

KONNECTIONS

NEW ZEALAND'S MAGAZINE FOR OUR ALUMNI



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Kia ora

Welcome to the latest edition of *KONNECTIONS*

Having a strong sense of purpose – whether as an individual or an organisation – is hugely powerful. It's the driving force behind what you do, how you do it, and the results you're able to achieve.

That sense of purpose is very evident in this issue of Konnections, where we celebrate three of our outstanding Māori alumni - Awerangi Tamihere, Darren Beatty, and Joe Hanita. Although they've followed very different career paths, they all share a strong connection to their respective kaupapa.

As you'll discover on page 4, Awerangi is an inspiring leader who thrives on the challenge of transformational change. That was certainly the case back in 1996, when we approached her to build and lead KPMG's first Māori consulting team.

Fast-forward to 2019, and we now have a 30-strong team of Māori professionals based throughout our seven offices. We do things a little differently to other firms, as Riria Te Kanawa explains on page 16, by deploying our talent across multiple disciplines.

As you know, our kaupapa at KPMG is Fuelling New Zealand's Prosperity. We're passionate about contributing to the well-being and prosperity of our Māori communities – both through the work we do with clients, and through developing our people. We're proud to build a pipeline of young Māori talent, who will one day come back to support Māori organisations and communities. Alumni Joe Hanita, who has recently been appointed CFO of Parininihi ki Waitotara, is one such example. You can read Joe's story on page 8.

As always, we enjoy following the global adventures of our alumni. On page 38, we catch up with Sean Wallendorf and Ludmilla Oliveira originally from our Auckland audit team, who are newly-married and travelling the world.

Finally, in this issue, we bring you the highlights of our 2019 Agribusiness Agenda. Always a highly-anticipated read, this year's publication was launched at Fieldays by Prime Minister Jacinda Adern.

We look forward to connecting with you in person at our next alumni events. Mā te wā.



Ross Buckley
Executive Chairman



Godfrey Boyce
Chief Executive



Aaron Woolsey
Alumni Partner



Ross Buckley

Godfrey Boyce

Aaron Woolsey

Awerangi Tamihere

Ngāti Kauwhata, Rāngitane,
Ngāti Porou, Rongowhakaata,
Ngāi Tahu





Awerangi Tamihere loves working in the grey zone. Whether embracing Te Reo as a speech language therapist, setting up KPMG's first Māori consulting entity in 1996, or creating a new social innovation hub for urban Māori – she thrives on roles that “come without a textbook”.

In July, Awerangi stepped into a new role with the Whānau Ora Commissioning Agency (WOCA) where she continues her passion for making a difference at the grass-roots.

The focus of your work has been meaningful change within Māori communities. What do you believe is the key to whānau well-being?

Firstly, we need to change the lens. In the past, we've focused on 'what's wrong' with our communities – the issues and the needs and the problems. But it's far more powerful to start by asking: what do our families want, what do they aspire to, and how do we put in place the people and resources to help them achieve that? So that we measure 'what's right'; and use an aspirational index, not a deprivational one.

Secondly, it's about enabling communities to take charge of their own solutions. My role with WOCA will be working with a range of Whānau Ora partners in the North Island, to operationalise and evidence outcomes that make a real difference for families. It's about giving those partners flexibility to identify real-world solutions on the ground.

For example, one of our strategies is to fund navigators – similar to life coaches – who will work with families over a period of years, and take them from crisis to a point of stability. And some of those families will then become leaders themselves, helping others. So that's actually managing a wider family transformation in a way that's meaningful and lasting.

Currently

Director, Social Impact & Innovation, Te Whānau o Waipareira Trust

With KPMG

Director Māori Consulting, Wellington 1996 - 2000

You've worked across private practice, government, not-for-profit and social innovation. How would you sum up your career to date?

My career path has never been methodically planned. My father [Sir Mason Durie] would sometimes say, 'But what are you exactly? What do I tell people when they ask what you're doing now?'

While the roles have been diverse, what guides me is whether I believe I'll have an impact. Also, I love working in the grey zone...on transformational projects, where it's uncharted territory.

For instance, I started out as a speech language therapist working with autistic children. Kōhanga Reo were just coming into being then, and the question became, how do we deal with a Māori child who has speech language problems? Because there was no textbook for that.

When I worked in Government, it was a time of major health reforms and launching the Crown Health Enterprise model. That helped me to understand the nature of reform, and what it means to roll out an entirely new policy.

Then at KPMG, I was responsible for setting up the first Māori consulting entity for the firm in 1996. ▲

There was a readiness for change at KPMG, and it evolved very quickly. I think that's what I really enjoy. Where there's actually no textbook...and you're writing it as you go.

You recently launched Wai-Atamai, a social impact hub based at Te Whānau o Waipareira in West Auckland. What's the story behind it?

Wai-Atamai is an initiative that we've grown over the past five years. It's effectively a multi-disciplinary consulting group with four divisions: Research, Strategy & Innovation, Change & Transformation, and a Creative Hub.

We've built it from scratch, to a point where we're no longer dependent on external funding or grants. We're now self-sustaining and we bring in our own revenue. We also have global clients – for example, our research team has just won a contract in Canada to do some work with an urban indigenous group.



How has your experience at KPMG helped you in later roles?

I've brought many of the disciplines I learned at KPMG into Wai-Atamai. Firstly, you need to understand the private sector methodologies that will fit with serving your clients – which for us, are the vulnerable communities. You also need to understand the government machinery, and how to advocate for and re-align policy settings.

Wai-Atamai is really an exemplar of all that. We've taken the best parts of private sector thinking, and government-sector thinking, to create a whole different model that's built ground-up from the community. It's the best of both worlds.

Who's been your greatest mentor?

When I was in my mid-20s, the Ministry of Health (MoH) was running a fast-track programme for health management professionals. As part of that, I was mentored by Gillian Biscoe, who was the deputy Director-General of Health. She was the only woman at that level in the MoH back then – and boy, she was formidable.

On the first day, she said: 'You can have a desk here in my office, and I'll talk you through everything, so you can see what it's really like to manage. You'll never learn this stuff any other way'.

So for that year, I literally went with her to every meeting, and was privy to every phone call, and everything that crossed her desk. It was the most incredibly open and engaging process, and I learned so much. I owe Gillian a great debt.

In a similar way, I like to mentor others who are at a crossroads. I've been working with an incredible woman for the past two years now. I'd go to her house and say, 'you finish writing your uni paper, I'll sit here and do my work.' She's now got her Masters Degree and is working in a senior management role.

Do you give career advice to your children? And your husband [John Tamihere]?

John and I have a blended family, and two children together. We haven't consciously given our children career advice, but we've probably provided them with signposts along the way. And while they're all doing very different things - all of them understand the importance of education.

I think all wives give their husbands advice...whether they take it up is another matter! John is known for being outspoken and he's never been afraid of risk. But he's a very strong advocate for our community, and we need more of those. He really believes in what he does, and he has such passion for making change that matters. [John Tamihere is running for Auckland mayor in the upcoming October elections].

Who are the leaders you most admire?

My grandparents on both sides were examples of incredible partnerships. My grandmother was of Māori and Shetland Island descent. She was

a talented mathematician, who lived with my grandfather at a remote station near the East Cape lighthouse. She'd make us do maths every morning when we stayed with them in the school holidays. My other grandmother on Dad's side was from the Pitcairn Islands. She was very glamorous, and would make all these incredible dresses to wear at family gatherings.

So they were opposite ends of the spectrum, but they were both amazing, and both had those stoic Islander traits. I like to think I've inherited some of their resilience.

