

THE COST OF HUMAN ERROR

One lapse. *Millions lost.*

None of these were failures of intelligence. Each happened at a world-class firm, to **capable professionals**, in a moment of inattention.

THE BIG 4

2025	Deloitte Australia	A government report contained fabricated references and an invented court quote. Part of the fee was refunded.	A\$440k report, partly refunded
2023	KPMG UK	A record regulatory fine over failings in its audits of Carillion, which collapsed in 2018.	£21m regulatory fine
2017	PwC · The Oscars	The wrong envelope was handed over, and the wrong Best Picture announced to a global audience.	Live in front of millions

GLOBAL BANKS

2020	Citibank	Meant to send an interest payment of about US\$8m. Wired close to US\$900m of its own money instead.	~\$900m sent in error
2018	Samsung Securities	Instead of a ₩1,000-per-share cash dividend to employees, an employee issued 1,000 shares per share: 2.8 billion shares that did not exist.	~\$105bn in "ghost" shares

AND IN EVERY CONSULTING TEAM · SOUND FAMILIAR?

01 Last client's name left in the new proposal	02 A formula pointing to the wrong tab	03 "Final_v7" sent instead of "Final_v8"	04 A decimal slip on page 47 of the deck
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VANYA TANDON AI Product Manager · formerly BCG

YOUR FACILITATOR



Kamlesh Jain

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