income Tax, Tertiary Education Tax, Personal Income Tax, Value Added Tax and Withholding Tax; as well as relevant and practical issues pertaining to Nigerian taxes.

The course will also cover reliefs, allowable and non-allowable expenses; and employee-related contributions such as Pension and National Housing Fund contributions, amongst others.

Some of the key concepts that will be discussed at the training programme include:

- Identification of taxable and non-taxable income under each of the relevant tax types
- Determination of expenses that are allowable for tax purposes in accordance with the provisions of each

law and permissible tax reliefs

- Operation of VAT in Nigeria; input and output VAT; and practical issues with VAT operations in Nigeria
- Operation of WHT in Nigeria and practical issues with WHT operations in Nigeria
- How to take advantage of tax planning opportunities without contravening the provisions of tax laws.

Fee	Timings
N150,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 2 Days <b>Dates:</b> 19-20 April 2017 25-26 October 2017 <b>Time :</b> 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Tax controllers and managers, Finance controllers and managers, Human Resource controllers and managers, and related functions with responsibility for tax compliance and administration.

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# Managing Personal Income Tax



## Course Overview

*"In this world nothing can be said to be certain, except death and taxes."* So said Benjamin Franklin in 1789, and so it still is today.

In Nigeria, the certainty of the imposition of taxes on income earned by individuals is guaranteed by the provisions of the Personal Income Tax (PIT) Act (as amended by the PIT (Amendment) Act, 2011).

For individuals in paid employment, the Operation of Pay-As-You-Earn (PAYE) Regulations further guarantee payment of PIT on employment income, by requiring employers to deduct the appropriate tax, in their

capacity as agents of the government. Unfortunately, for many employers, this statutory role has become a landmine that triggers periodic tax audit liabilities and/or interest and penalty charges.

Some other employers are interested in compensation structuring options that can be adopted under the new PIT regime – following the amendments made to the PIT Act in 2011 – but are not aware of viable tax planning options that can be implemented.

This training programme will equip participants with the knowledge and skill required to effectively manage PIT/

PAYE tax within the ambit of the law.

The programme will focus on the following key concepts/issues, among others:

- The legal basis of PIT
- How to compute PIT
- PAYE reporting requirements
- Legitimate techniques for managing PIT/ PAYE tax exposure.

Fee	Timings
N100,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Dates:</b> 26 April 2017 11 October 2017 <b>Time :</b> 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	All Finance, Tax and Human Resources staff with some form of responsibility for payroll management, PIT/PAYE tax compliance and administration.

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# Tax and Regulatory Updates



## Course Overview

The tax and regulatory landscape in Nigeria is constantly evolving due to changes in legislation, regulations and generally accepted practice, court decisions, etc. In fact, there has been a remarkable increase in the number of tax-related court cases in Nigeria in the last three years. This has deepened the tax and regulatory practice in the country.

Unfortunately, many companies' Tax/Finance/Legal personnel find it difficult staying in touch with tax and regulatory changes because of the dearth of publicly available information on the developments. Such personnel are, therefore, unable to leverage the developments in managing their companies' tax

and regulatory affairs, to the benefit of shareholders/promoters.

This training programme will apprise participants of recent developments in the Nigerian tax and regulatory space, and highlight the implications of such developments on businesses. The programme will cover developments relating to the following among others:

- Pioneer Status Incentive
- Taxation of non-resident companies doing business in Nigeria



- Taxation of educational institutions in Nigeria
- Applicability of value added tax (VAT) to services provided outside Nigeria by offshore companies to Nigerian customers
- Applicability of VAT to packaged water and other basic food items
- Corporate income tax implications of dividend declaration and payment
- Applicability of withholding tax to dividends from gas profits
- Filing of audited accounts by private companies with the Financial Reporting Council of Nigeria
- Applicability of deemed income rates imposed by tax authorities on employers for pay-as-you-earn tax purpose
- Applicability of gas utilisation incentive (downstream) to exploration and production companies.

