



Alumni News

MAY/ JUNE 2023

Welcome to the KPMG New Zealand Alumni News

Firstly, welcome!

You will see a fresh take on the Alumni news this edition. We have taken some time to reflect on what we share, and I think you will see some changes to our Alumni news. But that's getting ahead of myself, can I first start by introducing myself. My name is Malcolm Bruce, and I am taking over from Aaron Woolsey as the partner sponsor for the Alumni programme.

On that note a huge shout out to Aaron who has led the Alumni programme over 8 years through numerous events, news, connections... so a big thanks.

So more about me.... In an Alumni sense I've worked in the Wellington, Hong Kong and Auckland offices. I was a Wellington Audit partner for the better part of a decade (2006 to 2015), left for 5 years (Chief Risk Officer at Kiwibank) and returned to our Consulting business as a partner supporting organisations with Risk Management consulting across compliance, Op risk, remediation, and everything in between. I connect therefore with Alumni from multiple offices (Wgtn / Akld), our two biggest divisions (Consulting / Audit) and from a generation who started ~1993. Those who know me will know I'm married to Rochelle, we have four adult kids, a poorly trained dog, a love of cycling and golf (it's a nice walk) and I'm chair of our local Hospice in Wellington (Mary Potter Hospice).

So, I'm going to try and bring you more insights into what's happening in KPMG, more people updates and over time give more value to you as our former colleagues and friends. On that note I'd love to hear what you would like to be hearing in the Alumni news. Over the last few months, I've asked a few Alumni and got some views but let me know. Email me or call me malcolmbruce@kpmg.co.nz And to sweeten the deal If you email me (even if it's just to say "hi and welcome") I'll send a KPMG umbrella to a few of you (don't we all need one this year! 😊). So let me know what you want to hear more about.

I know I've kept in touch with a small cohort of KPMGers... and I'm sure many will be like me where some of those early contacts have become lifelong friends.

So, what have I got for you today? A short update from Godfrey (for those who don't know Godfrey retires at the end of the year, so I'll be talking to him more in our Konnections magazine in October), an interview with Alec Tang our newest partner, a quick update on some work we have been doing with Springboard Trust, and an update from Ian Proudfoot and Andrew Watene on the Agri sector.

So that's all from me and I look forward to the emails with suggestions.

Malcolm



Update from Godfrey Boyce, CEO

Hi everyone,

The first half of the year has flown by, and the Firm has been busy and therefore growing in every division. We have maintained our revenue growth momentum from last year despite the slowdown in some sectors of the economy. Significant transformation work is being delivered for the Government and in the Agri-Food sector.

Over the last 12 months our total headcount has increased by 130 people to almost 1,600 people, including 107 partners. Again, this growth has been spread across every division. Strategically important areas where we have recruited more people include Deal Advisory, Digital Lighthouse and Sustainable Value.

We are part of what has been seen as a stable industry for many years, albeit one that has continued to evolve, but the last year has seen some of our competitors dealing with significant trust issues and seeking to change the multi-disciplinary firm model. We take nothing for granted but believe that the values that have always defined KPMG and the multi-disciplinary model hold us in good stead for the future.

Most importantly the essence of the Firm you were part of – expressed in our people and our culture – is alive and well.

Godfrey

Welcome to 3 new partners in Auckland

Three new partners joined the firm's leadership. Alec Tang, Anna MacFarlane and Ed Meredith.

[Anna MacFarlane - Consulting, Auckland](#)

Anna is an experienced finance professional. She brings to KPMG a passion for problem solving, having successfully led international strategy and transformation programmes with a focus on digital enablement, sales performance, customer experience, risk management and building strong, empowered teams.



Get in touch with [Anna](#)

[Ed Meredith - Deal Advisory, Auckland](#)

Ed has over 20 years' experience in financial due diligence work, on both buy-side and sell-side, where he has provided, or coordinated financial, tax, IT and integration / separation assistance. Ed is the Head of Transaction Services for KPMG New Zealand and has served leading corporations and private equity firms across Australasia.



