

KONNECTIONS

NEW ZEALAND'S MAGAZINE FOR OUR ALUMNI



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Kia ora & Meri Kirihimete

Welcome to the latest edition of *KONNECTIONS*

It goes without saying that this has been an extraordinary year. For all of us, 2020 has delivered unexpected challenges and new experiences.

As a firm, we're incredibly proud of the way our people have navigated this year. They've demonstrated a genuine willingness to step up, adaptability, resilience and, most importantly of all, compassion for each other during difficult times.

We've also noticed a new sense of purpose among the New Zealand business community in response to the pandemic. Our business leaders have had to draw upon all their skills – whether it's guiding their people, creating new ways of working, making some necessary tough calls, or re-imagining their business model (often literally overnight).

In this issue of Konnections, we celebrate a sector that was perhaps most affected by the stormy seas of 2020 – our retailers. On page 10 of this issue, KPMG's Head of Retail, **Dinesh Naik**, provides a recap of how the local sector has fared, along with some outlook predictions for 2021.

We were pleased to learn that our two featured alumni – **Shane Dermott** of The Interiors Group, and **Anoushka Hatch** of My Food Bag – have emerged from the 2020 pandemic with businesses that are stronger than ever.

For many, this was also a year characterised by kindness and compassion. You may have seen television coverage of KPMG's Jack Keeys, who raised more than \$20,000 for two charities close to his heart. You can read Jack's story on page 29.

This year we also began work in earnest on our KPMG IMPACT strategy. This is all about applying our collective skills, energy and purpose to help address critical issues in our communities.

Finally, in this issue, we pay tribute to two legendary 'new alumni' of the firm. Ross Buckley and Ann Tod have retired following a combined 80 years with the firm. Most of you will have your own stories and memories of Ross and Ann; two extraordinary leaders who have influenced the careers of hundreds of others. Waiho i te toipoto, kaua i te toiroa korua.



Matt Prichard
Executive Chairman



Godfrey Boyce
Chief Executive



Aaron Woolsey
Alumni Partner



Matt Prichard

Godfrey Boyce

Aaron Woolsey

An instinct for retail

Shane Dermott

CFO - The Interiors Group





KPMG alumni Shane Dermott has retail in his blood. Over the past 20 years, he's worked for some of New Zealand's most well-known retail brands – including Pacific Retail Group and Number One Shoes – as well as the multi-billion dollar Dixons Retail in the UK.

Currently
CFO, The Interiors Group

With KPMG
Auditor at KPMG
Christchurch 1990-1996

In our Q&A, he shares his insights on working in the sector, and why gut instinct can be just as important as financial expertise.

What are your memories of KPMG?

"We weren't a big team in Christchurch Audit back then – maybe 25 people – so we got to work with a variety of clients. We had retailers, manufacturers, dairy factories and breweries.

One of the audit clients was Countdown. I remember they would get together in the boardroom every Monday morning and paste up all the newspaper ads that had been published that week around the country. I got the sense it was a very dynamic, fast-paced industry... and that's what first got me interested in retail.

While I was at KPMG I also went on two secondments; one to the UK, and a longer one to the Cayman Islands for two years. Because it was such a small population, KPMG had people from all over the world joining, and it was a great lifestyle experience. I think two of the guys that I started with are still there!"

What are the skills you learned at KPMG that have stayed with you throughout your career?

"I think KPMG has a really great way of making people feel part of the organisation from day one; and I've tried to emulate that in organisations I've worked in since. For anyone coming in to my organisation, I

want to make sure their first day is one of their best. Secondly, I learned to always find the end solution, and never settle for less or just go halfway. It's that relentless pursuit to really do a great job."

You've also had some offshore roles with multinational retailers (Nood and Dixons Retail). How do those overseas brands compare to the New Zealand environment?

"Dixons [in the UK] was a multi-billion dollar company. It had a huge campus with four six-storey buildings, and there were 100 finance people on my floor alone. It was pretty intimidating at first. But I remember my boss saying to me, 'when you think about it, we're just a very large group made up of a whole lot of smaller businesses.'

And he was right. I soon learned they had very similar challenges to any smaller business – whether it's system issues, or interactions with suppliers, or anything else. They were just the same problems on a bigger scale."

From a finance-role perspective, what's different about retail?

"One of the frequent challenges in retail is decisions around whether you'll put a store in a new location, or

move a store. It usually involves a lease that might be 6-8 years, so it's a significant financial commitment.

One of the things you quickly learn in retail is that a lot of the time, it comes down to gut feel, even if it looks borderline from a financial or analytic point of view. I remember once moving a store a very short distance – literally from one side of the carpark to the other – and sales were not as good in the new location. It was bizarre, but that can be the nature of it.

You can analyse things to death, but there's also another side. Retailers with decades of experience will often go with what their gut tells them. The analysts will be saying 'that's crazy'... but it turns out to be right. It's a dynamic industry that relies on a mix of analytical thinking but also good old-fashioned practical experience."



Tell us about your current role as CFO with The Interiors Group

"There are quite a few layers to the business, which makes it interesting from a CFO's perspective. The Group is made up of two retail brands – Curtain Studio and Carpet Court. In addition to the retail stores, there's also a distribution business. Plus we have a franchise network within Carpet Court; we own around half of the 64 stores, and the rest are franchised. So it's a reasonably complex organisation.

"We're majority owned by an Australian private equity firm, Allegro Funds. Prior to this I've mostly worked in public companies – so this model is quite different, where the shareholders are working a lot

closer to you. It really hones your sense of what your shareholders are looking for."

How did you navigate COVID as a business?

"From a footprint perspective, we couldn't sell via our stores, and we had little cash coming in to the business. Like most businesses, we had to respond very quickly and look for ways to preserve cash. We put in place processes that allowed us to respond in a measured way as the situation evolved, and had multiple potential scenarios at play. Importantly, we also kept in regular communication with all of our stakeholders.

As things have turned out, we've gone from feeling like the world was going to end, to being busier than we've ever been. It's bounced right back. But there were a lot of sleepless nights, and I wouldn't want to go through it again..."

What do you see for the future of retail?

If you think back to say a footwear store 30 years ago – it was a high-service, customer-orientated environment, where the salesperson was key. We've since moved into a very low-service consumer environment. But at the end of the day, retail is all about providing for the needs of the consumer, and stores that do that well will always have a strong future.

If a retailer has an online offering, the opportunity facing them is huge now. The GFC probably kicked off [the move to digital], but now the door is wide open. We'll see a lot less bricks-and-mortar stores, and they'll be more strategically placed.

There's also a growing concern around how products are made, and I think over time we'll see a shift away from cheap mass-produced goods towards quality."

What's the best piece of career advice you've ever received?

"Back in my Noel Leeming days, I worked for a guy called Neil Campbell. He told me that if you always put the interests of the business first – regardless of your personal motivations – then you can't go wrong. By doing that, you'll always have confidence in your decisions and your interactions with other people. That was pretty good advice."

It's in the bag

Anoushka Hatch
Financial Controller -
My Food Bag



KPMG alumni Anoushka Hatch is making a name for herself at one of New Zealand's brightest young companies.

The cross-disciplinary experience she gained at KPMG served her well when making the move into industry. In this Q&A, Anoushka recalls those experiences and talks about her current role (and also reveals her all-time favourite My Food Bag recipes).

At KPMG, you moved from Audit to Deal Advisory. What was that like?

"I'd been in Audit for a few years, I'd just completed my professional CA programme and I was ready for a new challenge. The opportunity came up to transfer to Deal Advisory (DA)... I'd seen a couple of Partners do the same thing, and I thought it would be a good way to round out my experience with something a bit more commercial and deal-focused.

In Audit, you're looking at assuring what's happened in the past – whereas in DA, you're very focused on a company's PFI information and what they believe will happen in the future. The teamwork aspect was also quite different. In Audit you work in big teams, while you could be the only person writing the report in DA.

I think having that dual experience really set me up well for my career post-KPMG, by giving me great exposure to a different side of business."

What other skills have you taken with you?

"Aside from the hard skills – being technically sound and seeing lots of different industries – what KPMG has given me is resilience and confidence in my own ability. You get exposed to so many different technical issues or concerns that clients have... so that when you go out into industry, you've seen a lot, and you can use that experience to inform your decisions.

