



Reward Integration



Client challenge

KPMG was engaged to support the integration of two leading international financial institutions, with integration requirements spread across 16 countries with varying legal and regulatory challenges to navigate.

The client was less experienced in non-us integrations and the typically increased complexities. As a result, we were asked to provide significant multi-disciplinary support across the entire project.

The complex employment law landscape, in particular governing European geographies, added to the scale of the challenge for the client in terms of planning, timing and compliance. The client leaned on us for guidance in understanding the art of the possible for the integration and to manage expectations on both approach and delivery.

Our approach

We provided a wide range of comprehensive, robust solutions tailored to the unique situation of the client, designed and delivered by a team of integration specialists, in particular across the people and reward functions.

We designed a comprehensive remuneration policy harmonisation plan to chart the journey from policy formation through to implementation, while navigating in sequence the various regulatory and legal hurdles and requirements in a compliant manner.

Our specialist team developed a comprehensive CLA negotiation and works council engagement plan to guide the client through the complex, sensitive process of terms, policy and benefits changes in jurisdictions of increased labour relations complexity. We provided ongoing support in developing negotiation proposals, devising a negotiation and engagement strategy with senior management and co-ordinating the various functions in a cross-divisional effort.

We helped the client develop tools to assess the non-financial employee impact of the proposals, as well as introduce the reward philosophy of the client to the acquired business in a sensitive manner.

Benefits for the client

The client benefitted from the fit-for-purpose, comprehensive integration plans we developed, which enabled it to realize the benefits of operating in a coordinated, efficient and effective manner.

Our integration insight helped to eliminate cross-over, duplication and operational inefficiencies in the integrated operating model. We applied SME HR integration knowledge in aligning policy and practices across the HR function in multiple jurisdictions and disciplines. The client was able to appropriately and equitably transpose acquired staff into a coherent and singular job architecture/grading structure. Our planning supported the delivery of BAU and major functional services (e.g. Year-end/performance review process) on an interim basis, prior to full integration.

We also designed bespoke tools and facilitated exercises to measure, understand and respond to the financial and non-financial impact of proposed changes to terms, conditions, policies and benefits. And we applied our experience and knowledge of TSA management to successfully co-ordinate the offboarding sequencing for the client across a comprehensive TSA schedule.

Some or all of the services described herein may not be permissible for KPMG audited entities and their affiliates or related entities.

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