Career-wise, what's still on your bucket list?

I've not given back to my own people yet. So that's something I'm still yet to do...working for my father's people back in Manawatu. How I'll do that is yet to be determined, but it's definitely on my bucket list.

And to satisfy my creative side...I've always wanted to have my own shop. John is from a place called Mataora Bay, between Waihi and Whiritoa, and we have a bach there. I'd love to set up a shipping container store, to showcase the incredible art and crafts being produced there.

As for my retirement strategy, I think I've got that worked out. On the ground floor of this building is an integrated health hub, and we have a kaumātua kiosk in the middle of it, where the elders sit and help navigate our clients. I can see myself sitting there, way down the track. ■



My grandmother was of Māori and Shetland Island descent. She was a talented mathematician, who lived with my grandfather at a remote station near the East Cape lighthouse.



Shifting the dial from languishing to flourishing



• Joe Hanita

Rāngitane, Ngāti Kuia



Named one of IoD's Emerging Directors for 2018, Joe Hanita already has a string of directorships and career achievements under his belt. But his own personal measure of career success is something quite different.

We talked to Joe about his five-year-plan, the benefits of having a dual-mindset, and what Māori organisations are looking for in a Big 4 partner.

Has your career progressed as planned – or has it taken any paths you didn't foresee?

I've had enough twists and turns in my life to know not to plan too far ahead. And to enjoy the moment, because you just don't know what's around the corner. But I live my life in five-year cycles...I set a five-year goal, when I reach it, I plan the next five years.

My theory is that in your first 1-2 years of a role, you're learning and getting comfortable with it. In years 3-4 you're embedding the projects you've been working on; while the final period is about preparing to hand it over, knowing you might be moving on to something else.

Whenever I come into an organisation, I'm totally focused on the value I can add. I'm always thinking: 'what are the challenges that I can help them overcome', and 'how can I help position them for where they want to go next'. Once I've given everything I've got, it will be time for someone else to come in with a different skillset. I never want to become part of the furniture, or be a barrier to growth.

You've made the transition from pure accounting roles into Performance Consulting, and now back again. What's that like?

You could argue that as an accountant, you spend a lot of time looking back and analysing what's happened. Whereas consulting is more about looking forward, and planning for the future.

Consulting is an environment where you'll be continually learning – because methodologies are changing, and you'll be applying your thinking to different projects and experiences. In straight accounting, unless there's a change in accounting standards or tax legislation, you can continue to do what you've always done. There's a lot more predictability. The scary part of the transition was realising you don't necessarily have all the answers. But you have solid frameworks and methodologies to help you steer through the unknown; and you get to apply them to different projects and experiences.

Currently*

GM Finance and Investments
at Parinihi ki Waitotara
[PKW]

*since our interview, Joe has
been promoted to CFO

With KPMG

Performance Consulting,
Auckland 2015 – 2017

I don't think the transition would suit every accountant – it comes down to personality. You need to be a little bit extroverted, and be comfortable with being uncomfortable.

How did your time at KPMG help in your current role?

As GM of Finance and Investments, I'm primarily responsible for making sure the financial affairs of the organisation and the group are well-managed. But my role spans across finance, operations and strategy. I have some investments that are under my guidance, and I'm also involved in strategy setting. For instance, we're currently in the process of setting our climate change strategy.

Having the consulting experience from KPMG has given me that dual mindset. I can pivot from making sure the tax returns are filed one day, to looking at our metrics for climate change the next.

The other big take-out from KPMG was being able to broaden the depth and breadth of my networks; and a lot of those connections have flowed into the work I do here at PKW. And lastly, being exposed to the depth of technical competency at KPMG - being around all of that smarts, basically - was really cool. ▲

You were instrumental in setting up Ngā Kaitatau Māori o Aotearoa (the National Māori Accountants Network). Tell us about that.

Back in 2002, we knew having Māori in accounting and finance professions was going to be really critical for us, as the Treaty settlement process revved up. There was a call for a national hui in 2004, and we formalised into an incorporated society a year later. I was an executive member for the first couple of years, and then Chair for five.

We had two fundamental aims. Firstly, just to come together and support each other in our careers, because it was pretty lonely back then in the accounting space. And secondly, we wanted to build a pipeline of talent for succession.

It's grown from strength to strength. We had 40 people at our first conference....now we consistently get more than 200. We have a strong pipeline of students coming through; we've built a scholarship programme with the Institute of Chartered Accountants, and all the big firms support the network. It's fantastic to see those competitive organisations come together to support a kaupapa bigger than themselves.

I'm no longer involved in a formal capacity, but I still go to the hui. We all know each other; we're like a whānau.





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Whenever I come into an organisation, I'm totally focused on the value I can add. I'm always thinking: 'what are the challenges that I can help them overcome'...

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As someone who's worked on both sides of the fence; how can firms like KPMG best assist Māori organisations?

One of the greatest contributions they can make is to help our pipeline and succession planning. We need our people to come home one day – well-qualified and with awesome skillsets – to manage our intergenerational assets. The big firms are best-equipped to teach them that. The investment that KPMG is making in developing Māori talent is priceless.

Secondly, it's important to really understand us as your client...so you can give advice that reflects us as a Māori organisation. Come and spend time with us, listen to our shareholders, witness first-hand the opportunities and challenges we face. Building a strong relationship gives us comfort that we can trust you, and that you're going to do the right thing by us. It's not so much your brand or professional qualifications that are important – it's the people and personal accountability that we're really looking for. Lastly, because our organisations are intergenerational, don't just look for the short-term wins. You need to be thinking, how do I build a 10-20-year relationship with this organisation.

What's your personal definition of career success?

When I think about my parents' legacy, they spent all their time and energy on their seven kids, to ensure we were set up for life. Because I'm not having children, my legacy will be how I have enriched the lives of others, and how I've helped other people to grow. After I'm gone, it doesn't matter how much I own, all of that will disappear. But how I have helped others is really the testament...and that's what motivates me to come to work everyday. They're the ones that will tell the story of the contributions I have or have not made.

I believe that's a role that many alumni can play. I would expect lots of us are confident and comfortable in our own skin, and what we have achieved in life. So the question is: how can we help others to get to that place and realise their aspirations? ■

Darren Beatty

Ngāti Kahungunu ki Te Wairoa; Ngāti
Rongomaiwahine; Te Whānau-ā-Apanui;
Ngāti Porou; Te Roroa



Darren Beatty began his career with KPMG in 1999, as a new grad in the Wellington office. He's since gained experience across a range of different sectors – including eight years at Māori TV, and an enviable two-year stint in the Cook Islands – before taking up his current senior role with Ngāi Tahu.

We asked him to compare his experience working for Māori versus mainstream organisations, the benefits of gaining cross-sector experience, and why he chose finance over law.

What attracted you to KPMG as a new grad in 1999?

I was given a scholarship in my final year at uni to work at KPMG in Wellington. Having come from student and labouring jobs, I remember the six-minute timesheets took a bit of adjusting to..!

I really enjoyed my time at KPMG, and the people I worked with. I've always liked the modus operandi of the firm... they're a little different to the rest. Their approach is understated and not flashy, but they get the mahi done. I like that trait in people, and in organisations, so it resonated with me.

You've worked across a range of sectors – energy, fisheries, tourism, media and aviation. What's the appeal?

I think I'm a much stronger accountant for having been exposed to different industries; I'd advise any young accountant to do it. Firstly, you're working with different people and personality types, which helps develop you as a leader of people. You're also being exposed to different pressure points and focuses within each industry. When you're working in aviation or the hotel industry, for example, it's very hands-on and there are loads of moving parts. The amount of inventory you need just to keep a plane in the air is huge.