The other thing that's served me well is having some pretty incredible role models in the Partners and senior management – so that you can develop your own leadership style off of a really good base. Plus you learn how to train teams, which has been really useful when I've needed to build a finance team here. I always try to hire from the Big Four, because I think the skills you gain are second-to-none. In fact, of our finance team of 10 at My Food Bag, four of us are ex-KPMG."



Currently
Financial Controller,
My Food Bag

With KPMG
Audit & Deal Advisory,
Auckland 2008-2018

How did the My Food Bag opportunity come about?

"I was headhunted by a recruitment firm while I was on maternity leave. I'd always intended to get external experience at some point – and there were several things that attracted me to My Food Bag. They were planning to do a greenfield ERP implementation, and they aspired to IPO, so it was a great opportunity to be part of a finance team doing that.

The CFO at the time was a former KPMG client of mine, who used to work at Spark. I knew he was a really good operator and someone I wanted to learn from.

Plus My Food Bag is a young, attractive business that New Zealanders love... so there's huge opportunity to develop and leave your mark, as opposed to a more established business."



The KPMG alumni team at My Food Bag...(from left to right) Olivia Clark (ex Audit, Wellington), Stephanie Meech (ex Audit, Auckland), Anoushka, and Matt Thompson (ex Tax, Auckland).

What are the unique challenges of the business, from a finance perspective?

“What’s really interesting about My Food Bag – and that makes it different from a manufacturer or a retailer – is that we’re creating a brand new product every week. We have to win our customers every single week based on our recipes, the quality of our ingredients and our customer service. We use hundreds of different New Zealand suppliers, and have to make sure we get product delivered to tens of thousands of homes on schedule every week. So it’s quite an operational exercise!

The business is only 7 years old and we’re still seeing significant growth. It’s been a really good year for us, with Kiwis shifting more of their shopping online and a strong performance from innovations like our Plant Based and My Choice bags.

We’re hoping to have some kind of transaction next year, so we’ve been laying the foundations for that. I’ve been the finance lead on the ERP project, which we delivered in June. When I started two years ago, we were on an MYOB platform with lots of Excel spreadsheets. Now we’ve got a bespoke ERP platform that provides one source of truth right across the business – from developing recipes, through to the warehouse and all the financials.”

Who have been your greatest role models in your career?

“I had two, both from KPMG. The first is Ann Tod, who used to be a Partner in Enterprise. I’ve always really respected how she managed her career – how she put her people first, and how she handled herself and her clients. She was always the person I aspired to be.

Jason Doherty (Audit Partner at KPMG) has also had a huge influence on my career. He supported my move into Deal Advisory, and when this opportunity came up, he encouraged me to go off and get external experience. And he’s somebody I’ve always been able to lean on throughout my career for great guidance and advice.”

Lastly, it’s moment-of-truth time. Name your all-time favourite My Food Bag recipe.

“That’s a hard one! Probably every week I change my mind and say ‘this is my new favourite’. But if I had to name two, I can’t go past Korean Pork Belly Lettuce Cups, and Rosemary Mustard Lamb Rack”.





"The year that changed everything"

New Zealand's retail sector in 2020

COVID-19 sent shockwaves through the New Zealand retail industry – and caused a cocktail of different effects. We saw dramatic spikes in spend and bullish consumer confidence, contrasted with store closures and unprecedented supply chain issues. Retailers of all sizes were forced to reinvent themselves during lockdown, and online shopping went through the roof.

KPMG's Head of Retail, Dinesh Naik recaps the sector's extraordinary year, and looks at the road ahead.

The country's first lockdown in March impacted the sector literally overnight – with retail electronic card transactions plummeting 83.1% in April 2020 compared to the prior year.* The hardest hit were department stores (-68.3%), on-premise food and drink services (-94.9%) and recreation goods (-80.2%).

On the flip side, online shopping soared. In April 2020 alone, online spend was up 56% on the previous year (and in-store was down by 41% in the same month)*.

"One of the legacies of COVID will be that it has driven a step-change in the demographics of online shopping," says Dinesh.

"New Zealand's more traditional shoppers – including those aged 55+, and people in remote or rural areas – were effectively forced to buy online during lockdown, particularly for household groceries. Many of them will stay on board as online shoppers of the future."

A mixed impact: boom or bust

On the whole, says Dinesh, New Zealand retailers have fared pretty well when compared to their global counterparts. However he describes it as a "tale of two retailers" – with clear winners and losers emerging post-COVID.

"The bigger operations with a strong footprint, dominant market position and robust online strategy have actually fared very well. That's been fuelled by the Government's wage subsidy which added a \$13 billion sugar hit to the New Zealand economy."

“However if you’re a smaller retailer with perhaps just a couple of stores and a weak online presence, you’ve probably struggled. There’s definitely been a flight to quality, and a flight to size.”

Something that has assisted smaller retailers, however, is the growing ‘buy local’ movement.

“The Government has promoted this as an initiative to help local businesses; and there’s a strong consumer-led movement driving it as well,” says Dinesh.

“New Zealanders tend to have that psyche – we like to help each other out – and we saw that during COVID with support for local cafes and businesses.”

The challenge will be for local retailers to maintain that loyalty, notes Dinesh, once the current supply chain issues have been resolved and heavy-hitters such as Amazon are luring customers on price.

“The key will be having an integrated online and offline strategy, strong stock levels, and providing a great customer experience. I believe retailers who get those three things right will be able to maintain the stickiness of their New Zealand customers.”

The post-lockdown bounce-back

Ongoing consumer confidence has been surprisingly high, says Dinesh, driven by two key trends.

“Many have re-channeled the dollars they usually spend on overseas travel into buying consumer goods. There’s also the usual wealth effect going on, caused by rising house values, that Kiwis tend to be very susceptible to.”

Coming out of the first lockdown, New Zealand retailers experienced an increase in consumer spending (up 7.7% and 9.8% in June and July). Things dropped again by -8.2% in August, due to the second lock down, and bounced back by 6.4% in September.*

This bullish consumer behavior also created unexpected supply chain pressure, with many retailers facing stock shortages ahead of Black Friday and Christmas.

Sourcing products from countries with limited production due to lockdowns, such as Europe, was one of the biggest challenges faced by retailers heading into the holiday period. Retailers are also grappling with additional production costs due to squeezes on port capacity, and higher freight costs.

Changing distribution models

As they’ve edged back to normal operations, many New Zealand retailers have used the post-lockdown period to review the way they operate – by implementing restructuring plans, or evaluating their store footprint.

Dinesh says distribution models have been steadily evolving over the past 5-10 years, and COVID has rapidly expedited this change.



New Zealand's major retailers are moving towards the 'DC model' – where they have the ability to fulfill customer orders directly from distribution centres instead of via individual stores.

"It's a win-win. This model not only centralizes distribution and delivers goods more seamlessly to the customer, but it allows the retailers to focus on selling and providing a great in-store experience."

The outlook for 2021

So what's the forecast for retail heading into 2021?

Dinesh says there's still "considerable uncertainty" surrounding the sector, with the list of unknowns including the possibility of future lockdowns, ongoing offshore supply chain issues, yet-to-be-determined unemployment levels, and the impact of fiscal support tailing off.

But based on the COVID-driven transformation that occurred during 2020, he says there will be strong tailwinds behind the successful operators.

"Those who have a strong online presence that's integrated with their physical channels – coupled with the right supply chain, and a customer-centric approach – will be well-placed to see good results in 2021."



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To read more, download [KPMG Reset: Retail and Consumer Report](#).

+ source: NZ Post eCommerce Spotlight September 2020
*figures exclude accommodation, specialised food, and supermarkets



KPMG Retail Service Offering

KPMG New Zealand partners with some of New Zealand's largest retailers – helping them to both optimize their operations, and build all-important customer loyalty.

Our range of consulting services

KPMG's Management Consulting team advises retailers on all aspects of their operations – from digital strategy, to last-mile logistics.

The 30-strong New Zealand team is complemented by access to KPMG's global network of retail experts across 147 countries.

Some of these key areas include:

- **E-commerce strategy/online fulfillment**

With the rise of e-commerce due to the 2020 lockdown, most retailers are increasing their web capabilities, extending range, and optimising fulfillment.