Get in touch with [Ed](#)

[Alec Tang - Sustainable Value, Auckland](#)

I interview Alec on the next page.

Get in touch with [Alec](#)



Alec Tang
Sustainable Value



A big welcome to Alec Tang - our newest partner in our Sustainable Value team. Malcolm Bruce interviews Alec and gets to know what makes him tick.

So Alec, where have you joined us from and what were you doing there:

Most immediately, I was the Director of Sustainability at Kāinga Ora, heading up its diverse sustainability programme which included projects ranging from the installation of renewable energy generation on public housing and the construction of low(er) carbon homes, through to supporting the organisation's urban development function on aspects such as sustainable transport and urban ngahere/forest. Prior to Kāinga Ora, I led the Chief Sustainability Office at Auckland Council, undertaking a similar role, focussed on delivering a more sustainable, low carbon and equitable Auckland region.

I've joined the Sustainable Value team, helping our clients across environmental, social and governance issues. Given my background in the cities and urban development space, I'm thinking about opportunities to support city-shaping. For those

not across the work of KPMG IMPACT, there's more information here: kpmg.com/nz/en/home/services/kpmg-impact.html. The global team also issued some a really interesting report on the sustainability, risk and funding challenges that cities are facing <https://kpmg.com/xx/en/home/insights/2023/06/time-is-running-out-for-cities.html>.

If I cut to the chase, why join KPMG?

I spent most of my early career in the consultancy space – working with clients as they grappled with climate, sustainability, and water risks, so this is something of a homecoming to me. There were two key standouts for me though that really drew me to joining KPMG:

First was the alignment of values and purpose – as you can imagine, working in the arena that I do, that it's important for me to work with and for organisations that share the same principles as me – a desire to drive progress and address inequities– I saw values and purpose that really resonated with my own.

Secondly, it's been increasingly important what roles provide me with the greatest opportunity to influence and shift the core systems and structures that have helping, or hindering our transition to a low carbon, resilient and equitable future. KPMG, the kinds of clients that we work with, the connections and conversations, the kinds of skills and expertise were exciting. The opportunity to leverage these aspects was for me an incredibly exciting proposition.

One of the questions Godfrey asks new partners is what will your legacy be?

Not to put too fine (or hyperbolic) a point on it, I think we are at an incredibly significant point in our history. We face several cascading crises – climate, biodiversity loss, inequity – and the time to act on them is running short. I'd like to look back and see we've helped turn the dial on these challenges and instigated changes that mean our trajectories are trending towards a positive, regenerative, and resilient future.

What is going to be your key focus in 2023 (and beyond), i.e., what sort of client challenges will you be solving? What are the big problems that clients are struggling with?

Yes, lots of big challenges in the sustainability and climate space now. We're seeing a big uptick in organisations needing to respond to requirements around environment, social and governance issues. My key focus is effectively supporting our clients move from 'we know and can characterise our exposure to climate related risk, we can see opportunities' towards 'how do we reshape our business in response to these challenges and opportunities'. What excites me is that it allows us to bring a broader suite of skills, from our operating model teams to enterprise risk, change management and technology.

Another specific area that I'll be focusing my attention on is nature and biodiversity. Climate change, and the implications resulting from biodiversity loss are just emerging. This is particularly concerning considering that 50% of global GDP is reliant on healthy, functioning natural ecosystems (<https://www.weforum.org/press/2020/01/half-of-world-s-gdp-moderately-or-highly-dependent-on-nature-says-new-report/>). For us in Aotearoa New Zealand, our largest sectors – agriculture and tourism – are founded on a healthy natural environment. We know that bringing nature back into our cities and increasing greenspace is critical to help manage things like stormwater and increasingly important for physical and mental wellbeing as we intensify our urban environments.

Well, that is all interesting, but would be great to share a bit more about Alec the person. You're married - you ride an ebike (through rain, hail and wind) but be great to hear a bit more about what happens when you're not at work?

Yes, much of my time outside of work is occupied by our three kids – we have a 6, 8 and 10 year-old, so it's all pretty hectic!

