**December 2018 - Transition likely**
- Assess risk of EU staff leaving despite extension of rights
- Confirm that supplier and customer contracts are not prejudiced by transition
- Assess steps for any transfer of business / assets

**March 2019 - Transition likely**
- Define future supply chain operating model
- Apply for any required regulatory permissions
- Review revised structure for EU national staff
- Assess operating model in light of possible increased staff costs
- Seek third party consent for business / asset transfers
- Establish new EU subsidiary / branch (if required)

**June 2019**
- Make passporting notifications for any new EU subsidiaries
- Assess if higher staff costs impact operating model viability

**September 2019**
- Check and plan customs and VAT systems migration strategy
- Establish subsidiaries
- Restructure supply chain flows to maintain regulation compliance
- Review agency staffing to ensure provision
- Review recruitment strategy and consider new sources
- Implement new EU and UK customs frameworks (e.g. special procedures and reliefs)
- Update inter-group agreements, policies and external contracts

**March 2020**
- Implement manufacturing changes (if required)
- Restructure holding company
- Begin negotiations on supplier contracts
- Adapt labelling to product regulations
- Update intra-group agreements, policies and external contracts

**June 2020**
- Switch logistics routes (if required)
- Increase inventory (if required)
- One year deadline for existing EU citizens to gain UK residency (June 2021)

**September 2020**
- Establish subsidiaries
- Implement manufacturing changes (if required)
- Restructure holding company
- Begin negotiations on supplier contracts
- Adapt labelling to product regulations
- Update intra-group agreements, policies and external contracts

**December 2020**
- Begin negotiations on supplier contracts
- Adapt labelling to product regulations
- Update intra-group agreements, policies and external contracts

**KPMG Brexit Navigator**

*Communications (to staff, investors & analysts)*
- NED/Internal Audit
- Brexit PMO
- Political Intelligence
- PR/Lobbying

*Q4 2018*
- Transition likely
- Transition likely
- Transition likely
- Transition likely
- Transition likely
- Transition likely
- Transition likely
- Transition likely
- Transition likely

*June 2018*
- Investigate alternative domestic supply
- Map supply chain network in detail
- Apply for AEO and customs easements (UK and EU)
- Quantify costs of tariffs, customs admin and delays
- Review market access in ‘no deal’ scenario
- Increase inventory (if required)
- Implement new EU and UK customs frameworks (e.g. special procedures and reliefs)
- Review data flows in and out of UK and identify where non-compliant with local privacy rules

*September 2018*
- Review manufacturing and warehousing footprint
- Implement new EU and UK customs frameworks (e.g. special procedures and reliefs)
- Increase inventory (if required)
- Review data flows in and out of UK and identify where non-compliant with local privacy rules
- Review hedging positions
- Assess changes to UK immigration rules
- Study feasibility of corporate reorganisations
- Review supplier and customer contracts including insurances
- Check SLAs can be met

*December 2018 - No deal likely*
- Assess exposure to border crunch points
- Assess impact of Brexit on suppliers / e.g. staff tariffs
- Implement tariffs to be privacy compliant in all markets
- Assess relocation of personnel insurance contracts
- Assess impact of restrictions on cross-border movement
- Consider actions to protect you / IP

**DECEMBER 2020**
- New trade landscape
- Digital transformation
- Geo-political change

**Starter checklist**
- Created Brexit PMO
- Quantified Brexit exposure
- Mapped risk register
- Engaged with staff
- Assessed competitors

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KPMG’s Brexit Navigator is designed to help your organisation be ready for Brexit, whatever the outcome or timescale.

Prioritise the immediate activities that make business sense irrespective of the political settlement.

Understand the essential contingency actions you’ll need to trigger in late 2018 if a deal looks unlikely.

Be clear about what you should do in a transition, once there’s more certainty around the final Brexit destination.