But for me, the fundamentals stay the same no matter where I'm working. It's about making sure everything is done with integrity, and the financial controls are super-strong.

You've also worked in both mainstream and Māori organisations. How does it compare?

The biggest difference is obviously the kaupapa. At Māori TV, the kaupapa was re-vitalising te reo Māori; and in my current role, it's about providing as much benefit as we can to the tribal members of Ngāi Tahu. Whereas in most mainstream organisations, it's essentially about making as much money as you can.

Currently

Group Head of Finance & Planning at Te Rūnanga o Ngāi Tahu

With KPMG

Business Advisory Services, Wellington 1999 – 2002

Secondly, from a financial perspective, we're constantly asking 'what is the purpose of this money', and making sure that every dollar and cent gets used against that kaupapa.

Thirdly, there are obviously differences about the way you conduct yourself from a cultural perspective. That's about having the knowledge of te reo, and tikanga, and knowing how to navigate relationships with staff, governance and other cultural stakeholders.

Tell us about your current role as Ngāi Tahu's Group Head of Finance & Planning.

A week for me is never the same. I have a staff of about 20, with really strong direct reports, which allows me to focus on the larger issues. For instance, last year we revolutionised our KPI frameworks for both financial and non-financial outcomes... that's been a huge and exciting journey, and it's ongoing.

What I love about Ngāi Tahu is that it's a massive organisation whose sole aim is to use the settlement for the benefit of the current cohort of members, and those of the future. I work on the side of Ngāi Tahu that delivers the social outcomes, so I'm exposed to the many amazing ways the organisation provides for its members – from language revitalisation and education, to health and housing, and financial capability.

Of course, the commercial side of the organisation is what Ngāi Tahu is better known for. At some point there's always a space where the two have to align – and that's a challenge I love. In everything we do, we put the Ngāi Tahu lens across it and try to find that balance. Take social procurement, as an example. One mechanism for us to distribute benefit is to engage more vendors on our AP ledger who are tribal members. From a commercial perspective, it may be slightly more expensive, but that's a trade-off we should be happy to live with. ▲

The commercial entity still gets a return in terms of goods and services supplied, and we get to see the benefit move through our iwi economy.

You spent two years working in the Cook Islands, for Air Rarotonga and the Rarotongan Beach Resort. That sounds like a dream gig?

It was... especially from where I sit now, coming out of our third Christchurch winter! My wife and I were looking for an opportunity to have a tutu overseas; and we had a two-year window before our children turned five. It was a great place for kids to grow up. And for us, there was practically no commute time – so you could play a round of golf before work, or swim at the beach at lunchtime.

The cultural aspect was another motivation for me. I really wanted to explore the ancient connections between Aotearoa and Polynesia. We're part of their migration, and they're part of ours.

Do you have a mentor?

The person who's had the biggest influence on my career is a guy called Alan Withrington, who was the CFO when I was at Māori TV. He's one of those understated guys but with a massive brain... a real strategist who can distil a whole lot of complex issues down to two or three components.

Alan still mentors me today; we try to meet face-to-face on a quarterly basis. I'll raise a bunch of issues, and we just talk them through.

You did a BCom/LLB, but went into finance rather than law. What's your advice to rangatahi on that score?

I'd advise them to seriously consider finance. You get to work in the business and become an integral part of it – and for me, that's where the real value lies. Having strong financial skills can also provide a pathway into the C-suite. Secondly, I think the need is greater in finance than in law. We need more senior Māori finance professionals coming through to fill leadership seats within our Māori organisations. ■



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I work on the side of Ngāi Tahu that delivers the social outcomes, so I'm exposed to the many amazing ways the organisation provides for its members – from language revitalisation and education, to health and housing and financial capability.

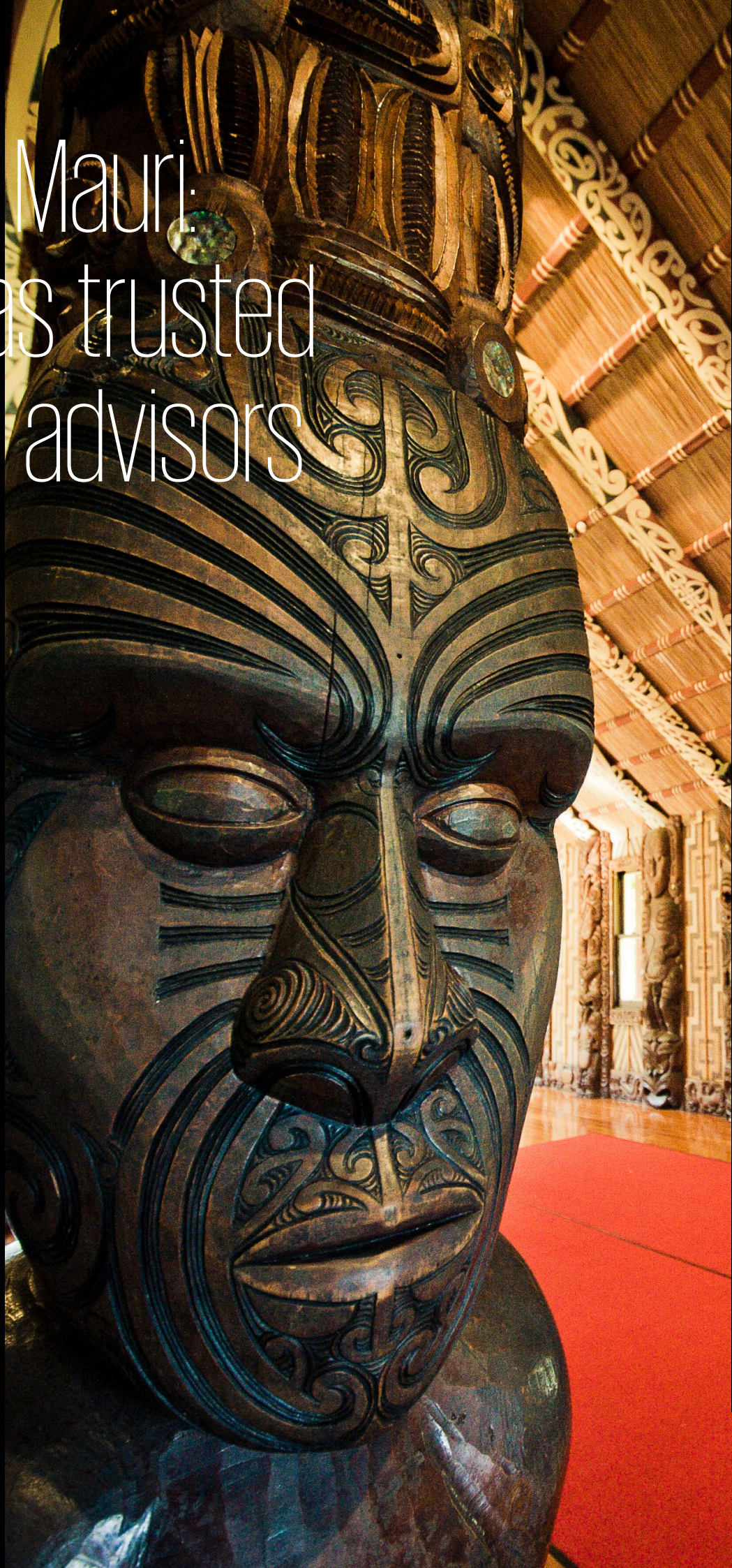
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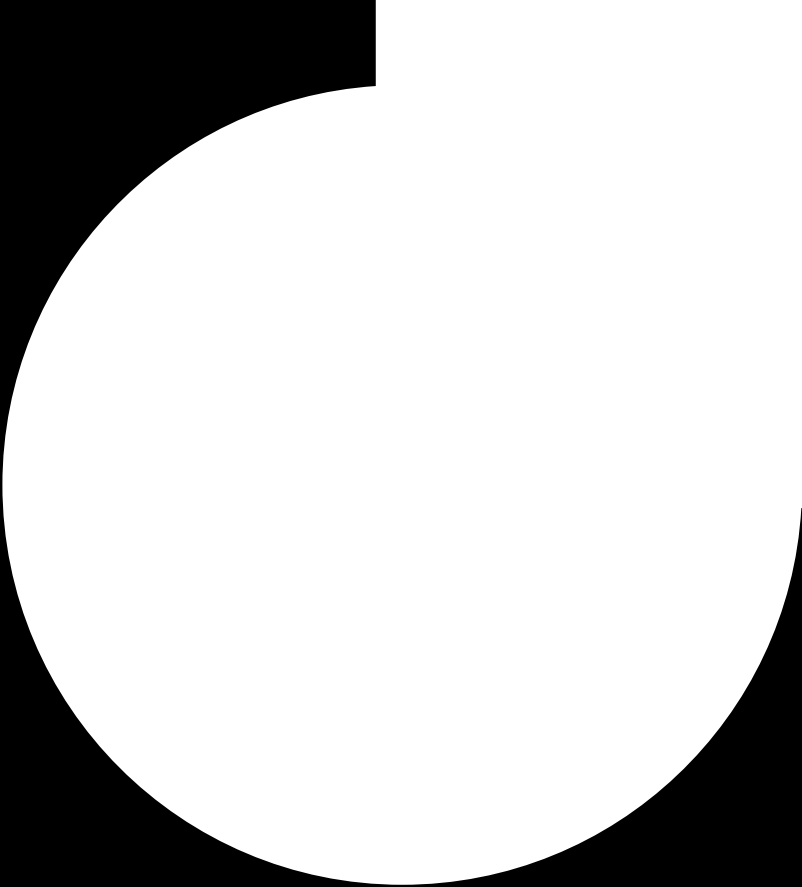