- **Supply chain transformation**

Retail supply chains in New Zealand are in the middle of an industry-wide step change – integrating mobility, automation and digital enablement to improve the way planning, procurement, logistics and store operations are carried out.

- **Inventory optimisation**

Keeping inventory levels high enough to avoid out-of-stocks, and low enough to avoid margin erosion has been one of 2020's biggest challenges. Improving the procurement process, setting optimal safety and cycle stock levels, and optimising allocation and route-to-store can significantly improve both the cost and revenue side of the income statement.

- **Creating the customer experience**

KPMG conducts an annual survey of 10,000 Kiwi's – assessing the customer experience of all large and medium New Zealand retailers against six core pillars. This data provides detailed qualitative and quantitative insight into where each retailer sits vs. their competition when it comes to things like personalisation, value, and the way issues are resolved.

- **In-store operations**

KPMG has worked with some of the world's leading retailers to design and in-store operating model that uses the latest in data and analytics to optimise areas like gap management, stocktake, task management, shelf ticketing, and inwards goods.

KPMG's mobile apps for in-store operations

KPMG Global has developed a number of proprietary mobile applications, which are available to our clients. Each tool is deployed to create measureable efficiencies for staff working in retail stores, distribution centres and warehouses.



On-Shelf-Availability (OSA):

In conjunction with KPMG's global retail network, we have developed automation software to quantify out of stocks, identify their root causes, and provide actions to all individuals needed to resolve them. The OSA tool investigates every out-of-stock, every day, in every store, and can automate a task that is typically avoided given the large amount of manual investigation required.

Gap Management:

KPMG's gap management software can ensure gap scanning is quick, simple for staff, and integrated into OSA analysis, bin management, and other related in-store space management solutions.

Bin Management:

In order to make location management in store efficient, staff need a solution that makes locating or de-locating an item (or range of items) as simple as 2-3 clicks on a mobile device. KPMG's bin and location management software allows retailers to increase location accuracy – enabling many other optimisation activities to be carried out on the resulting data.

Inwards Goods:

KPMG's inwards goods software allows retailers to use the latest EDI standards to understand when orders are coming, what they include, and reduce the time required to receipt by up to 85%. Bulk receipting, ASN/SSCC labelling, both mandatory and voluntary audits and financial washup all ensure the inwards process does not sacrifice data integrity or take on financial risk.

Stocktake:

KPMG's stocktake software allows retailers to stay on top of inventory integrity through a simple, easy to use mobile interface, incorporating leading practice processes for both periodic and perpetual stocktaking in store or at the warehouse.

KPMG can help retailers address a range of challenges and opportunities. Click [here](#) to find out more.

Like to know more?

To learn more about how we can help grow your retail operation, please get in touch with a member of our Retail team. We look forward to hearing from you.



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KPMG's new chairman:

Matt Prichard

When he joined KPMG as a graduate back in 1994, Matt Prichard had no idea he'd one day become Chairman of the firm. In fact, he's never had any career plans at all. Instead he's used three guiding principles – to always explore new opportunities, constantly move outside his comfort zone, and never lose sight of what's really important.

Matt officially became KPMG's Executive Chairman on November 1 this year, and will share the leadership with Chief Executive, Godfrey Boyce. He took over the mantle from retiring chairman Ross Buckley, who was his first-ever boss.

"When I first started with KPMG, I remember having conversations with Ross about wanting to go out into the world, and do lots of different things, and never plan more than a year or two ahead," recalls Matt.

"And the magic of it has been that all through these 27 years, this firm has given me the space and the opportunities to go out and do exactly that. And that's how I've ended up where I am now."

Fresh challenges & new horizons

Although his background is in Audit, Matt recently calculated that he's had 19 different jobs in his career so far. And not just linear promotions – but 19 distinctly new roles across different parts of the business, and in different parts of the world. He's worked in KPMG offices in Wellington, Auckland, Luxembourg, Botswana and London; as well as spending time in Southern Africa and the Pacific Islands.





Heading into new territories and taking on fresh challenges has always been part of Matt's strategy. "I think some of the most important experiences I've had have been from that zig-zagging career path... whether it's moving out of audit into an advisory role, or being an ethnic minority in an office in Botswana."

Getting the balance right

Similarly, Matt strives to make good work-life choices – so he can contribute equally effectively to his work, family, and community. He believes neither of these should be seen as a duty or obligation.

"The worst thing you can do is think that either your work, or your family or your community commitments are sucking your time or energy. They don't – if you're doing it right. I've found that by keeping life very full, each of those aspects gives me energy for the others."

Matt is a facilitator for the Springboard Trust, and has been on the Board of World Vision New Zealand since 2017. Earlier this year, he travelled to Bangladesh with World Vision to visit programmes funded by New Zealanders in the North of the country, and Rohingya refugee camps in the South.

On a practical level, Matt organises his day so that he can spend guaranteed time with family. "I don't believe in the idea that kids only need 'quality time'... I think it's actually about quantity of time too; and doing the real meat-and-potatoes things of being a Dad.

My really focused work is done in the early morning, because I want to be home in the evenings. That's when kids have got a day to tell you about, and they need a bath, or just help with whatever's going on in their life.

Leanne has a really important job [as an emergency doctor], so when she has to be at the hospital on a shift, I do school drop-off or pick-up, or go to the sports day or assembly. There's an enormous amount of respect on both sides of our marriage that translates into how we balance each day, or year, or decade. Some of our bigger shifts around the world have been because Leanne has had an opportunity."

Embracing KPMG's purpose

Matt recognises that he's taking over the leadership at an interesting time, as the country is grappling with the fall-out from COVID-19. He believes there will be both positives and negatives.

"COVID is an enormous disruption and it's affecting every organisation. But from a lot of the CEOs and directors that I'm talking to, and also from the experience of our own organisation, I'm hearing this similar theme. If you were already a healthy organisation – and you were already in a mode of embracing change and disruption, and looking for ways to make the boat go faster – then this has been a tough year, but it's also been an exciting year. Because it's made you do those things you needed to anyway, just more quickly or more strongly."

On the flip side, Matt's biggest concern for the country's future is that Covid will exacerbate the already-growing inequities within healthcare, education, justice and welfare outcomes.

"I don't think New Zealanders want to widen that gap. It's not our culture. We want this to be a great country for everybody to do well in. I can see government policy starting to face into it, I can see business starting to talk about it; and within KPMG, it's one of the key things we're adapting our own business to support."

More opportunities to contribute

On this theme, KPMG IMPACT is a global strategy that aims to align the firm's work with helping to achieve the United Nation's Sustainable Development Goals. For KPMG New Zealand, this means helping clients to deal effectively with environmental disruption and challenge, and addressing social challenges; as well as changing the way the firm's services are delivered.

"It's about honing our skillsets towards those social and environmental angles, so that we can also apply our audit or tax or advisory skills to helping resolve these bigger societal problems. It will touch every one of our people within KPMG and the job that they do."



Related to this, Matt will also be encouraging a firm-wide culture of service to community-based organisations; including at Partner and senior leader level.

"I personally get so much inspiration and energy out of that part of my life, as I know lots of our people do. So as Chairman, I'll be putting that front-and-centre and say, give it a try, if you haven't already. And if you already are, consider doing more. Because aside from the contribution you'll be making to that organisation, it also makes you a more well-rounded leader for our business."



Paying tribute to Ross Buckley

Ever since his first day on the job as a new grad, Matt acknowledges the huge impact Ross Buckley has had on his career; along with others such as Godfrey Boyce and Andrew Dinsdale.

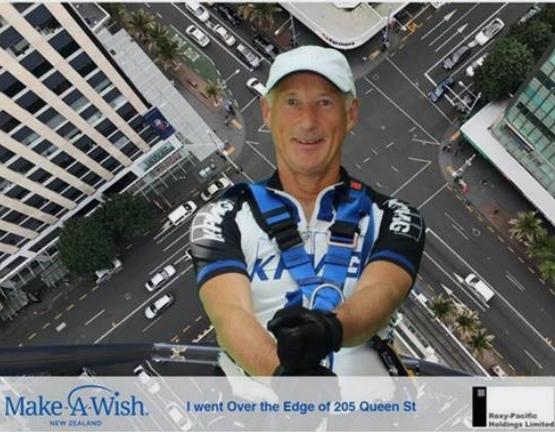
"I've been very lucky with the people who have coached and supported and mentored me, and it's one of the delightful and rewarding things about now becoming Chair."

