



The Affable
PARTNERSHIP LTD

THE SELLER'S PEOPLE JOURNEY

Preparing your people, protecting your value and supporting a confident exit

A buyer is not only acquiring your financial performance - they are inheriting the people, leadership, culture, contracts, knowledge and risks that keep the business running.

1

BEFORE THE SALE People Sale Readiness

- Get contracts, policies and documentation buyer-ready.
- Identify key-person dependency and succession gaps.
- Review leadership structure, management capability and culture.
- Address unresolved absence, performance or conduct issues.
- Understand reward, benefits, retention and TUPE considerations.

The aim: identify and reduce people risk before a buyer finds it.

2

DURING THE TRANSACTION Due Diligence & Deal Support

- Respond confidently to people-related due diligence questions.
- Assess employee liabilities and sensitive workforce issues.
- Plan TUPE, consultation and workforce communications where relevant.
- Protect key people and business-critical knowledge.
- Prepare for handover while maintaining business continuity.

The aim: protect deal confidence and avoid people issues slowing the transaction.

3

TOWARDS COMPLETION A Stronger Handover

- Give the buyer clarity on leadership, structure and people risks.
- Create a practical communication and transition plan.
- Document informal knowledge and working arrangements.
- Build continuity beyond the founder.
- Leave the business positioned for a smoother first 90 days.

The aim: demonstrate that value can continue after the founder steps away.

PEOPLE RISKS THAT CAN AFFECT BUYER CONFIDENCE

Key knowledge held by one or two people

Outdated contracts or policies

Founder-dependent culture

No clear retention plan for key staff

Undocumented working arrangements

Unresolved employee relations issues

Your M&A People Partner

The Affable Partnership helps founder-led businesses identify and manage people-related risk so they can protect value, strengthen buyer confidence and prepare for a successful exit.

START EARLY

Ideally 1-5 years before sale

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