Tākina te Mauri: Our role as trusted business advisors

Every day, KPMG New Zealand is working with Māori clients all around the motu... from small businesses to large tribal and commercial organisations.

And while we offer all the services you'd expect from a Big 4 firm – across Tax, Accounting and Audit – there are many more ways we're helping Māori organisations achieve their aspirations. **Riria Te Kanawa** from our Management Consulting team provides an overview.





As Māori organisations and businesses become more complex – and continue to move up the maturity curve – the nature of professional advice they seek is changing. KPMG has responded by recruiting Māori talent with a wider mix of specialist skills, in addition to the traditional accounting and audit skillsets.

We began this process more than 20 years ago, when Awerangi Tamihere (nee Durie) joined KPMG as our first-ever Māori sector lead. (You can read her story on Page 4). Today we have around 30 Māori professionals based across KPMG's seven offices and five divisions - Advisory, Audit, Enterprise, Tax, and Lighthouse.

"Rather than centralising our Māori team, we made a deliberate decision to have our people working throughout the firm," says Riria.

"This approach not only drives diversity within our organisation, but also develops deep skills in our Māori capability across multiple disciplines. This has seen us develop some of the strongest Māori capability among the Big 4, particularly in Deal Advisory and Audit. Our senior Māori Partners include Trevor Newland and Jamie Munro in Audit, and Troy Newton in Deal Advisory."

The firm's Māori team in Management Consulting is also growing strongly; in response to client demand for services around strategy, structure reviews, improving performance, export and internationalisation.

"Underlying all of this is KPMG's commitment to developing young Māori business talent, as part of our purpose of Fuelling New Zealand's Prosperity," says Riria.

"The real beauty of it is that we know one day, they will return home and use their skills to directly contribute to the prosperity of their own people."

For the same purpose-driven reasons, KPMG is passionate about working with tribal organisations on their journey from aspiration to execution.

"For tribal organisations, there is so much work to be done within our communities, it can seem overwhelming at times. The fundamental challenge is to deploy limited resources for maximum impact. We're often called on to help clients work through a prioritisation process, so they can focus their energy and resources in the most powerful way."

To further strengthen their strategy and execution, KPMG helps Māori organisations harness and use the power of data.

"Tribal organisations generate huge amounts of data, across all kinds of activity. Our data specialists can help them extract valuable insights they can use, for instance, to determine priorities for investment. A good place to start is to conduct a data maturity assessment." ▲

On the commercial side of Māori enterprises, KPMG's Māori sector team connect clients into KPMG's specialist consulting expertise on every aspect of running a successful business. This may be improving performance generally; or looking at targeted areas such as customer experience, supply chain, operations and risk, through to business and technology transformation and cyber-security.

"In recent times we've seen increased attention on environmental, social and governance (ESG) reporting," says Riria.

"Māori values have always been broader than just business so it's good to see emerging business practice that is more aligned with Māori thinking. Our Sustainable Value team are experts in the field of climate change, green bonds, ESG due diligence and integrated reporting."

For those looking to make an investment, acquisition, divestment or enter a joint venture; our Māori investment professionals in Deal Advisory provide an important interface. In addition to the usual activities of deal-making – such as finding investment targets, assessing value, securing the optimal funding package, mitigating transaction risks, and conducting robust due diligence – there are usually additional cultural considerations.



// Māori values have always been broader than just business so it's good to see emerging business practice that is more aligned with Māori thinking



"For Māori entities, their portfolio of investments will often take into account broader objectives such as social and direct economic impacts; so being able to bring that lens to our work is important for clients," says Riria.

"Relationship due diligence can be another important aspect, particularly where others are looking at Māori organisations as potential sources of capital. In these instances, Māori organisations want to be sure that any investment opportunity - or potential investment partner - aligns with their overall strategy, values and objectives."

For export-orientated businesses, KPMG's Accelerating Export programme is led by Andrew Watene – who works intensively with selected clients to help them launch and grow their presence in markets. Andrew brings a wealth of experience and knowledge to this role, having worked for both New Zealand and offshore organisations through Asia, Africa, Europe, and the Americas.

"We're seeing some really exciting opportunities for internationally-focused Māori businesses in this space," says Riria.

"Our export businesses have more opportunity than ever before, particularly those in the food and health sectors; as cultural stories and cultural practices along with provenance resonate strongly with consumers." ■

LIKE TO KNOW MORE?

Please get in touch with any of our Māori sector team listed below – they'll be happy to point you in the right direction. We look forward to hearing from you.



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KPMG Grad Camp

Grad Camp is not a unique concept for any professional services firm but the experience for KPMG New Zealand graduates each year is a little out of the ordinary.

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Grad camp was humbling and so amazing. I am grateful that I work for a company that begins with such a moving start. Thank you to everyone who was involved and for reminding me that choosing KPMG is still the best idea, career-wise, I've had.

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The marae stay along with the informative talk about the area where we stayed made it feel like we were being included within the Māori culture. I think everyone took it in their stride to give new things a go.

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KPMG grad camp is a culturally-focused and energised induction that gives our new joiners a taste of what KPMG is all about and how our culture underpins everything that we do – while also celebrating and embracing New Zealand's heritage and diversity.