Among Ross's many skills as leader, says Matt, there's one thing that everyone at KPMG will remember with fondness.

"Ross had this magic knack of making 1200 people across 7 offices feel that he cared about each of them personally. He'd remember things about each person, and could have the kind of conversations that would give people a lift as he went around the business.

I believe the most important thing we can do as leaders is to help other people grow. And if that's the yardstick for the legacy we leave behind us, Ross is an absolute exemplar. He really does care, and he truly invests in people."





A tribute to two legends

Ross Buckley & Ann Tod

This year marks a significant milestone for KPMG – with the retirement of two iconic leaders, Ann Tod and Ross Buckley. We invited them to a Q&A session to reflect on their time with the firm, and share their plans for the future.

What lies ahead for you, post-KPMG?

Ross

“After 38 years continuous service with KPMG, I won’t be working full-time in the future, but I will choose roles that keep me engaged with the business community. I’ve joined the Board of ASB Bank, effective from October 1, which I’m really enjoying. There’s also a familiar sense of purpose and culture there... in that financial services are fundamental to the success of our economy, and helping New Zealand navigate successfully through COVID.

I’ll continue my role as chair on the advisory board for Massey Business School; and I’ve recently started a voluntarily role on the Auckland branch of the Institute of Directors.

In the longer term, I may look at 1-2 other governance roles. But I’m also looking forward to doing more road cycling, mountain biking, and running; as well as travelling and spending time with the family. In February, a group of 35 of us are planning to cycle 900k around Tasman...”

Ann

“I’m on the Harbour Hospice Board, which is one of the largest hospices in New Zealand. We’ve embarked on a \$20m capital fundraising campaign, and will be rebuilding a site.

I’ll also be finishing the final of three terms with the International Netball Board. It’s been a challenging year helping member countries navigate really challenging territory to hold events in a safe way. A highlight for New Zealand was hosting the English side in a test match series.

I’m also involved in the Auckland Rotary Club, and our big project currently is to get vaccinations into the Pacific Islands for young people aged between 5-13, and help address the disproportionate number of children that die from preventable disease.

And I’ll stay connected with KPMG – helping charities

navigate the additional reporting requirements that will come into force next year."

What do you count as your greatest achievements through your time with the firm?

Ross

"I think for both Ann and myself, we've done a really good job of developing future business leaders - whether that's progressing them within KPMG, or helping them set up their career to do well outside the firm.

Some of the best feedback I've had is when people have made Partner, or a progression in their career, and they've come back to me and said 'do you realise how much influence you had on me as a coach and mentor'."

"Ross has this amazing energy, exuberance and positivity that people gravitate to. He will always reframe things in a positive way..."



Ann

"I agree. It's the people piece. I think if anyone was having a worrying time, or had a big decision to make about their career, they would have known they could talk to me. I would listen and help them steer through to the right decision.

The reason we've got great clients at KPMG is because we build great people. Others might say it's the other way around... but I believe it's the culture you create from the inside."

What's your advice for alumni who aspire to leadership positions?

Ann

"You need to be true to yourself. Once you know what you really like doing, and are passionate about, the pathway just becomes really clear. My goal wasn't necessarily to become Partner... I just wanted to be the best I could be in any role I had. And I did lots of different things. I think the key is to always ask yourself is, 'what do I love doing?'"

Ross

"I'd say the same – work out what you're passionate about and do something you love. The second part would be to become a role model and earn the respect of others. And that comes from always having integrity, open and honest communication, and respecting the individual."

Lastly, please say a few words about each other...

Ross

"What has really impressed me about Ann is the amazing way she has reinvented her career – not just once, but several times. From starting in Audit, then becoming a training manager, specialising in financial services, and moving into Enterprise. And that's not to mention her many charity clients. Most people find it hard to change simple habits, let alone reinvent themselves. Ann has done this superbly well. Ann is also extremely caring... she cares for her people, and her clients."

Ann

"Ross has this amazing energy, exuberance and positivity that people gravitate to. He will always reframe things in a positive way, no matter what the situation, and move things forward. Over all these years, I don't think I've ever seen Ross being anything other than really positive and energetic and focused on getting stuff done. And in a way that puts people first, and allows them to have fun."

"What has really impressed me about Ann is the amazing way she has reinvented her career – not just once, but several times."



Some other fun facts you might not know about Ross and Ann...

- Ross and Ann both gained their degrees at Massey University
- Ross and Godfrey Boyce (KPMG's Chief Executive) were flatmates in Wellington for four months between international secondments back in 1986 (but have sworn a vow of secrecy not to reveal stories about that time...)
- Ann's husband Alastair and three daughters all have names beginning with 'A'... Alex, Alana, and Ashlea (who is now a manager in the KPMG Auckland Audit team)
- Ross met his wife Irma when on secondment to Amsterdam, where she was working as an intern and translator
- When Ross and Ann joined the firm in the early 80s, it was known as Gilfilan Morris
- Ross's starting salary in 1983 was \$12,500 - for context, the average house price then was \$50,000

"It's been a privilege"

Retiring Partner -
Ian Kowalski

Reflecting on his 32-year career with KPMG, Ian Kowalski says he feels privileged to have worked with such diverse and interesting clients – many of whom have become personal friends. In this article, he reflects on the many opportunities that come from working in the big four environment. And he also explains why he'll soon be spending a lot more time at his local pub...

Ian has been with KPMG for 32 years, and a Partner for 20; spanning a career he describes as a "great run".

"It's been fantastic, and I've loved it. But I always said I wanted to retire early enough that I could look at different opportunities, and enjoy a bit more me time."

His first priority will be enjoying his first extended break in more than 30 years.

"I've only ever had the standard 4-5 weeks off since I started 32 years ago, so this is a chance to really kick back, and do lots of golf and fishing. And spend time with family, of course...I'd better say that!"

As for the future, Ian plans to take on specific projects and advisory board roles – as well as spending more time at a pub that he co-owns north of Auckland. He invested in the Matakana Village Pub about five years ago, and is looking forward to having a more hands-on role.

"If you happen to drop in that way, you might find me behind the bar pulling a few pints. My kids have also been working part-time up there doing front-of-house. It's a great way for them to learn about what's involved in running a small business, and the rewards that can come from taking calculated risks."



A cross-disciplinary career

Ian spent most of his career working in Tax, before moving to Private Enterprise in 2014. He was also the first Partner who was not a qualified accountant, which he regards as “a badge of honour”.

“Whenever my mates hassle me about being an accountant, I can tell them I’m actually a barrister and solicitor.”

He’s also worked with a variety of clients over the years; from large multinational tax clients, to dynamic young New Zealand businesses.

“The thing I’ve really loved about my role is that I’ve worked with a whole bunch of different clients, across really diverse industries, and different nationalities and cultures.

People often don’t realise how privileged they are to work at a firm like KPMG. You get to meet so many interesting people, and to work inside some really fascinating businesses. Those are actually amazing opportunities we’re given, and we should never take them for granted.”

Working with multinationals and other cultures has been another career highlight for Ian. Several years ago he travelled through India with a client, to help them explore opportunities in the education sector. He also spent a lot of time working in KPMG’s Sydney office, and even admits that he “loved working with the Aussies”.

Advice to alumni

Ian says the strong networks he’s built through KPMG over the years will continue into his future endeavours.

“It’s one of the reasons I can retire now, because I’ve built strong relationships through my client and colleague network that will lead to other projects.”

His advice to alumni is to nurture their networks of colleagues and clients, both past and present.

“Start building your networks as early as possible – and always keep them going – because it will really help you in your career.

At the end of the day, professional services is a people game. You obviously need to be very good technically, but it’s your people skills that make the difference. I think it’s important to be yourself, and always be authentic, because that’s what others respond to.”

And lastly, he says, remember that it’s a privilege to work at a firm like KPMG.

“The KPMG brand is really powerful... and it will open a lot of doors, which can you use to both help your clients, and to build your personal brand.”





Sustainability
KPMG IMPACT

KPMG IMPACT

Across New Zealand and the world, businesses and communities alike are experiencing extraordinary environmental and social challenges, and it's our role to help clients navigate these challenges, fulfil their purpose, and deliver sustainable value to their stakeholders.

