



People and Change services

KPMG Luxembourg
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KPMG Luxembourg is a leading provider of professional services, including Audit, Tax and Advisory.

With more than 1,600 people, the member firm provides a range of professional services to its clients, helping them overcome challenges and leverage opportunities.

Human resources challenges

Currently, human resources departments are redefining the workplace experience and engaging employees like never before while helping the business manage and adopt people strategies that align with strategic business objectives.

Agility and innovation have become central in addressing these challenges.

In this fast-growing and quick-changing world, human resources has a central role to play.

We help organisations become more agile in transforming their performance by changing the way people are led, managed and developed, while simultaneously helping reshape the corporate culture.



The People and Change network

The People and Change practice is a worldwide network of 1,400 consultants specialised in HR transformation throughout organisational, technological, cultural and management tools.



Proven expertise

KPMG has been recognised by ALM Intelligence (ex-Kennedy Research) as a top HR consulting firm with the largest and the most sophisticated expertise in HR transformation and change management.



Fact- and data-driven

We use evidence and data analytics to show connections between HR and business KPIs, in order to open doors to new processes and people strategies that affect the bottom line of the organisation.



Breakthrough accelerators

We have developed powerful accelerators incorporating benchmarks, reference models, robust methodologies and integrated tools.



Strategic alliances

While conserving our service delivery independence, we have forged strategic partnerships at an international level. This allows us to have deep knowledge and capabilities on state-of-the-art HR technology solutions, cultural change management and talent management issues.

People and Change Luxembourg service offerings



HR strategy and processes

Our approach is to help structure and re-structure organisations to enable them to meet specific performance objectives.



Talent management

Our wide-ranging approach helps organisations attract, develop and retain talent, leading to a competitive advantage.



Rewards and benefits

Our customised approach helps you with benchmarking and with implementing competitive compensation and benefits programmes.



HR information systems (HRIS)

Our agile approach is to manage a successful implementation of your HR system, keeping scope in mind.



Change management

Our proactive approach is structured so as to facilitate complex changes within a firm, with behavioural changes in mind.



HR strategy and processes



Maintaining and transforming HR strategies, operational models, and processes have become core points of focus for HR teams. With proper execution, these factors can increase an organisation's performance and add value for its people.

Our solutions

HR strategy: assisting our clients with shaping the strategic axes of their HR programmes based on their corporate goals and priorities

Mapping existing structures and organising HR departments:

designing and executing new organisational structures to create fit-for-purpose organisations

HR audit: improving HR department effectiveness by identifying its strengths and weaknesses, and implementing new HR processes

Job descriptions and position specifications: defining the appropriate staff roles and competencies needed

Flexible and easy-to-implement performance management systems and competency framework:

enhancing employee performance, motivation and retention; creating a contemporary and complete performance and reward framework; and ensuring skill development

Job grading: evaluating the importance of each job position with clear criteria (using our 'sKale' methodology) and designing employee remuneration plans according to performance and relative value of the position



Talent management

Our solutions

Recruitment: selecting talented employees, with the help of competency-based interviews (Master Personal Analysis test) and technical interviews with our KPMG subject matter experts

Development and assessment center: measuring the skills, strengths, potential and development needs of target employees in line with your requirements

Team dynamics workshops: increasing team awareness and effectiveness (Insights® Discovery Personal Profile test)

Individual coaching: assessing the areas of improvement of target employees and developing their soft skills

Outplacement: defining individual outplacement programmes for newly redundant employees and facilitating the termination of the employment relationship

Soft skills training: delivering customised training to enhance soft skills, addressing topics such as how to develop leadership skills, how to improve negotiation skills, how to communicate with impact, how to set up SMART goals, what the performance management cycle is, how to provide constructive feedback, and more



The ability to develop the right talent strategy for the organisation depends largely on how well the structure is able to tune into the talent it needs to be successful in the future.



Rewards and benefits

Our solutions

Remuneration surveys for the financial and non-financial sectors: over 25 years' expertise in remuneration surveys, providing you with detailed information on salaries, bonuses, pension plans, company cars, and much more in Luxembourg's financial and non-financial sectors

Remuneration reviews and benchmarking analyses: reshaping your existing remuneration packages (fixed salaries, variable components, fringe benefits, incentive plans, etc.), as well as all the associated criteria and factors affecting salary reviews and promotions

Remuneration policies in line with regulatory requirements: writing and reviewing your remuneration policies to ensure their compliance with Luxembourg and EU regulatory requirements (CRD IV, UCITs V, AIFMD, etc.)