Luckily my wife is a work-from-home artist (our front room is currently her paint-carving studio - if you're intrigued what that is, you can check out her work here: <https://www.anna-tang.com/>)... And yes, I am an avid fietser – a Dutch term for someone who cycles not necessarily for exercise/sport, but just generally to get around. You can imagine that's not particularly easy across Tāmaki Makaurau, but it's getting better. I do have an e-bike, I retrofitted a classic Raleigh20 with a battery and motor which is super fun to ride around the city. Outside of cycling, I enjoy eating and have a Sunday dim sum routine with the family. I do also love chocolate ice cream!

Any hobbies or interesting collections?

Far too many bicycles, I subscribe to the view that the optimum number of bicycles for any person is $n+1$, with n being the number you currently have.



Mal's quick-fire questions:

- **Who is going to win the RWC this year?** England obviously... (I wish!) – I was born and raised in Birmingham and spent much of my early years playing rugby and enduring the rollercoaster of being an England supporter.
- **Beer or wine (or something else...scotch)?** A nice red, Syrah usually... either that or a Mojito!
- **Best concert you have attended or the concert you would go back in time to attend?** I'm also more of a show person than a concert person really, when we were back in the UK, we managed to catch the Matilda show in the West End which is well worth a watch...
- **Favourite book/the book you recommend people read?** To keep within a theme of challenging ourselves and our thinking, I thoroughly recommend Kate Raworth's book "Doughnut Economics: Seven Ways to Think Like a 21st Century Economist". There are some big assumptions that underpin our view of the economy, and it's important that we ask whether they are still valid and appropriate for the world we want.
- **Favourite movie?** Can't go past the Lord of the Rings movies!
- **Most memorable family holiday?** We just came back from a big trip back to the UK/Europe with our kids (6, 8 and 10 years old), which was awesome. We caught the train from Birmingham to Paris, then onto Rome, a couple of night trains via Vienna to Utrecht, near Amsterdam, then back to Birmingham. It was great to see how these European cities have evolved and transformed; embraced new ways of moving around, but still busy and bustling. The kids were also old enough to appreciate and observe the change in culture between the different cities and enjoy the experience without getting too tired and overwhelmed.

Thanks to Alec for being such a good sport and sharing. if you would like to meet Alec or have a business problem that you think Alec might be able to help with, he can be contacted [here](#).



2023 Agribusiness Agenda

Energising a world of anxiety



KPMG has been partnered with **Springboard Trust**, an impact organization in the education sector.

Rebecca Brown, Volunteer and Partnerships Lead at Springboard Trust had this to say about the partnership relationship:

“KPMG has been a valued partner for Springboard Trust over several years. The level of skill and knowledge provided by the volunteers is exceptional. We consistently receive feedback from our principals about the difference the KPMG volunteers have and continue to make for them and their school. We deeply value the partnership we have created with KPMG.”

The collaboration aims to expand its support to schools, helping them improve their strategic performance measurement and reporting. KPMG's partnership with Springboard Trust has been ongoing for several years, supporting strategy development in schools and more recently, strategic measurement in schools. The program, known as Strategic Measurement for Schools (SMfS), takes a holistic view of a school's performance, identifying measures that matter in a local context, and supporting positive impacts on student success. KPMG has supported the program for the last 18 months, implementing SMfS into 41 schools in 2022, and is looking to expand this into 100 schools.

Springboard Trust is a charitable trust providing school principals with access to expertise to enhance their strategic leadership capability. As an impact organisation working within the education sector, Springboard is directly aligned with KPMG's community focus on Lifelong Learning. KPMG have been working with Springboard since 2015 and through this strategic partnership, skilled KPMG volunteers support Springboard's kaupapa in various ways.

Each year around 20 senior people from across the firm are partnered with principals and schools around New Zealand:

- acting as a coach and sounding board as the principal completes the 10-month Strategic Leadership Programme for Principals (SLPP); or
- delivering coaching to principals and their leadership teams on creating a High Performing Leadership Teams (HPLT) and Coaching for Leadership (CFL).