Climate change, environmental degradation, social inequalities, social injustices, declining trust and confidence in major institutions and now the COVID-19 pandemic, are forcing us to reconsider what kind of world we want to live in, and has created a once in a generation opportunity to 'build back better' by tackling the climate crisis, protecting nature and building a fairer Aotearoa New Zealand.

Introducing KPMG IMPACT

KPMG IMPACT is a new global initiative that places addressing these challenges at the heart of KPMG, permeating everything we do as an organisation and how we work with our clients.

KPMG IMPACT is an initiative to transform KPMG New Zealand's knowledge, capability and voice around our client's issues of the environment [Planet], social impact [People], governance [Principles of governance] and economic development [Prosperity].

We have an experienced team established both in New Zealand and across the globe to deliver industry leading practices, research and trusted client solutions to help governments, businesses, and investors navigate these challenges.

However, we see KPMG IMPACT as a "whole of firm" initiative that is relevant to almost everything we do. We need to understand the impact of environmental and social challenges on our clients and look to incorporate these insights into our roles, our ways of thinking, and the ways we support our clients.

In New Zealand we are using KPMG IMPACT in the following ways:

Social and economic development

We work alongside governments, multilateral institutions, private companies, foundations and other development-minded organisations to measure impact and enable societies to grow in a more equitable way by reducing vulnerabilities and allowing economies to prosper.

We focus on equity driven strategies, models, investment frameworks, outcomes frameworks, measurement systems - particularly related to Māori and Pasifika communities.

Sustainable infrastructure

The COVID-19 pandemic has pushed risk reduction, resilience, and sustainable growth to the top of public, board, and legislative agendas. As such, we have a unique opportunity to do things differently – to dramatically reshape and improve the trajectory of our world. Many governments are relying on infrastructure investment to stabilise and stimulate economies battered by the COVID-19 pandemic. We are aligning our Infrastructure, Sustainability, and Deal Advisory teams to support private and public sector asset developers, operators and investors.



Climate change and decarbonisation

Human activities have already altered our climate system and will continue to do so. Over the past century, surface temperatures have risen relentlessly with increasingly evident impacts on our physical, biological and economic systems. The choices that organisations make today will fundamentally reshape their value, while determining the extent of global climate change and our collective capacity to adapt. KPMG IMPACT helps public and private sector organisations make informed choices and develop strategies and plans to respond.

Environmental, Social and Governance (ESG) sustainability

The environmental and social performance of organisations is under increasing scrutiny by consumers, investors, regulators, employees, and other stakeholders. In the past, most efforts have focused on becoming 'less un-sustainable' but this approach no longer suffices. Leading organisations are embedding sustainability within their core strategies and financial plans in order to create value across the social, environmental, and economic systems in which they operate. KPMG IMPACT helps public and private sector organisations manage risk, build resilience, and unlock new pathways to long-term prosperity.

Sustainable finance

Sustainable finance integrates environmental, social and governance (ESG) measurements into responsible investment, financing, insurance and corporate finance strategies and processes. We are integrating the skills and expertise drawn from across our Financial Services, Wealth Management, Management Consulting, Risk Consulting, Deal Advisory and Audit teams. Together, we are looking to 'green' New Zealand's financial system and finance green activities.

Impact measurement, management, assurance and reporting

Impact measurement and management is critical to understanding whether an organisation is progressing towards its goals. We use recognised frameworks and tools to help clients develop sustainability-related metrics and targets; as well as support sustainability-related measurement, monitoring, and knowledge management systems.

KPMG IMPACT's assurance services provide clients and their stakeholders with confidence in the quality of externally reported, non-financial disclosures. We help:

Talk with us

KPMG IMPACT builds on our purpose to Fuel New Zealand's prosperity and aligns with our values. You will hear a lot more about the initiative in the coming months. We look forward to engaging with our alumni community as we bring it to life.



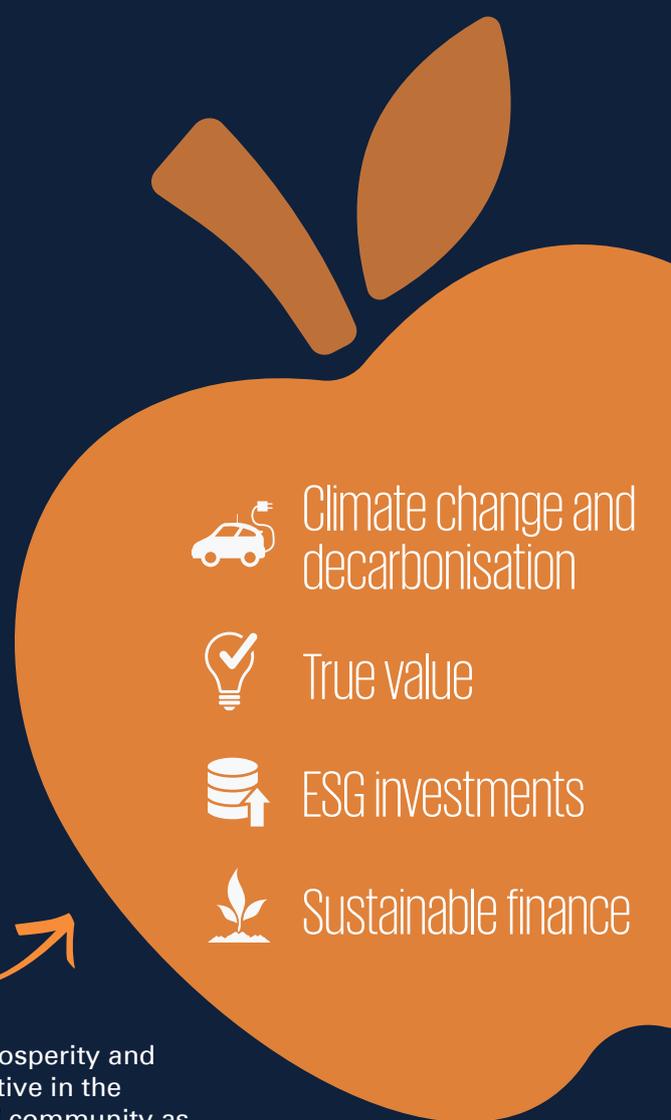
Simon Wilkins
Partner, Deal Advisory
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☎ + 64 9 367 5882
✉ iproudfoot@kpmg.co.nz



Fuelling community prosperity

Everybody Eats!

Everybody Eats is a charity on a mission to reduce food waste, food poverty and social isolation in New Zealand through a pay-as-you-feel dining concept for everyone. Our volunteers prepare and serve restaurant quality, three-course meals, from perfectly good food that would otherwise go to waste.

It started out as a bit of a wild dream to open pay-as-you-feel restaurants all over New Zealand, and while we're not quite there yet, we are well on our way. For three years we've been feeding bellies, not bins, from our weekly pop-up restaurant on Auckland's K'Rd, often serving upwards of 300 diners each night - that's 900 plates of food in two hours! In October 2019 we opened New Zealand's first permanent pay-as-you-feel restaurant in Onehunga, operating five nights a week and often serving more than 100 diners each night.

Fast forward five months to March 2020 and like many businesses around the globe, we were forced to close due to COVID-19. Increasing staff productivity and creating efficient processes is always a high priority for the retail and hospitality sectors but throw in the uncertainty that 2020 has brought and these focus areas have been even more important this year.