Fee	Timings
N100,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above	<b>Duration :</b> 1 Day <b>Dates:</b> 23 November 2016 12 July 2017 22 November 2017 <b>Time :</b> 08:30 AM - 05:30 PM
Venue/ Location	Who Should Attend?
KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.	Tax controllers and managers, Finance controllers and managers, Legal officers and managers and related functions with responsibility for tax and/or regulatory compliance and administration.

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# Tax Implications of Hedging



## Course Overview

Risk is an inevitable part of business. Businesses, therefore, need to develop effective and consistent risk management strategies to reduce their risk to acceptable levels.

In the face of the crash in global commodity prices, currency volatility, interest rate risk and the uncertainties in many markets, one of the risk management strategies that any business can adopt is hedging. Simply put, hedging is the practice of reducing the investment risk associated with adverse price movements in an asset or market, by taking an offsetting position in a related market or security, such as a futures contract, forward, options, swaps, etc.

In 2014, the Mexican government paid \$773 million as premium for a one-year hedge which gave it the right to sell 228 million barrels of oil at a guaranteed price of \$76.40 per barrel between 1 December 2014 to 30 November 2015 – a

period when the average price of the country's oil basket declined to US\$46.61. The country made a whopping gain of about US\$6 billion from the transaction!

Hedging techniques are great from a commercial point of view. However, there are crucial tax issues that companies need to consider when evaluating the potential impact of hedging transactions on their business, to avoid the resulting gains being eroded by tax exposures. This is especially important, as there are no specific provisions in the Nigerian tax code on the taxation of hedging transactions.

This training programme will help participants understand issues such as:

- Hedging instruments and hedged items
- Alternative hedging strategies i.e. upfront or deferred premium put arrangement, 2-way collar, 3-way collar, 4-way collar etc.

- Features of a standard hedging agreement
- Hedge accounting
- The tax implications of hedging transactions
- Strategies for managing tax exposure on gains from hedging.

In delivering the training, we will use various instructional modes, such as:

- Instructor-led structured discussions, and practical applications directed at real-life cases
- Practical learner-centred approach with emphasis on transfer of learning to participants
- Case studies and mini quizzes.

Fee	Timings
<p>N100,000 per participant, exclusive of VAT. 5% discount for 3 to 4 participants and 10% discount for 5 participants and above</p>	<p><b>Duration :</b> 1 Day <b>Date:</b> 12 April 2017 <b>Time :</b> 08:30 AM - 5:30 PM</p>
Venue/ Location	Who Should Attend?
<p>KPMG Tower Bishop Aboyade Cole Street Victoria Island, Lagos, Nigeria.</p>	<p>Tax controllers and managers, Finance controllers and managers, Legal officers and managers and related functions with responsibility for tax and/or regulatory compliance and administration.</p>

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## Key Facilitators and Resource Persons



**Isah Aruwa**  
Manager, Tax, Regulatory & People Services

Isah is specialized in providing tax compliance and advisory services to multinational and indigenous clients in various industries (including Energy & Natural Resources, Financial Services, Consumer Markets, Aviation, Infrastructure, Communications and Entertainment industries). His experience covers tax due diligence, tax audit exercises, queries and reviews, business restructuring, tax planning (personal income tax, corporate tax, and transaction taxes), contract review and structuring, and withholding tax management and planning for local and multinational companies in various industries; and high net-worth individuals; planning and management of withholding taxes; mergers and acquisitions. He also facilitates several tax training programmes attended by participants from different companies.



**Ebenezer Ibeneme**  
Manager, Tax, Regulatory & People Services

Ebenezer is specialized in providing tax and regulatory compliance and advisory services to multinational and indigenous clients in various industries (including Energy & Natural Resources, Power, Consumer Markets, Aviation, Infrastructure, Communications and Entertainment industries). His experience covers tax, regulatory and compliance engagements including sundry advice on tax and regulatory impact of business decisions, tax reviews and tax/regulatory implications of investment and operations in Nigeria, business restructuring, tax planning (personal income tax, corporate tax, and transaction taxes), contract review and structuring, and withholding tax management and planning for local and multinational companies in various industries. He also facilitates several tax training programmes attended by participants from different companies.