More recently we have been working alongside Springboard to develop a balanced scorecard framework for schools. Helping to build holistic, long-term performance objectives and measures and develop the skills to effectively tell an evidence-based story of progress.

The firm also provides pro bono support to the Springboard Trust itself, as it continues to grow, with services in audit, tax, and consulting.

This valuable strategic partnership is not all one-way traffic, as the KPMG volunteers also acknowledge that volunteering with Springboard Trust has positively impacted their own leadership skills and developed their own capabilities.

Energising a world of anxiety



Stepping up innovation

There is no shortage of ambition across the industry to step into the future. People and organisations want to be able to plug into vibrant innovation systems, have certainty over the regulatory framework they face and have confidence that the necessary investment will be made into the infrastructure that will enable them to realise their ambitions.



Leading the unconverted

Leaders are leading the converted, but it is not clear they are leading everybody in the industry. Work is needed to engage many more people in the sector around the full extent of the opportunities available, connecting them to hope. There is also a need to attract and retain people who have passion for the sector and who want to play a role in realising its future potential.



Investing in defensible trust

The bar to achieve trusted status is not static. It is consistently rising. The industry's regulatory platform needs to be collaboratively designed with the people and organisations it regulates to deliver credible outcomes for our communities and markets. These practices must benefit more than just the exporter, while Generative AI means credible data must back every action.

The 2023 KPMG Agribusiness Agenda report (The Agenda), called Energising a World of Anxiety, reflects the fact that there are massive opportunities in front of Aotearoa's food and fibre sector. However, there is a deep sense that people are struggling to connect to what that future looks like, and there is a need for a boost of hope and energy to move forward.

Industries within the sector have plenty of ambition to step into the future. There is a desire to plug into vibrant innovation systems, have certainty over the regulatory framework and have confidence that the necessary investment will be made into infrastructure that will enable them to realise their ambitions. The need to discuss gene editing has been a background issue in The Agenda for the last few years. Concerns have grown that failing to have the debate puts the industry at risk of irreversibly falling behind competitors. Other new entries into the 2023 Top 10 Priorities relate to accelerating investment in rural infrastructure and maximising the sustainable use of the oceans.

Minister Damien O'Connor commented that the Government and sector are investing heavily to diversify production, boost exports, and lift value through sustainability. An example is the Ministry for Primary Industries ("MPI") and the sector co-investing \$555 million in 255 projects through the Sustainable Food and Fibre Futures fund.

KPMG's Agribusiness Agenda provides useful insights from industry leaders to help guide our way along this important path. The foundations we have built together have helped enable our food and fibre sector to flourish, bounce back from shocks, and ensure it continues to power New Zealand's economy and prosperity.

So, if you have an interest in the Agri sector and how NZ moves forward – this report is a must read.

Get in touch with [lan](#)

A quick view into KPMG in the community

Auckland Classroom@KPMG with Pt England School



Hamilton Fieldays with Rhode Street School

As part of the Hamilton office relationships with Rhode Street school



Auckland Classroom@KPMG with Edmund Hillary School

We welcomed 36 year 7&8 kids from Edmund Hillary School to KPMG for the first time.



Auckland – Papakura High School Ball fundraiser 21/6/23

With the Auckland Ball not far away – many of us are aware of how expensive it can be to attend a formal event! So, when we were approached by a member of the Papakura High School Ball Committee to help with their ball fundraising,



Christchurch has got it covered

For the latest Christchurch Citizenship function, the CSR committee organised a fun micro volunteering project to support Volunteering Canterbury's new project – "We've got you Covered Canterbury".



Timaru - A sea of pink from top to toe

KPMG offices celebrated Pink Shirt Day, by standing together to speak up and stop bullying in workplaces, schools, and communities



Auckland office



We value your connection with us and invite you to visit our [Alumni](#) website to stay abreast of all the latest news and happenings at KPMG New Zealand. Please reach out to us by emailing alumni@kpmg.co.nz if you would like additional information regarding any of the above topics.

Malcolm Bruce
KPMG New Zealand Alumni Partner
kpmg.com/nz/en/home/alumni.html