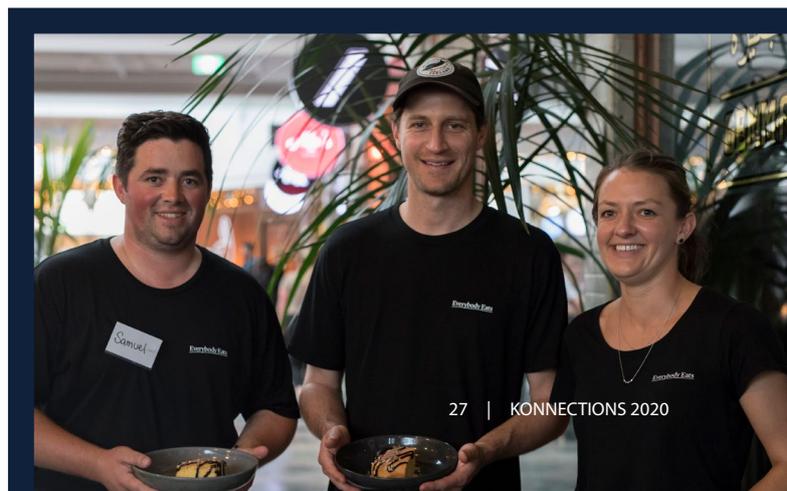
With the need to pivot quickly when lockdown was enforced and with the launch of Everybody Eats in two new cities on the cards, productivity and efficiency became the centre points for our small team. Fortunately we were able to utilise our Onehunga restaurant and along with the help of New Zealand Blue Light and The Wright Foundation we produced ready-to-heat meals for families in need in South Auckland. Providing a meal, an occasion, for struggling families at this time was more important than ever.

Everybody Eats



It seemed there was nothing quite like a global pandemic to make us more hungry to expand Everybody Eats throughout the country. As redundancies across our communities inevitably began to happen, we realised how the demand for pay-as-you-feel dining would increase. With the help of food rescue organisations, restaurants lending us their space, our amazing army of volunteers and many others, on 7 September we launched Everybody Eats in Papamoa and on 27 October in Wellington. These were initially set to be 8-week trials but given the overwhelming support from both communities we have confirmed they will continue operating as regular weekly pop-ups.

Next year we hope to double the number of bellies we feed and who knows, maybe we'll cut the ribbon on one or two more permanent sites.



So how can you join our journey?

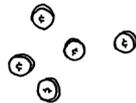
As a volunteer - you don't need any experience and you can come as often or as little as suits.

As a customer - without paying customers, we simply cannot feed the homeless and others relying on our meals to be free. So if you're in Auckland, Tauranga or Wellington, come and try it out.

We also appreciate your help in spreading the word and encouraging others to volunteer and dine with us.



Volunteer



Donate



Dine



Julianne McMillan
Office & Events Manager, Tauranga

"I have a kind heart, but I am tight. I don't like putting my hard-earned cash in a pot and not knowing where it is going. I prefer to give my time and to feel that I have made a difference, direct at the cause if possible."

Volunteering at Everybody Eats is good for the soul. It fulfils my personal needs and it has a great alignment with KPMG values, therefore we are able to use our volunteer hours to do so. There is so much waste in the world and rescue food is in abundance, we have hungry people who need the food, we have people who want to help and when we put all of these things together, we can create a big impact by doing what really matters.

Away from the business model, we (the volunteers) are a tight group. Now that COVID restrictions have been relieved, we help each other, we have fun together and we eat together... just like any other family. The main thing that I love about Everybody Eats... the people, the people, the people... the guests, the chefs, the volunteers... they are all wonderful."

Regular Papamoa volunteer at Everybody Eats



Samuel Auld
Senior Advisor, Auckland

"I first went down to Everybody Eats with a bunch of KPMG Aucklanders offering to help out one night and ever since I was hooked."

I had been looking to be able to do some more regular volunteer work and I truly believe in the impact Everybody Eats has on society and helping fuel New Zealand's Prosperity through providing nourishing meals to those facing food poverty, as well as using ingredients that would normally go to waste.

The interactions and gratitude that you receive from the people I serve is so rewarding, and I know that what we are doing is really making a difference. I look forward to many more shifts and spreading the word so others get involved."

Regular Monday night K-Road volunteer at Everybody Eats

The menu changes daily and is posted to facebook, instagram and our website around 2pm.

Onehunga (Flagship restaurant)
306 Onehunga Mall Rd, Onehunga
Sunday - Thursday 6-8pm

Pop-ups

Auckland City
Gemmayze St Restaurant
St Kevins Arcade, Karangahape Rd
Monday 6-8pm

Papamoa
Bluebiyou
559 Papamoa Beach Road
Monday 6-8pm

Wellington
LTD.
Level 1, 60 Dixon St
Tuesday 6-8pm

Web: everybodyeats.nz

Insta: [@everybodyeatsnz](https://www.instagram.com/everybodyeatsnz)

Facebook: [@everybodyeatsnz](https://www.facebook.com/everybodyeatsnz)



Forget the novelty prezzies.
Give warm fuzzies this Xmas.

Donate \$10 to feed two hungry Kiwis at:
www.everybodyeats.nz

Everybody Eats

Doing the hard yards - Jack Keeys

While most of us think running a 42k marathon is punishing enough, 25-year-old Jack Keeys took things to a whole new level. The KPMG Agri-food analyst ran the 2020 Auckland marathon in a pair of bright red gumboots – to raise funds for two charities close to his heart.

Jack's eye-catching running gear raised an incredible \$20,700 for his two chosen charities: Melanoma New Zealand, and the Rural Support Trust.

"KPMG were fantastic in supporting me," says Jack. "I had colleagues offering to be training buddies, and contributing to my fundraising; and there was even a 40-strong support crew outside the office cheering me on for the last kilometer. The firm also gave a \$2,000 donation to help me hit the \$20,000 mark, which was completely unexpected."

The event also turned Jack into something of a local celebrity, as this [YouTube video](#) shows. He recalls there were plenty of highs – and lows – during the November 1 run.

"It was an awesome atmosphere. There were so many people on the streets and other racers cheering and encouraging me."



Things started smoothly and Jack was well under his goal time for the first 28ks – until he was struck with a bad case of muscle cramps.

"Then a few kilometres after the cramps started, my gumboots broke. Which meant that last 12k was absolute torture... it took about two hours, and it was one of the hardest things I've ever done!"

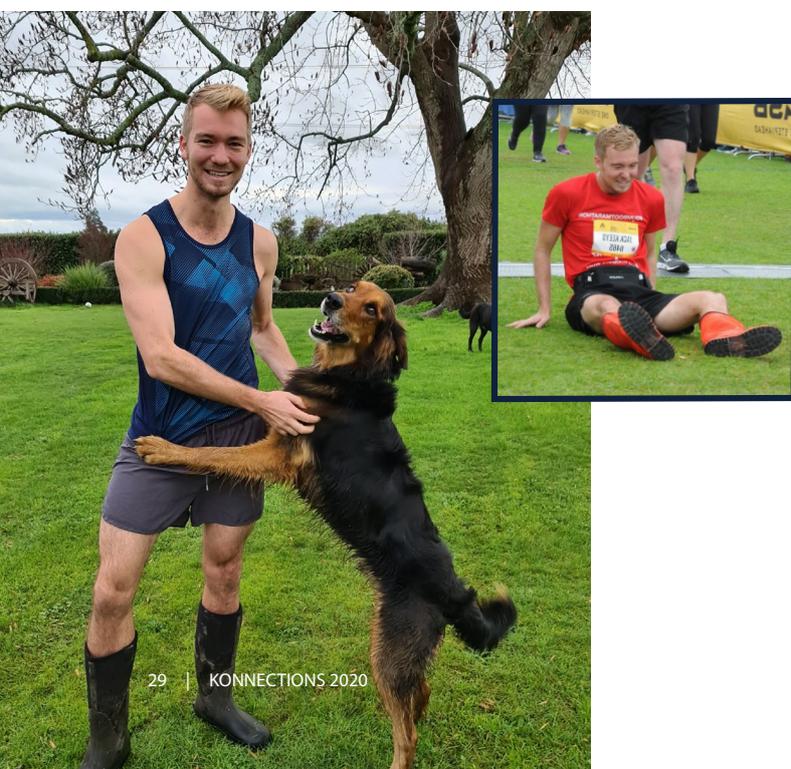
The well-worn gumboots are now sitting at Jack's family home in Paeroa, where he trained for the marathon running over the 120-acre farm.

"We've had a lot of discussions about what we should do with them... but I think I'll take them over to my Dad's grave, because he was one of the inspirations for doing it in the first place."

Jack's father died from melanoma when Jack was 12. Then last year, 24-year-old Jack was himself diagnosed with the potentially deadly disease, and subsequently underwent treatment.

"New Zealand's death toll from melanoma is higher than the road toll. Yet it is one of those cancers that is very preventable, and very easy to detect. There's a real opportunity to reduce these numbers, and we can really have an impact if the messaging gets through."

