



The Affable
PARTNERSHIP LTD

THE BUYER'S PEOPLE JOURNEY

Understanding the people, protecting deal value and supporting successful integration

An acquisition is not only about financial performance - you are acquiring people, leadership, culture, contracts, knowledge and risks that will shape what happens next.

1

BEFORE THE DEAL

Acquisition People Readiness

- Understand the organisation structure, leadership and key-person dependencies.
- Review high-level employment terms, reward and benefits.
- Identify retention risks and business-critical knowledge.
- Consider culture, management capability and change readiness.
- Define integration priorities before due diligence begins.

The aim: know what people questions to ask before the deal gathers pace.

2

DURING THE TRANSACTION

People Due Diligence & Deal Support

- Review contracts, policies and employee liabilities.
- Identify unresolved absence, conduct, performance or employee relations issues.
- Assess TUPE, consultation and communication requirements.
- Map key people, flight risk and retention actions.
- Consider leadership continuity and likely integration challenges.

The aim: identify people risk early enough to protect price, terms and deal confidence.

3

POST COMPLETION

Integration & Value Protection

- Communicate clearly with employees and managers.
- Retain critical people, knowledge and customer relationships.
- Align leadership, structures, roles and ways of working.
- Address cultural friction and emerging people issues quickly.
- Create a practical 30-60-90 day people integration plan.

The aim: protect the value you bought and turn the transaction into long-term performance.

PEOPLE RISKS BUYERS SHOULD UNDERSTAND BEFORE COMPLETION

Key-person dependency

Hidden contractual liabilities

Leadership gaps or culture clash

Flight risk among key staff

Undocumented commitments

Unresolved employee relations issues

Your M&A People Partner

The Affable Partnership helps buyers and acquirers identify and manage people-related risk before, during and after an acquisition so they can protect deal value, retain key people and integrate with confidence.

START EARLY

Ideally before due diligence begins

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