



Emily Seeckts

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Briefly summarise your work history.

I began my career at KPMG in the UK in 2007 as a graduate in the mid-market insolvency and restructuring team. I then relocated to the Caribbean, where I led several complex international cross-border insolvencies, managed hostile asset recoveries, and served as an advisor on various government projects. In 2015, I moved to Australia and have since worked on a diverse range of insolvency, turnaround, and restructuring engagements. In 2022, I became a partner at KPMG and a registered liquidator.

What industries do you have experience in?

I have experience across a wide range of industries including:

- Infrastructure and construction
- Agribusiness
- Manufacturing
- Technology
- Transport

I am also very fortunate to be a partner at a firm where I can leverage the deep sector expertise that exists within KPMG across pretty much any industry.

Which external administration/receivership has been a career highlight for you, and why?

I've been fortunate to have had an instrumental role in a number of high-profile insolvencies over the years, including in Australia McAleese, Toys R Us and Clough Engineering.

My personal highlights, however, are always the ones where we work in the background. These are the cases where I can combine my communication, negotiation, and strategic skills with my compassion to work closely with companies and their stakeholders, helping them restructure, survive, and thrive. Mine and KPMG's involvement in these matters may rarely make the headlines, but I can look across Victoria and Tasmania and see companies where, by working alongside management and key stakeholders, the work we did helped save jobs, secure the company's ongoing viability, and find a path forward for lenders or other key stakeholders. And I think that's pretty cool.

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What is your advice for aspiring registered liquidators?

I think the advice changes at different stages of your career. For the first 10 or so years, I would say: say yes. Yes to the travel, yes to the big jobs, yes to the small jobs, yes to the special extra projects, yes to looking after recruitment, yes to organising the big client event. Yes, yes, yes.

Then, as you get closer to becoming a partner and wanting to become a registered liquidator, I'd start to say no a lot more. Try to focus on the things that will really progress your career, build your networks, or that you really enjoy. Do less of all the extra things to really concentrate on the activities that will determine whether you can become a partner or get registered or not.

Lastly, if you are thinking of applying and are ready for it, but for whatever reason (be it parental leave, sabbaticals, part-time working, or the macroeconomic factors or your firm factors not being conducive to lots of chargeable work) you don't meet the hours requirement, apply anyway. Articulate in your application what you have been doing and go further back in time beyond the five years of relevant experience. Don't let it put you off applying to become a liquidator.

TMA Voluntary Code for Equitable Insolvency & Restructuring Appointments (EIRA)

The EIRA is part of a suite of initiatives by the TMA using generous sponsorship from Houlihan Lokey intended to increase the engagement and retention of women in restructuring and turnaround.

Thanks to the TMA Australia member firms who have signed up to this important initiative.