Fittingly enough, given his role within the agri-sector, Melanoma NZ will put Jack's funds towards lifting awareness among rural communities. The organisation plans to purchase a van which will travel to farms and orchards around New Zealand, raising awareness and doing skin checks.



Bridging the urban-rural divide

The other cause that's close to his heart – and to his work within the agri-business sector – is promoting mental health within the rural sector. Half of his marathon funds will also go towards the Rural Support Trust.

“The money will get put to very practical use – the Trust hosts events all around the country, with the aim of engaging directly with people.”

Jack says the multiple stresses of farming – isolation, long working hours, difficult weather events, unpredictable earnings, debt and financial pressures – all combine to put pressure on farmers' mental health.

As a city-living professional with a farming background, Jack is a self-described “hybrid”. He sees a clear need to bring greater understanding between rural and urban communities – given that negative public perceptions of farming is another major cause of stress.

“It was really interesting to hear from the Rural Support Trust that the rural mental health statistics actually improved during COVID...when there were more positive news stories about the importance of our farmers and producers. The hypothesis was that despite all the additional stresses of a global pandemic, mental health actually improved because public perception improved. That really brought home how important it is.”

Other projects for Jack

If Jack's face seems familiar to you, you may have seen his [television stories](#) during the year, about his friendship with Paeroa local Brian Reeve. Jack helped Brian on his journey to find employment, and the two have remained firm friends.

“Brian spent some time at Greenways Trust [in Dargaville] and really enjoyed himself. But it was a little bit too far away from family, so he's come back home and we've helped find him a new job as a sales rep for The Cookie Project.” (See our separate story on The Cookie Project on page 38).

Brian's experience was also the catalyst for KPMG's new Disability Awareness Network, launched in December, which is a vehicle for the firm to support inclusivity and diversity in the workplace.

“The disability community has disproportionately low employment rates; and that's the primary issue that we're looking to tackle,” says Jack.

“The Network is looking at improving KPMG's own employment accessibility, for those with disabilities; but also partnering with local organisations so our staff can help with things like CV writing and interview preparation, and helping people into the workforce.”



Introducing our new leaders

Mair Brooks

Consulting

Auckland

James Dowle

Consulting

Wellington

Robert Hill

Consulting

Tauranga

Rachel Scott

Consulting

Wellington



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.

Directors



Gillian Andrews
Deal Advisory
Auckland



Jonathan Baylis
Private Enterprise-
Tauranga



Michael Borecky
Audit
Auckland



Haleigh Boyd
Deal Advisory
Auckland



Maria Coates
Organisational
Development
Director
Auckland



Harriet Dempsey
Consulting
Wellington



Wouter de Vos
Lighthouse
Wellington



Daniel Diggins
Audit
Wellington



Hugh Douglas
Tax
Auckland



Emma Duggan
Audit
Auckland



Ross Eddington
National Operations
Director
Wellington



Sean Ferris
Audit
Auckland



Kyle Finnerty
Tax
Auckland



James Hickmott
Private Enterprise
Christchurch



Dana Hussey
Private Enterpris
Hamilton



Maria Kiss
Audit
Auckland



Trevor Knyvett
Private Enterprise
Tauranga



Taha Latif
Audit
Auckland



Andrew Naughton
Audit
Auckland



Luke Norman
Deal Advisory
Wellington



Lucy Neame
Consulting
Auckland



Alton Pollard
Deal Advisory
Auckland



Grant Polson
Private Enterprise
Ashburton



Janet Sprosen
Deal Advisory
Auckland



Tiffany Thacker
DDX
Auckland



Iain Thomas
Audit
Auckland

Retiring Partners 2020

Please join us to farewell our Partners that have retired this year and wish them well for their future endeavors.

Benjamin Badger



Private Enterprise
Christchurch

Ross Buckley



Executive Chairman
Auckland

Mike Clarke



Consulting
Auckland

Andrew Hawkes



Private Enterprise
Christchurch

Vina Hira



Tax
Hamilton

Ian Kowalski



Private Enterprise
Auckland

Ann Tod



Audit
Auckland

Olive Wallis



Tax
Christchurch

Roger Wilson



Private Enterprise
Hamilton

Work Hard Play Hard

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

The Social Club get stuck into Paint Vine (painting and wine)



Christmas giving at Pt England School



Corporate Services Christmas function

The Social Club enjoy an evening out on the water for the Boat Cruise



Baking, selling and eating cupcakes for SPCA cupcake day



KPMG Hamilton arrange a visit from Waikato Rugby Team to Rhode St School

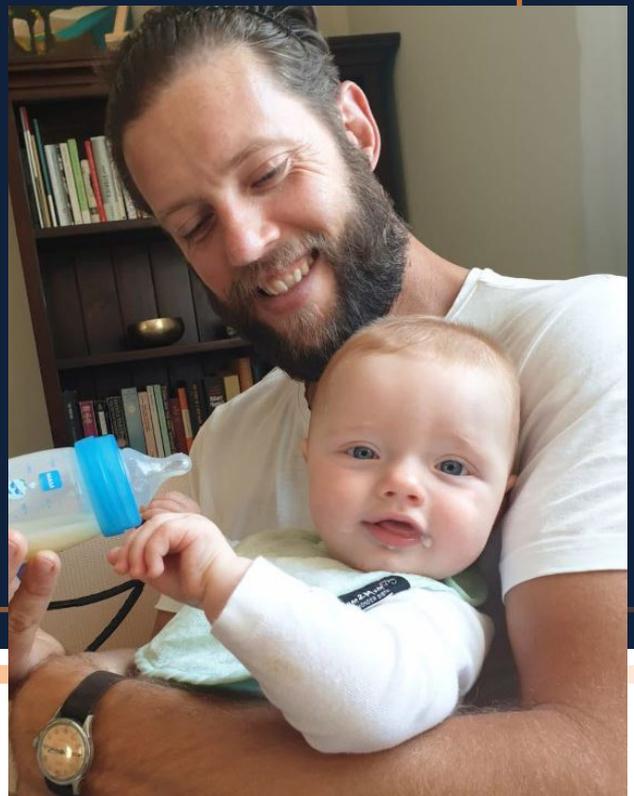


The Green Team organise an Eco Market outside the Auckland office

Keeping Konnected

Baby on board!

Karl Arndt



Karl Arndt, an Associate Director in Auckland's Advisory team, is taking six months parental leave to care for his son Benji.

He shares his experience of being a 'minority' full-time caregiver to son Benji, along with some tips for other expectant Dads.

As a professional couple, Karl and his wife Andy always knew that their parenting would be a shared gig. Karl has been with KPMG since 2014, while Andy is a lawyer with Crown Law in the criminal team.

"It was important to both of us that we would try and share the childcare as evenly as possible," says Karl. "For practical reasons, we decided that Andy would do the first six-month stint, and I'd do the second."

Their son Benji is now 8.5 months old, and Karl is on six months parental leave as a primary caregiver.

"The firm was 100% supportive of me taking parental leave, as I knew they would be. When I first approached the Partners and the HR team, they all said, 'of course we'll make it work...you don't even have to ask!'"

As Karl is one of the first men in KPMG to take full parental leave, his experience has helped the HR team to make a few small tweaks to the firm's policy to make it truly gender-neutral.

Making the transition

As for the transition into full-time parenting, Karl says he's still learning on the job.

"It's all a big learning curve, as every new parent knows. Just when I think I'm getting the hang of things, Benji changes again and there's something new to deal with..."

"It's probably the experience of most parents that it can get a bit ground-hog day sometimes. So my biggest learning is to organise something different every day, and then make sure we get out there and do it."

While he's "inherited" a lot of the friends Andy made during the first six months, Karl is invariably the minority gender at the daytime baby gatherings.

"At Wriggle and Rhyme, for instance, there might be 38 mums and two Dads. Or 39 mums and just me..."

While Karl gets a lot of positive feedback for being a full-time Dad, he says it does highlight the inherent bias in gender roles.

"The fact that it's seen as something so unusual or praiseworthy tells us how far we still have to go. A lot of people will say 'good on you for doing this', or it's great that you're setting an example. If I'm feeling a bit cheeky or brave, I sometimes answer with 'I hope you're saying the same thing to women!'"