For the past five years, the camp has been based at Te Aroha Marae (also known as Parakao Marae), located in Parakao. The marae belongs to the hapū Ngāti Te Rino of the Ngāpuhi iwi and each year KPMG is welcomed into their wharenuī where we are able to share their culture and traditions.

For many of our grads, this is their first opportunity to visit or spend time on a marae and most certainly for all, it would be their first time sharing a wharenuī with 100 people including KPMG partners. These grads spend three days being challenged to step outside their comfort zone whilst experiencing Māori culture.

Over these three days we emphasize the value of what our grads can do beyond a professional services function by focusing on community and its importance to our firm. We hope to set the stage for a career in which our grads are able to bring their whole self to their role in an environment where they are free to pursue work they are passionate about and that makes a real difference to the prosperity of our communities.

In April this year, a group of new graduates, from all over New Zealand, arrived in Auckland ready to embark on this completely unique induction experience. After arriving at the KPMG Auckland office, the group boarded coaches and started their journey north to Te Aroha Marae in Mangakahia. On the journey, they learnt the traditional waiata which prepared them for the haka powhiri on arrival. After the powhiri, it was straight into an array of exciting cultural and team building activities, including a beach day at Baylys Beach and helping out a local school with landscaping and building projects.

Paul Tukukino, who joined us as a new grad in our Wellington Consulting division, brings with him a passion for Māori development. Although, grad camp wasn't his first time on a marae – he was brought up on a marae in Uawa and holds up the ahi kā of his marae in Takapuwahia – he shares his highlights and recalls a rare new experience:

"... the environment at Te Aroha Marae and the opportunity of being immersed in several practices at a marae such as haka powhiri and whaikōrero, and also karanga for women. My best memory was being able to sit on the paepae with a fellow grad and whaikōrero on behalf of our rōpū (group), twice!! It is very rare that a speaker of my level is ever able to speak on a paepae, so this was a big moment for me and it helped fuel my desire to further my capability as a speaker of te reo."



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It was a really great and worthwhile experience. I learnt a lot about myself, Māori culture and KPMG as a firm. It was very tiring but I have many great memories which I will definitely remember for years to come. I especially loved volunteering at the school and seeing the good that was created for the school and community in just 4 hours.

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Fellow graduate, Miro Harré, who has joined our Consulting team in Auckland, shares a similar view... "I definitely feel like the experience was an intimate one, pushing us to reflect on our why, including why we chose KPMG. Basing ourselves at the marae facilitated this along with creating a warm, comfortable space to experience Te Ao Māori. I learnt more about my peers embracing māoritanga, and having the opportunity to perform the karanga to welcome the partners on to the marae was a beautiful and personally significant, new experience for me".

Having grown up on a marae – Miro has taken part in many traditional celebrations, however she says the experiences of her peers were really moving. "The reflection sessions were really moving, to hear my peers talk about their new experiences. I felt that it really reinforced the culture of KPMG that I was so attracted to in the first instance" says Miro.

Being immersed in Māori culture was such a cool way to bond with each other and uplift the culture within our relationships and the company. Was also really cool to see the managers, partners, CEO etc. get involved too.

//

Had the best time, I loved that we were able to give everyone a marae experience and overall cultural experience they otherwise may never have had. I feel so much closer to my grads, and now that I know there are email groups we can use to email all the grads, I want to organise more events for us! Thank you for all your hard work, we all love your energy and positivity!

//



Maari Moke, a new grad in our DDX team in Hamilton, agrees.

"I witnessed non-Māori saying things like, 'this is my culture too, and it's a part of my identity as a Kiwi'. To hear how they felt about the opportunity to karanga, waiata, whaikōrero was moving and eye-opening for me, in the most pleasant way. To be gathered with 120 odd very ambitious individuals in a very familiar setting, to me, and to witness their respect for my culture/heritage and, then to see that evolve into these individuals embracing my culture was a beautiful moment for me. It was also equally as beautiful to have my firm, that I am about to put my hard work, sweat and tears (hopefully not) into, give me such a wholesome beginning - it was a little bit magic. As a Māori individual I felt very supported," says Maari.

As a result of the camp, a lot of our graduates have chosen to participate in KPMG's Māori working group to further their networks and help KPMG in our efforts to support the Māori community. We look forward to sharing this tradition with many more new starters.

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I really enjoyed the cultural immersion into the marae and Māori culture. Helping out at the local School was fantastic and reminded me of the importance of the environment.

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Meet our grads



Paul Tukukino
Consulting, Wellington

I was born in Hamilton but grew up in Melbourne and a small East Coast town Uawa (Tolaga Bay), before moving to Hamilton for high school. I studied a Bachelor of Commerce majoring in Finance and Information Solutions at the Victoria University of Wellington. I am passionate about Māori development, I love to coach sporting teams, and I play basketball.



Miro Harré
Consulting, Auckland

I'm a born and bred Westie (West Aucklander) and whakapapa to Ngāti Maniapoto and Ngāti Porou. I spent four years studying a conjoint Bachelor of Arts, Bachelor of Commerce degree at the University of Auckland, including a semester abroad studying Political Sciences at Sciences Po, Paris. I absolutely love our wild West Coast and volunteer as a Surf Lifeguard in the summer. Our beautiful beaches and bush are some of my ultimate inspirations in life.



Maari Moke
DDX, Hamilton

Nō Tainui, Maniapoto me Tūhoe āhau. I studied at Wintec, Hamilton as a young mum and wife. I became a student involved in the NKMOA National Māori Accountants Network, through school, which opened my eyes to see the corporate possibilities with my chosen career. Outside of work I love music, to sing, and stalk my kids with all their sports agendas and extra curriculum. We also love to explore Aotearoa, often.

Tax and the Māori Economy



On 21 February 2019, the Tax Working Group (TWG) released their final recommendations to the Government. There were 99 recommendations to make the tax system, in the TWG's view, fairer and more efficient. One received most of the attention.

The biggest talking point was the TWG majority's recommendation for a broad based capital gains tax (CGT) covering everything from land to intangible property. The Prime Minister's response was unequivocal – there will not be a CGT under any Government she leads – while the Opposition National Party was also not supportive of a CGT.

Due to the overwhelming focus on the CGT recommendation, other aspects of the TWG's final report haven't had much coverage (if any).

This includes the recommendations the Group had for the tax system (and tax policy development in general) to help support and grow the Māori economy. Importantly, these recommendations are still on the table.

A framework for thinking about tax and its impact on the Māori economy

The importance of the Māori economy was embedded into the TWG's work, with a proposed framework for developing tax policy, based on Well-being and Māori principles. The TWG refer to this framework as "He Ara Waiora".

He Ara Waiora is based on four tikanga principles which are recognised as being supportive in the development and preservation of the four capitals (economic, social, human and natural capital) which ultimately drive Well-being. The four tikanga principles being:

- Manaakitanga (care and respect);
- Kaitiakitanga (stewardship/guardianship);
- Whanaungatanga (the relationships/connections between us); and
- Ōhanga/Whairawa (prosperity).

The TWG also recognised the significant role that Māori organisations play in developing New Zealand's economy and their importance in furthering the well-being of Māori in particular. Consequently, the TWG intended the He Ara Waiora framework to serve as a useful tool for evaluating key policies aimed at creating a more sustainable future for Māori and non-Māori alike.

TWG's recommendations for the Māori economy

Māori organisations have focused on wealth creation and the long term sustainability of their collective asset bases for the benefit of their wider iwi and hapū - initially through trusts and organisations and more recently through treaty settlements.



Māori will be able to have a say in how their interests in ecological assets are ultimately preserved through the tax system.



To help achieve these economic goals, they are looking to adopt standard commercial operating models and mind-sets.

