KPMG recognises that unexpected events occur over the course of a long-term delivery engagement and maintains a pool of both staff and pre-qualified contingent resources that we have at our disposal. In the event of a planned event (e.g. annual leave), the PM responsible for the successful delivery of the engagement will work with the staff member and their key clients to confirm the work that will need to be completed during that period and ensure that an agreed plan is established for how the individual's leave will be covered. Our collegial culture means that typically what happens is that other team members come together to support the work that needs to be done while the individual is on leave - we believe that such an approach is beneficial as it allows us to cross-pollinate skills between team members, ensuring that for any given activity there is a level of redundancy in our staff profile. If, however, there is a need to manage an extended period of leave, the PM will work with our internal resourcing team to locate an appropriate replacement for the individual that we will also then agree with Healthscope. Any onboarding of this resources will be a KPMG responsibility to ensure that knowledge of the project is provided to this individual to enable them to be a productive team member as they come onboard.  
  
In the event of non-performance, our experience is that this is not usually a sudden realisation but a gradual process that we would work through with Healthscope. In the event that we both agree that the individual is not suitable for their role, then we would once again work with our internal resourcing team to identify alternative candidates and we would then agree a transition plan with Healthscope. Once again, the responsibility for onboarding the replacement would be KPMG's responsibility and we would seek to ensure that knowledge of the project and their role is provided to them prior to the official commencement on the project.