Future plans

When Benji turns one, the plan is that Karl and Andy will continue to share the parenting for one weekday each. They'll both return to work on a 4-day week basis; with daycare or a nanny-share arrangement on the other three days.

Based on his own experience, Karl encourages other expectant Dads to consider taking parental leave. As well as offering more equal career advantages for both parents, he can also see how it will strengthen the father-child relationship.

"One of the things that I've started to hear from other parents is that when kids get to the 2-3-year-old bracket, when they're upset they'll usually run to mum for a cuddle, but not dad, because they haven't had the same bonding time with him.

The upside is that Benji and I will now have a bond that will be stronger than it would have been. That's pretty special."



About the Family@KPMG programme

Launched in 2017, the Family@KPMG programme includes:

- 18 weeks of Family Prosperity payments, which match the Government Paid Parental Leave payments for primary caregivers
- 5 weeks of leave for secondary caregivers (1 week of full pay and 4 weeks which match the Government Paid Parental Leave payments)
- Holiday pay topped up to full for value for annual leave accrued whilst on parental leave
- The continuation of eligibility for annual performance, salary reviews and bonus payments while on parental leave
- Flexible work practices and a leave policy that provide options to support time away from work for family reasons
- A KPMG Aunt or Uncle as a buddy to provide informal support throughout Parental Leave
- The Reconnect Coaching Programme, which helps parents transition back to work smoothly
- The Share Your Journey Facebook page, which provides the opportunity to communicate with other KPMG parents
- A KPMG Family Gift, food parcel and magazine subscription for all new parents

More info can be found [here](#).



Keeping Konnected

Recipe for a rewarding new challenge

Andrew Siew

KPMG alumni Andrew Siew is adding his management and consulting skills to the mix at The Cookie Project, an award-winning social enterprise that employs people with disabilities.

He shares the inspiring story behind the project, as well as his own journey of self-discovery.

Originally from Malaysia, Andrew worked at KPMG Melbourne for a couple of years before being seconded to Auckland in 2013 to set up a new advisory service line.

“It was initially meant to be a two-year secondment, but I requested to extend another year, and then another one. I think then the Melbourne office realised that I wasn’t coming back... I’d fallen in love with New Zealand!”

He first became involved with The Cookie Project two and half years ago, when his good friend Eric Chuah – an ex-banker with an interest in social enterprise – was just starting to progress the idea. Eric had been approached by Graeme Haddon, a father to four adopted children. Three of those children were living with a cocktail of disabilities, and Graeme was looking for ways to secure their future.

Fast-forward to today, and The Cookie Project now employs a team of around 15 bakers – all recruited from the disability community – who bake commercial-quality cookies. The products are sold online and through various outlets, including New World supermarkets.

“The employment rate among Kiwis with disabilities is only 22%, and the whole aim of The Cookie Project is to turn that around,” explains Andrew. “All our employees earn at least the adult minimum wage, and develop skills that offer them the opportunity to explore pathways into mainstream employment.”

Another ethos of The Cookie Project is that it is run on a for-profit business model – not as a charity.

“There are so many social enterprises that rely on people to support them through sympathy, rather than actually focusing on the quality of the service or product,” says Andrew.



“That’s not really sustainable in the long run. We want to win by quality, not sympathy. The cookies themselves are made with the best ingredients, using Lewis Road Creamery butter, and they taste awesome!”

A personal journey

For Andrew, becoming involved with the disability community has been a revelation. Although he’d done corporate citizenship work before, with the likes of Make-A-Wish Foundation, he’d had no personal contact with people with disabilities.

“Back in Malaysia where I grew up, there can be a bit of stigma around it. There’s often a perception that a person who has a disability cannot do the same as an able-bodied person, or they may know less than us. I’ve discovered that is so not true... and I’ve seen it proven wrong many, many times.”

Andrew shares the story of [Parveen Shankar](#), who lost his sight as an adult in a car accident. As well as working two jobs, he plays multiple sports, and is a talented cricketer who has represented New Zealand (with the Blind Caps) in two World Cups.

Eric and Andrew first met Parveen back in 2018, when they went for dinner at Dans le Noir (Dining in the Dark) at the Rydges Hotel, where Parveen was their host.

“We got to talking about The Cookie Project with him and he was interested to hear all about it. He quickly became one of our top bakers, and has recently joined the leadership team. He’s an incredibly capable, skilled person.”

An enviable office location

Another notable feature of The Cookie Project is that it operates from one of New Zealand's most iconic venues. Earlier this year, due to the impact of COVID, the future of the whole enterprise was under threat when they lost access to a commercial kitchen.

"The co-founders were determined they wouldn't let the bakers down. So they reached out to the business community via LinkedIn, with a comeback challenge to find a new kitchen within a month."

This captured the attention of Eden Park's CEO, Nick Sautner, who reached out with a possible solution. "Within 10 days we were up and operating in kitchen facilities at Eden Park, and we've signed a commercial agreement to secure it as our permanent home."

It's also the base for event experiences offered by The Cookie Project (see below), including a bake-off challenge where visitors go head-to-head against a team of bakers.

"The team at KPMG have tried about three times now, and lost each time," says Andrew. "Our bakers are pretty hard to beat..!"

KPMG is partnering with The Cookie Project as part of the firm's new Disability Awareness Network, and the Enterprise team is providing pro bono accounting and tax services.



Keen to get a bite of The Cookie Project action?

There are several ways to do this:



You can purchase cookies online from [The Cookie Project shop](#)

(or from selected New World supermarkets). They also make great gifts, and there's even a bumper-sized Office/Party jar.



Book in for a Cookie Project team-building event

Suitable for friends, families and corporate groups, there are two options. [The Win My Cookie Challenge](#) includes a guided tour of Eden Park, followed by a bake-off challenge; while the [Baking in the Dark](#) experience is believed to be a world-first.





Supporting New Zealand's retailers

Constant disruption continues to test the Consumer & Retail industry—presenting new opportunities while challenging norms—faster than many companies can keep pace.

With a deep understanding of these companies' most pressing issues and priorities, KPMG's Consumer & Retail professionals offer a full suite of forward-looking audit, tax and advisory services, designed to mitigate risk, boost competitiveness and drive value.

Many of our most innovative solutions are specifically designed to support greater customer-centricity, including:

- Customer and digital transformation
- Data analytics and security
- Supply chain management
- Growth and new business models

To find out more, contact:



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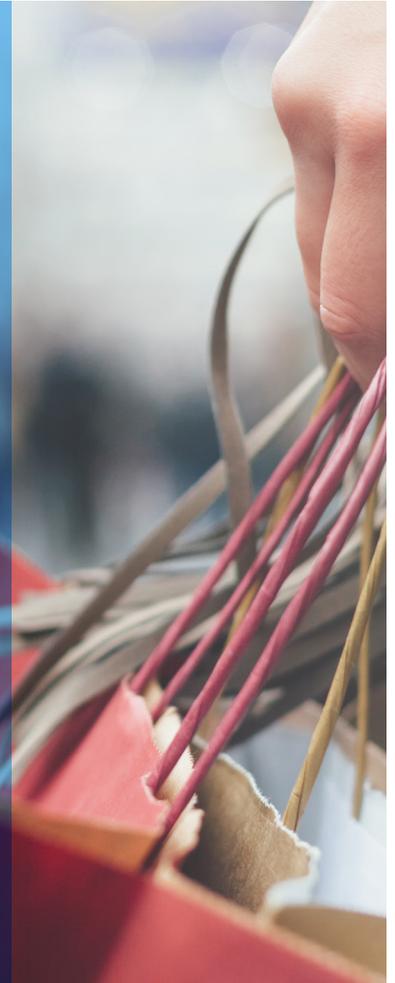


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Turning data into insights

The shelf is where the customer meets the supply chain, and having the right stock available in the right place is crucial to minimise missed sales opportunities and build customer loyalty.

KPMG's cloud-based "On-shelf Availability" (OSA) analytics tool provides retailers with an inhouse managed and ongoing performance assessment analysing each SKU, in each store, each day. This allows

the business to identify both store-specific and national-level recurring issues and root causes, recommends potential solutions, and ultimately, provides insights on trends or opportunities to improve.



To find out more, contact:



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Auckland Alumni Event 2021



When: 25 Feb 2021, from 5:30 PM

Look out for the invite!



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