The Government has been supportive of Māori organisations in their pursuit of these goals. The current Māori Authority Tax regime does not impede those objectives. The tax rate which applies to most Māori organisations (who have elected to be a Māori authority) is 17.5% rather than the corporate (28%) or trust (33%) tax rates. However, tax impediments remain depending on the commercial structure adopted.

The TWG also acknowledged specific areas where the tax system particularly impacts Māori and the Māori economy. These include:

- The importance of Māori rights in the use of ecosystem resources in New Zealand (such as water rights), relevant when considering the development of instruments to tax ecological resources and assets; and
- The different way in which certain Māori assets are held (such as collectively-held land, which is relevant in the context of designing a potential CGT).
- The TWG was largely receptive to submissions received on the issues affecting Māori organisations and the practical considerations required when developing tax policy, which could impact Māori.
- As a result the TWG made a number of recommendations impacting the Māori economy and Māori organisations, including:
 - The current tax rate for Māori Authorities at 17.5% should be retained;
 - The 17.5% Māori Authorities tax rate should be extended to wholly-owned subsidiaries of Māori Authorities (along with some other technical refinements to the Māori Authority rules);

- If a CGT is introduced, there should be “roll-over relief” from any CGT liabilities for certain transactions involving Māori collectively-owned land and assets; and
- Development of environmental taxes need to consider the impact on Māori rights and interests.

Government’s response – most recommendations not ruled in or out

One example where no further consideration is required is the rollover relief recommendation, with the Government ruling out a CGT.

While the Government also ruled out taxing water rights in this Parliamentary term, any future consideration of instruments to tax the use or extraction of ecological resources should take into account the TWG’s comments.

The inclusion of Māori interests when considering the taxation of ecological assets recognises the importance of ecological resources in Māori culture. By incorporating Māori values into any model that taxes ecological services, Māori will be able to have a say in how their interests in ecological assets are ultimately preserved through the tax system.

The Government has not endorsed extending the 17.5% tax rate to wholly-owned subsidiaries of Māori Authorities. This, along with other technical refinements to the Māori Authority rules, is to be considered for inclusion in the tax policy work programme but has not been rated as a priority. KPMG supports extension of the Māori Authority tax rate to their wholly-owned subsidiaries. This will allow Māori organisations to commercially separate their business risks from their culturally significant asset holdings. It would allow the Māori Authority tax rate to apply, without complex business structuring, to give iwi members the benefit of their individual tax rates (the policy rationale for these rules).

Given the importance the Government has placed on developing not only the Māori economy, but also the wider interests of Māori in the context of general well-being, it is disappointing these recommendations were not supported but will be considered further, subject to other priorities.

The Government’s response will defer change, missing an opportunity to further help ensure iwi prosper. But its response also means change has not been ruled out. There is still an opportunity for Māori organisations, in particular, to put forward their case for priority being given to these changes. ■

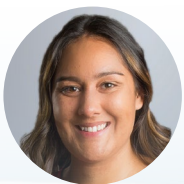
Opportunity through diversity

As a young Māori woman working in the Big 4 environment, **Jess Wood-Waikari** is aware that she's in the minority. But she views that as a strength – and something that's helping her build a dream career.

Jess is also a founding member of KPMG's KIWA network; which aims to support and attract Māori and Pasifika talent to the firm.



Some of KPMG's Auckland-based KIWA team pictured in 2018. There are now around 50 KIWA members across our different offices.



Jess Wood-Waikari
Senior Advisor, Advisory
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Jess was initially drawn to KPMG after meeting alumni Joe Hanita at a university networking event. (You can read Joe's story on Page 8).

"The idea of working in a Big 4 firm was new to me... I didn't grow up with parents or family members that worked in the corporate sector. But after meeting the real people behind the brand, KPMG sounded like a place where I could see myself. And the chance to become part of the firm's Māori sector was a big driver."

Since joining KPMG as a new grad in 2017, Jess has been promoted to Senior Advisor with the Mangement Consulting team in Auckland. She sums up her experience in this way:

"Do I recognise that I'm still a minority in the Big 4 environment? Yes, of course. Do

I ever feel it's a disadvantage? No. And do I ever feel it's an advantage? Yes, quite often...!"

KPMG's growing presence in the Māori sector has allowed Jess to become involved in work that she's deeply passionate about.

"I've had some amazing opportunities to work with Māori clients all around the country, across different sectors and industries. I feel privileged to have done as much as I have."

"And I've found KPMG very supportive in that respect... if you have certain work you're interested in, or want to do more of, they will really try to facilitate that."

Jess became a founding member of KIWA, which is KPMG's network of Māori and Pasifika professionals throughout the country. (KIWA is a reference to

Te Moana-nui-a-Kiwa, the Pacific Ocean. This name was given by our Kaumātua to encompass all of the people of the Pacific Ocean that work among us).

"It started out small, with a group of us just getting together to celebrate things like Matariki. But the network is definitely growing, and we've now got over 50 members, across all our offices."

A current focus for KIWA is to build te reo skills and capability within KPMG.

"We recently sent a group of our Māori team on a two-day business workshop with a te reo focus. We're also looking at different initiatives to normalise the use of te reo at work. There are a lot of people at KPMG who are keen to learn words and phrases they can use in meetings, or for emails, or in their everyday life." ■





KPMG's Carlos Talataina and Elijah Forsyth enjoying a fiafia evening at St John's

Let's hear it for the boys

A few words of encouragement can potentially change a young person's path in life – as a group of KPMG's Māori and Pasifika team have discovered.

In September last year, they wrote messages of support and advice to school-leavers in Hastings they'd never met. This sparked off a chain of events that's now resulted in an ongoing mentoring programme between KPMG and students at St John's College in Hastings, a decile 4 high school for boys.

KPMG's Kristal Pihama, who is Samoan, has led the project from the beginning. It was a conversation with a colleague that sparked things off.

"Laura McKinnie is one of my KPMG colleagues, and her mother Tracey is the academic dean at St John's. She knew many of her Year 12 and 13 students were feeling apprehensive about their future beyond school; and she asked if some of our Māori and Pasifika team would write to them with messages of support."

"It was really just to get the students thinking about a life outside of Hastings, or beyond what their families had traditionally done career-wise. We didn't know who we were writing to; but we just outlined who we were, what we'd done in our lives, and how we'd felt at their age."

The impact of their words was immediate and powerful. "Tracey told us that her students were blown away by the messages. It had only taken five minutes out of our day... none of us expected it would have such a huge impact. Some of the students wrote back to us, and we started to form a connection."

Then in March this year, a group of seven from KPMG travelled to Hastings to meet the boys in person. They began the day by telling their different life stories at the school assembly.

"All of us had very different personal histories; but the one thing we had in common was the discipline and commitment to achieving our goals, and being planned and purposeful about what we wanted to do."

"We could tell that this had resonated with the boys when we met with them for a goal-setting workshop in the afternoon. They were able to articulate their goals to us – which ranged from going to university, becoming a plumber, getting a rugby contract, or going on a mission for their religion. We helped them set the milestones they wanted to achieve by the end of the year."

Once back home, the next stage was to set up a virtual mentoring programme. Fourteen people from the firm's KIWA network have committed to connecting with a mentee student (or 2-3) on a regular basis.



Some of the KPMG mentors pictured with boys from St John's College in Hastings

"The programme is still in its early days, but it's going really well," says Kristal.

"It's fairly informal, like a big-brother mentoring scheme. We connect with the students on Facebook, and check in with them regularly to see how they're tracking. They might be working on an assignment, getting their drivers licence, or training for a big rugby game coming up."