Flexible reward plans: defining and implementing customised reward packages that fit your employees' lifestyles

Tax and social security efficient reward plans: defining and implementing reward packages that optimise your structure

HR information systems (HRIS)

Our solutions

HR system target definition via a strategic analysis: reshaping your HRIS landscape while underlining the functional gaps and enhancement points, to define and structure the adequate HRIS roadmap

HR system selection support: acting as a catalyst during the selection process in order to facilitate and streamline the selection journey, with regard to the market practices and features

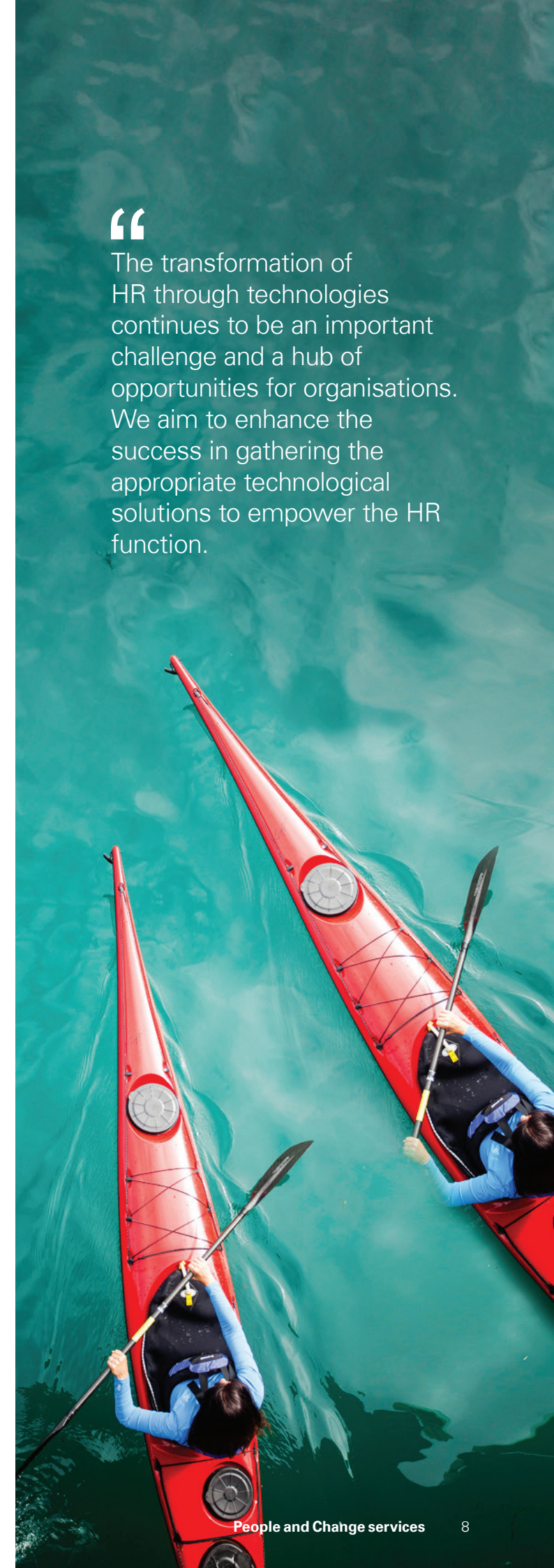
HR system implementation support: providing functional and project management support, ensuring the successful deployment of a qualitative HR system, on time and on budget

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The transformation of HR through technologies continues to be an important challenge and a hub of opportunities for organisations. We aim to enhance the success in gathering the appropriate technological solutions to empower the HR function.

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In a growing regulatory framework, implementing smart and compliant compensation and benefits programmes constitutes a unique value proposal to be competitive in the market while attracting and retaining talent.



Change management

Our solutions

Behavioural change management (BCM):

ensuring a smooth and sustainable transition of people's mindsets through our customisable five-step methodology:

- **Make it clear:** align leaders around the strategic aims, ambition and scale of change
- **Make it known:** communicate the change vision and case for change and begin to establish ownership of the solution
- **Make it real:** translate the change vision into reality for people in the organisation and define what it means for them
- **Make it happen:** move the organisation toward the end state and equip people to work in new ways
- **Make it stick:** ensure there is a capability in the organisation to sustain the change

Cultural change: working on dilemmas arising between values and ambitions of organisations, redefining the business culture to ensure that the values and behaviours it carries are fully lived by employees and aligned with the overall business strategy. Our cultural change methodology (developed in connection with THT, a research firm that we have acquired) is fully embedded in BCM.

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About 70% of transformation initiatives fail, mostly due to the lack of buy-in and engagement from employees. Change management places the impact of change on people at the heart of the projects, thus ensuring their success and sustainability.

Key contacts

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