



People in deals

Creating value through people



Our People in Deals practice builds tailored people and organisation solutions to help businesses achieve their strategic ambitions to create lasting and differentiated value.

65%

of acquirers say cultural issues hampered the creation of value in their deal.

92%

believe they could have handled communication & culture more effectively during their last deal.

82%

who say significant value was destroyed lost more than 10% of key employees post-deal.

“

Buying a brand but losing the people who made it so desirable, or preparing an asset for sale, but losing the vital people within, can both destroy the value of a deal.

”

Source: Creating value beyond the deal, PwC Study 2019

How we can help



1. HR Due Dilligence

HR Regulatory Issues

Compliance assessment of employment mandates, employment status risks and payroll

Carve-out & Synergies

Provide support in a smooth HR transition, quantify integration synergies and restructuring costs

Deal Support

Review HR requirements and terms for sale and purchase agreement

HR Function & Processes

Review costs for HR systems and recruitment, assess organisational design of the HR team, HR governance and processes

Executives & Equity

Review of contractual obligations, compensation and design/cost of retention arrangements

Workforce

Highlight cultural integration risks, assess talent gaps and recruitment costs, review right-sizing and benchmark performance indicators

Compensation & Benefits

Review budgeted compensation and benefit costs and reconfiguration of rewards

Employee Relations

Cost and impact of historical or planned restructuring and review of challenges to change/stall the deal

Review Obligations

Assess whether the transfer of undertakings (protection of employment) regulations apply



2. HR Pre-Close

Determine Synergies

Establish people and functions coming together and what will be needed going forward

Hidden People Costs

Identify any people costs that result from the M&A and agree who picks up the cost

Transfer of Employees

Ensure all transferring employees have been consulted and associated tax, legal and union obligations fulfilled

Organisational Change & Restructuring

Select the appropriate organisational design and anticipate future potential redundancies

People & Skills

Identify key employees to retain/incentivise, recruit to fill key gaps and assess management team capabilities

Pensions

Assess the design and costing of replacement arrangements and ensure controls for asset transfers

Benefits, Incentives & Payroll

Design and set-up of new arrangements and align incentives to new business objectives

Culture & Communication

Change management, communication plan and strategies to overcome cultural barriers

Day One Planning

Key HR actions to complete the deal and prepare for operation on Day One



3. HR Post-Close

Stakeholder Engagement & Communications

Execute leadership and stakeholder engagement plan and prepare and deliver staggered communications

Workforce & Talent

Structure roles, responsibilities, governance and reporting lines and develop talent strategy

Culture-Led Change

Assess cultural compatibilities and differences, create final culture integration and deliver culture training

Industrial & Employee Relations

Assess regulatory requirements and impact on employee/labour relations and develop consultation approach

Human Capital Strategy

Develop a strategic plan for human resources and conduct skills gap analysis and training needs analysis

Reward & Performance

Develop executive pay and communication for new reward offerings, revise performance management structure and align performance metrics

HR Transformation, Technology, Data & Analytics

Determine HR future state, business strategy, people analytics and assess HR technology/processes

Contract Alignment

Assist with harmonising contractual terms of transferred employees

Why PwC?

We can provide you with a broad range of services for all your people in deals considerations by putting at your disposal a team with different expertise to meet your needs including HR, organisation design, legal and taxation.

Contact us



Ryan Sciberras
+356 2564 7090
ryan.sciberras@pwc.com



Claudine Attard
+356 2564 7026
claudine.a.attard@pwc.com



Mark Lautier
+356 2564 6744
mark.lautier@pwc.com



Ruth Vella
+356 2564 6733
ruth.vella@pwc.com