**Aminat Jegede**  
Manager, Tax, Regulatory & People Services

Aminat specializes in providing tax advice to clients operating in the oil and gas industry. Her Masters Degree program in petroleum economics and management exposed her to diverse oil and gas industry issues and she has been involved in several projects which involved assisting clients servicing the oil and gas industry to comply with the provisions of the Nigerian Oil and Gas Industry Content Development Act (NOGICDA). She has also been involved in assisting clients in various industries to comply with the provision of the Nigerian tax laws. In this regard, she has managed teams on several client engagements covering tax compliance and advisory projects.



**Edememe Oladiji-Wusu**  
Manager, Tax, Regulatory & People Services

Edememe is specialized in providing tax compliance and advisory services to multinational and indigenous clients in various industries. Her experience covers tax due diligence, tax audit exercises, queries and reviews, business restructuring, tax planning (personal income tax, corporate tax, and transaction taxes), contract review and structuring, and withholding tax management and planning. She currently serves as the Coordinator of the Learning and Development Group of KPMG's Energy and Natural Resources Unit. In this capacity, she is responsible for the development of tax training materials, and coordination and facilitation of the training programmes. She has facilitated training programmes covering topics such as Managing Transaction Taxes, Managing Corporate Taxes, Managing Tax Audit and Investigation, Tax Implications of IFRS and Managing Personal Income Tax.



**Chinwendu Enechi**  
Manager, Tax, Regulatory & People Services

Chinwendu has garnered professional experience in the provision of tax and regulatory advisory services to clients in the energy and natural resources industry. He has professional experience in Petroleum Profits Tax (PPT) reviews, Companies Income Tax Planning & Compliance, Withholding Tax Planning & Management, Due Diligence Projects as well as various advisory and compliance projects. He also has expertise in the rendition of various advisory opinions on various issues.

He was the team leader on the provision of tax due diligence services to a Nigerian oil and gas company which entailed detailed consideration of the fiscal and tax aspects of the Petroleum Industry Bill (PIB) and other relevant legislations in the investment plan. In addition, he was involved in other tax due diligence projects concerning selected oil acreages put up for sale by a multinational oil and gas exploration companies in Nigeria. He provided significant input into evaluating the tax issues arising from the deal structuring and financial models proposed by the investors in the oil acreages. He played a significant role in the provision of expert opinion to companies in the oil and gas industry on the concluded arbitration with the Nigerian National Petroleum Corporation in relation to the interpretation of certain fiscal terms of Production Sharing Contracts, and the provisions of the Petroleum Profit Tax Act. The engagement also required KPMG to act as expert witness.

In this capacity, Chinwendu has facilitated various training programmes including "Oil & Gas Accounting and Taxation" involving various client representatives; built strong relationships with the Nigerian tax authorities and also led negotiations with the Federal Inland Revenue Services on the resolution of tax disputes for clients in various industries



**Uzochukwu Obieniu**  
Manager, Tax, Regulatory & People Services

Uzochukwu specializes in providing workable tax management and advisory solutions to companies in the oil and gas industry. He has provided tax advisory and

compliance services to clients in various industries, including the Energy & Natural Resources, Aviation, Infrastructure, Communications and Entertainment, and Consumer Markets industries. He has facilitated several tax training programmes attended by participants from different companies. He has served as the Head of KPMG's State Tax Audit Practice, with the responsibility of leading negotiations and resolving tax audit issues with relevant tax authorities. In his capacity as Head of KPMG's State Tax Audit practice, he has had the opportunity of working for clients in all sectors of the Nigerian economy.



**Akinwale Alao**  
Manager, Tax, Regulatory & People Services

Akinwale specializes in advising multinational and indigenous clients on various issues such as business restructuring, personal income tax (PIT) and corporate tax planning, contract review and structuring, tax due diligence, audits, queries and reviews, withholding tax management and planning. He has provided tax advisory and compliance services to clients in various industries, including the Energy & Natural Resources, Aviation, Infrastructure, Communications and Entertainment, and Consumer Markets industries. Akinwale coordinated the Learning and Development Group of KPMG's Tax Practice from October 2011 to September 2012. He has also facilitated several tax training programmes covering topics such as Managing Transaction Taxes, Managing Corporate Taxes, Managing Tax Audit and Investigation, Tax Implications of IFRS and Managing Personal Income Tax.