For Kristal, who joined KPMG in 2017 as a Senior Manager in Deal Advisory, working with youth is something that's close to her heart.

"I'm passionate about helping young people get the best possible start to their working life. Those final years at school can be quite a stressful time of transition; when they're balancing the different expectations of family, teachers, and friends."

"She believes it's particularly valuable for KPMG to connect with youth in regional towns like Hastings; where there's less exposure to the corporate environment."

"When I was their age, the idea of working in a big firm wasn't even on my radar. It's only since I joined KPMG that I've realised there's no cookie-cutter type of person that fits the corporate mold. In fact, diversity is highly-valued in a consulting environment; because of the different skills and thinking you can bring from your life experiences." ■

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All of us had very different personal histories; but the one thing we had in common was the discipline and commitment to achieving our goals...

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Connecting with corporates

Another important role for KIWA is to encourage the next cohort of Māori and Pasifika talent, by connecting with students at secondary and tertiary level.

"We recognise there are an array of barriers for Māori and Pasifika students joining a large corporate firm," says Jess Wood-Waikari, a Senior Advisor in KPMG's Management Consulting team.

"The aim of our mentoring programme is to develop the potential of these students – by building their confidence and knowledge, and giving them exposure to the corporate world. We provide someone who can be a bit of a role model, and a friend."

The different KIWA groups build relationships with the local tertiary providers in their region. The Hamilton office, for instance, works with the University of Waikato.

They connect with local students via networking events, workshops, and by providing one-on-one mentoring. As Jess explains, it's also about dispelling the stereotypes of the type of person who works in a Big 4.

"The idea is to spend some time with us, and see that we're normal just like them..! As well as seeing the range of work that firms like ours do, and the many different opportunities available."

The Viaduct Village Careers Day is an initiative started by the KIWA group in KPMG's Auckland office. Now in its second year – and attracting nearly 100 students in 2019 - the annual event is an opportunity for Māori and Pasifika tertiary students to network with local corporates.

Jess explains how it came about.

"As a young Māori or Pasifika professional, you tend to get to know others around you. We had this network of people we knew in corporates around our precinct... the likes of Air New Zealand, ASB, Auckland Transport and Microsoft."

"We mentioned this to AUT one day, and they said, 'what if we could bring our students to meet all your amazing organisations.' And it just grew from there."

During the day-long event, the various corporates open their doors to showcase the range of careers they can offer.

"It's a really fantastic collaboration," says Jess. "There are no corporate agendas... everyone just gets behind the bigger kaupapa of opening up opportunities for Māori and Pasifika students." ■



Agribusiness Agenda 2019: Acknowledge, Evaluate, Accelerate

With change now a constant, organisations need to remain continuously relevant to consumers, develop new capabilities and make bold commitments to thrive in an ever-changing environment.



The 10th edition of the KPMG Agribusiness Agenda: Acknowledge, Evaluate, Accelerate, acknowledges the progress that the industry has made over the last decade, evaluates perspectives of industry leaders on where the industry is today, and explores changes coming to the sector and what needs to be done to accelerate a more prosperous future for all New Zealanders.

The Agenda was released this June at the KPMG Agribusiness Leaders Breakfast at the National Fieldays, where KPMG hosted over 150 industry leaders.

Presenting at the breakfast alongside KPMG's Global Head of Agribusiness, **Ian Proudfoot** were **Prime Minister Jacinda Ardern**, **Minister Damien O'Connor**, **Simon Limmer** – CEO of Silver Fern Farms, and **Angela Clifford** – CEO of EAT New Zealand.

"We believe that as we move into the 2020s, a decade that will be dominated by health and wellness, now is the time to place wellness front and centre in our agri-food story if we really want to secure our share of the value we grow," says Ian Proudfoot.

Some of the key themes in this year's Agenda are highlighted below, and you can access a full copy of the report [here](#). ▲



Demonstrating that trade with New Zealand is inclusive and beneficial

The importance of market access was stressed by many contributors to the Agenda. "Trade is being seen as a key contributor to inequality around the world. As a small exporting nation, New Zealand requires as much access to markets as possible; thus there is a need to focus on trade as being more than transactional. We need to collectively invest in demonstrating that trade with New Zealand is inclusive and beneficial so that our market access is not constrained by protectionism."

The food people eat is central to preventative healthcare systems

New Zealand's agri-food sector is well positioned to take advantage of opportunities arising, as governments around the world prioritise investment in preventative healthcare. Over the next decade, food will become integral to how health and wellness is managed, with the role of food as a medicine dominating how organisations develop, produce and distribute their products.

"We have talked a lot over the last decade about the need to make a change in our primary sector from volume to value, we now believe this will be best achieved by focusing on transitioning from volume to wellness," says Ian.

A key recommendation made in the report is that the industry needs to take a far more active role in ensuring we feed every New Zealander properly.

"New Zealand can't afford to continue to be home to one of the world's most unhealthy communities if we want to tell the world about the natural, healthy, nutritionally dense food we grow in New Zealand."

"Having a plan to adequately feed all five million Kiwis before the first tonne is exported should be a goal for the industry."

The wellness of our environment, our communities and our economy

The Agenda suggests that wellness extends beyond just health, with the industry clearly understanding the expectations of the wider community and that the licence to operate is granted as a privilege as opposed to a right.

"Industry leaders are more prepared than ever to do the right things because they are the right things to do and recognise that they must place greater focus on listening to the wider community," says Ian.

The fourth industrial revolution

Investment into technologies that fuse biological, physical and digital capabilities together to deliver disruptive solutions is transforming the agri-food sector globally. The Global Agrarian Revolution is transforming farming systems, the foods available and how we interact with food. "The level of change in the sector is unprecedented and creates major opportunities for New Zealand's agri-food industry," according to Ian, who adds "the mind-set that organisations approach change with will be critical in determining the outcomes they achieve."

The potential impacts of Zero Carbon

The potential impacts of the Zero Carbon legislation was a popular topic in our conversations, which contributors reflected on as the most confronting change to face the sector since subsidies were removed in the 1980s.

"Leaders recognise the industry has a key role to play in transitioning to a zero carbon future, but it is fair to say everybody is starting their journey from a different place in respect of personal beliefs and actions already taken. There was recognition that land use and farming systems will in some cases have to change. Rapid change will be best achieved through a mechanism that incentivises progress rather than delivering retribution for past actions." ■

Introducing our new leaders

We're passionate about helping New Zealand businesses succeed, and fuelling New Zealand's prosperity. Our leaders know that driving success comes from more than just transactions. It's about outstanding people and strong relationships. Whatever your size, wherever you're based, KPMG is here to be a part of your team and work with you to build, protect and realise value.

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Work hard, play hard

Our people out and about in businesses, the community, and social events.



The Auckland Social Club enjoyed an evening out on the Harbour for the 2019 Boat Cruise.



KPMG's Customer Experience Lead Baxter McConnell interviews Greg Foran, CEO and President of Walmart US.



Delivering Christmas gifts to the 200 tamariki at Edmund Hillary School.



Enterprise leaders tackle the marshmallow challenge at their 2019 leadership conference.



Livestreaming International Women's Day speeches live in the Auckland office.



Launching a new mentoring programme with Māori and Pasifika students at St Johns College, Hastings.



Pt England School students experience an office environment through Classroom @KPMG in Auckland.



Our 2019 graduates volunteer at Tikipunga High School.



Raising over \$3,400 for Edmund Hillary School at the KPMG charity golf day.



Volunteering at the Mangere Refugee Resettlement Centre.



