

Human Resources: Investigation



Whether your organization is struggling with cases of discrimination, mobbing, retaliation or harassment; internal incidents greatly affect your employees' and thus your organization's well-being. Whereas most cases can be solved internally, some cases may require an external party to provide objective insights into complicated and sensitive matters. The involvement of KPMG will help your organization to guarantee independence and to minimize potential conflicts of interest.

Potential risks for your organization

Isolated incidents may create a snowball effect, resulting into an overall organizational culture that does not enhance desired values such as trust, transparency and openness. Valuable experience may leave your organization, your employees will lose precious energy to internal issues and your company may gain a reputation as undesirable employer. Rebuilding your organization's reputation and organizational culture will take time and effort.

Untreated incidents can result into major consequences, such as:

- Reputational damage
- Loss of confidence in the management and wasted management time
- Financial penalties or financial losses
- Operational risks
- Demotivated workforce
- Dissatisfaction at work, potentially leading into insider threats
- Poisoned ethical climate and culture

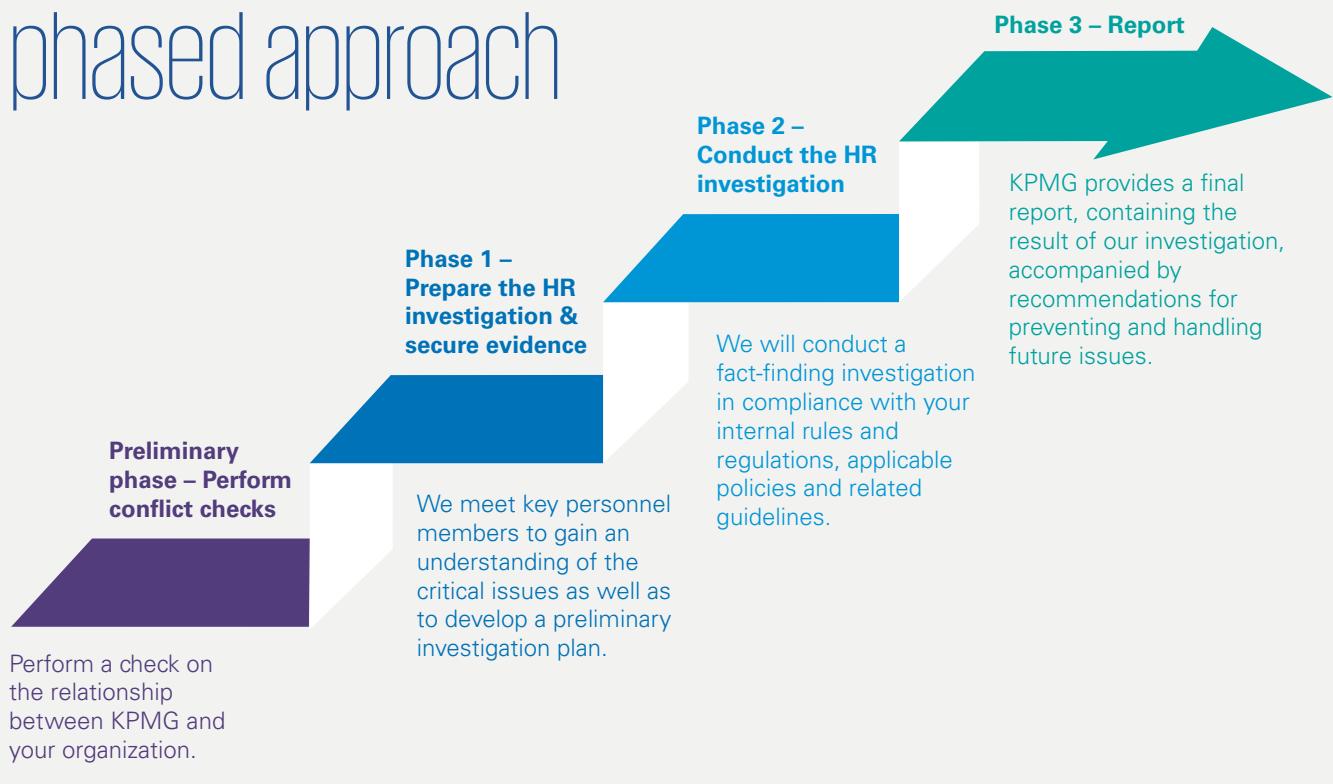
How can KPMG support?

KPMG will provide you objective insights into an otherwise potentially complex situation in your organization. Acting promptly in case of Human Resources incidents will help your organization to avoid further escalation of issues.

Furthermore, you will have access to legal expertise in case your organization faces legal actions. Whether you are simply keen to bring in a neutral party, whether you are seeking for conclusions accompanied by recommendations for improvement or whether you want to use the global network for an international investigation, KPMG can propose you a tailor-made approach that will meet your requirements.

We have extensive experience in the set-up of Human Resources investigations, including conducting interviews, securing evidence and providing legal assistance to our clients. With access to a global network, your organization will be easily able to have KPMG conduct an international investigation with local experts. We have interdisciplinary teams composed by lawyers, investigators, interview specialists as well as background checks analysts, psychologists and forensic IT experts.

KPMG step-by-step phased approach



How to avoid future incidents ?

Although your organization may still be occupied with resolving a current issue, any past incident provides your organization an opportunity to gather "lessons learned".

With proven methodologies, KPMG can identify potential risks in your ethical culture and guide your organization through mitigating these risks in an appropriate fashion. Culture assessments, workshops and interactive games

facilitating dilemma discussions are part of a range of services specifically developed to enhance your organization's ethical culture and to prevent future incidents.

In conclusion; we will not only help your organization recover from past incidents, but also provide you with a starting point for preventive measures.

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