**Martins Arogie**  
Senior Manager, Tax, Regulatory & People Services

Martins has professional experience covering corporate tax planning, advisory and compliance work for local and multinational companies in various industries; personal income tax planning, advisory and compliance work for local and multinational companies, and high net worth individuals; planning and management of withholding taxes; mergers and acquisitions; due diligence; advisory services in planning and administration of pension and



provident funds. has extensive industry experience in varied industries including clients in the servicing/trading sector, consumer markets, downstream and upstream sector, delivering cutting edge results. He was the team lead on the provision of advisory opinion on the merger of the Nigerian entities of two major multinational oil and gas services companies that had merged globally. A key consideration of the engagement was the need to obtain maximum synergy from the merger with minimum interruption to business and ongoing contracts. He has also acted as engagement lead on the review of the tax figures of the financial model of a potential investor in the oil and gas industry, and on the due diligence for the sale of interest in an oil and gas concession.



**Olufemi Babem**  
Senior Manager, Tax, Regulatory & People Services

Olufemi's experience includes Companies Income Tax Planning & Compliance, Petroleum Profit Tax Review, Withholding Tax Planning & Management and Due Diligence Projects, and provision of extensive advisory services to clients in various industries on diverse tax and regulatory issues. He has built strong relationships with the Nigerian tax authorities, and currently works in the Firm's Energy and Natural Resources Unit where companies operating in the mining, power, infrastructure and oil and gas sectors are served. He was facilitator on tax and accounting training provided to the Federal Inland Revenue Service, and for various companies. He has led negotiations with the FIRS on the resolution of tax disputes for clients in various industries. He provides advisory opinions on oil and gas matters for major players in the oil and gas and service sectors of the Nigerian economy as well as review of contract structures.



**Ayo Salami**  
Partner, Tax, Regulatory & People Services

Ayo has had varied opportunities of managing tax affairs and due diligence exercises in the oil and gas (both upstream and downstream), manufacturing and banking sectors. He acts as Partner and team lead on the

provision of tax advisory and compliance services including corporate tax planning, advisory and compliance work for local and multinational companies in various industries; personal income tax planning, advisory and compliance work; planning and management of withholding taxes; mergers and acquisitions; due diligence; advisory services in planning and administration of pension and provident funds to several local and multinational energy and natural resources companies and high net-worth individuals.

Ayo has acted as expert witness on several arbitration cases involving some multinational oil services companies operating in Nigeria, and worked with them in facilitating resolution of the tax disputes with the FIRS without going through the entire litigation process. He currently leads the team within KPMG on the review of the pending PIB for a group of oil producers. He also leads the initiative on the review of the NOGICDA and has published many articles on topical tax and regulatory issues.



**Adewale Ajayi**  
Partner, Tax, Regulatory & People Services

Adewale is the Head of the Energy and Natural Resources (ENR) Tax Practice in Nigeria, and serves as the engagement partner of most of our oil and gas clients. He had extensive audit experience before joining the Tax practice. He has varied experience advising multi-national and national clients on Nigerian taxes and has proactively provided them with practical advice on how to manage any potential impact on their Nigerian operations. He has also been actively involved in the various technical committees on the review of Nigerian tax laws.

He has acted as the engagement partner on capacity building projects with the Federal Inland Revenue Service. He has also served as the engagement partner on the implications of the proposed Petroleum Industry Bill for the Oil Producers Trade Section (OPTS) of the Lagos Chamber of Commerce. He has led the writing and publication of the firm's contributions to internationally reputable journals on tax and related matters and has been engaged as speaker/faculty at various local and international seminars and training sessions.



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# Training cancellation policy

KPMG will apply 100% of monies received against future training programmes, only if cancellations are communicated at least five (5) working days before the relevant training date.

KPMG will apply only 70% of monies received against future training programmes, if cancellations are received less than five (5) working days before the relevant training date.

No-shows (without prior cancellation) would attract no application against future training programmes.

Please note that we do not give cash refunds.

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