The Auckland Forensic team spent the day volunteering on Motuihe Island, gardening.

From Wellsford to the world

Sean Wallendorf
& Ludmilla Oliveira

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Through all our travels we've realised that New Zealand is hands-down the best country in the world, and it's home, so we definitely plan to settle there long-term.

//

Sean and Ludmilla were married in Bali this May.

Although their first meeting wasn't particularly romantic, KPMG alumni Sean Wallendorf and Ludmilla Oliveira have definitely made up for it since. The young couple recently celebrated their dream wedding in Bali, and are now on a year-long honeymoon throughout South America.

We caught up with them (via intermittent wifi) on their travels through Bolivia.

As alumni of the Auckland-based Audit team, both Sean and Ludmilla started with the firm as new grads. They met on their first day at work in April 2015 on their way to the annual grad camp held at a Northland marae.

"We got introduced at the Wellsford McDonalds, where the buses had stopped for a toilet break... so that was romantic!" recalls Ludmilla.

"Over the next few months we got to know each other, and Sean finally asked me out on the annual KPMG ski trip in July."

In October 2017, the couple were offered a seven-month secondment to the Netherlands together.

"It was the opportunity of a lifetime," says Sean. "It was just brilliant... to be able to progress your career within the firm, while you gain international experience; as well as country-hop through Europe every weekend. I think in our seven months there, we only stayed in our Eindhoven apartment for four weekends."

There were just a few small cultural

adjustments. The typical Netherlands lunch of bread and cold-cuts was a challenge for the foodie couple, as was the contrast to the easy-going Kiwi culture.

"The Dutch have this 'rules are rules' philosophy that they very much live by; in everything from government to customer service. For example, Sean was dropping off a letter at the local council and he asked the parking warden what the grace period was. He was told there isn't one – you have to pay for every second your car is on the space."

The couple became engaged while holidaying on the Italian coast; followed by a large engagement party back home last December. They opted for an intimate Bali wedding with 40+ guests, which included some close KPMG friends. The ceremony was held at Villa Tantangan – a private cliff-top residence overlooking the ocean – in the Tabanan region of Bali.

"We'd rented a one-bedroom villa in Canggu and spent six weeks planning

our wedding; along with sunbathing, exercising, eating healthy food, swimming in our pool, going to the beach and scooting through the rice fields. If that's not the dream life, I don't know what is...!" says Ludmilla.

The couple had already decided during their secondment they'd take a gap year to travel. They'd made a savings plan to allow for the wedding, living in Bali, and then travelling through South America without working.

They booked a one-way ticket to Buenos Aires, and are keeping things flexible by planning their travels just a week ahead. So far they've visited Argentina, Uruguay, Chile and Bolivia – to be followed by Peru, Ecuador, Colombia and then on to Brazil.

They plan to settle for the South American summer in Salvador, which is Ludmilla's hometown, to visit her grandmother and travel with her family.

"We're using this year to find a balance of what we're wanting out of our lives and career," says Sean.

"Our time at KPMG has given us such a great set of skills, which can be applied across different facets of business. We love the idea of growing our own business in the future, but that's an end goal."

The intrepid couple is certain about one thing, though.

"Through all our travels we've realised that New Zealand is hands-down the best country in the world, and it's home, so we definitely plan to settle there long-term."

They also look forward to re-connecting with the dozens of KPMG colleagues and friends they've collected over the past four years.

"We both came into KPMG not knowing anyone...and we now have this incredible support network filled with mentors and best friends." ■



At the famous salt flats in Uyuni, Bolivia



The newly-engaged couple, overlooking Vernazza on the Italian coast, where Sean proposed.



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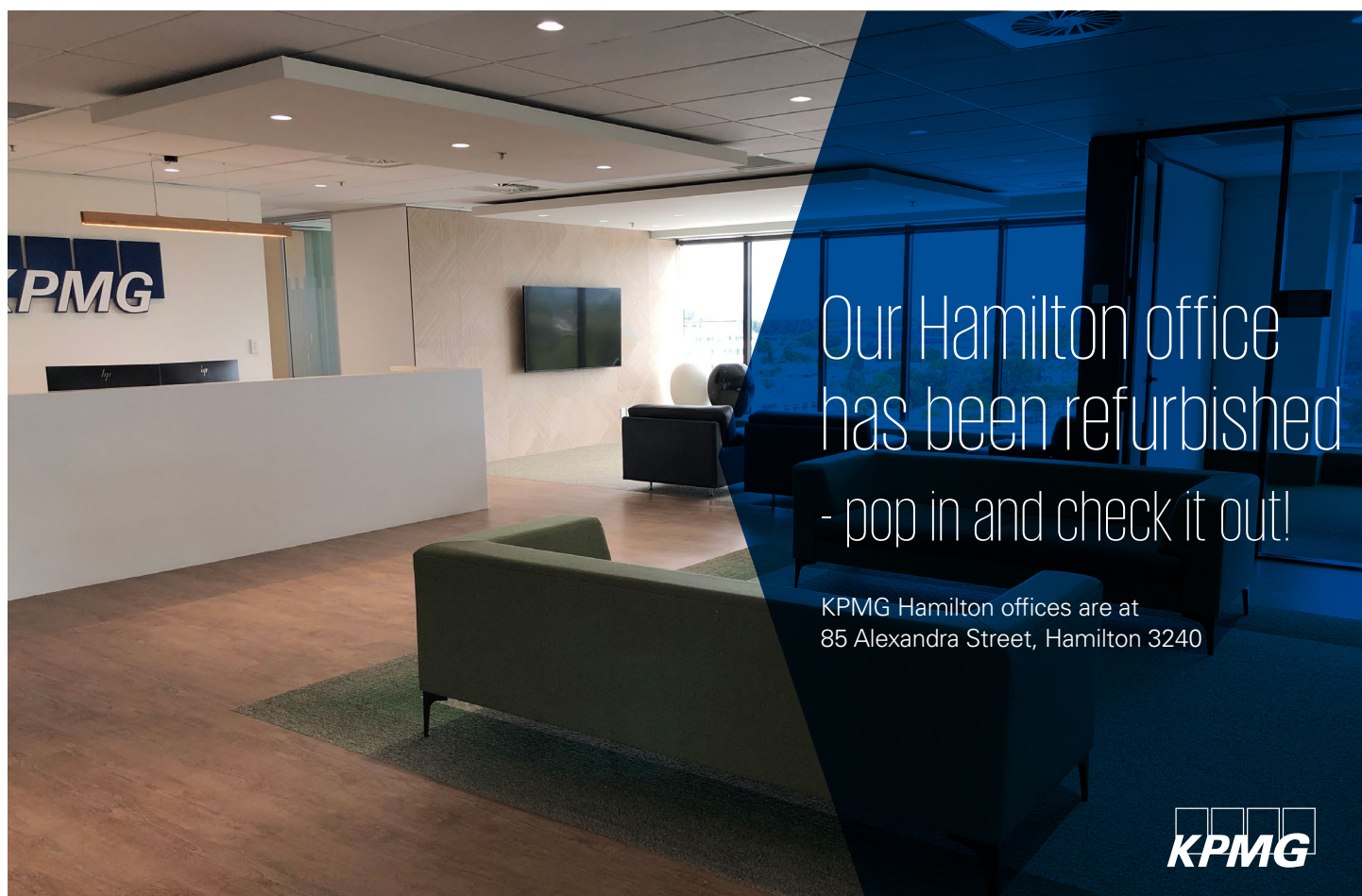
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Our Hamilton office
has been refurbished
- pop in and check it out!

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