



# People in M&A

**Your Success is our Passion!**

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[kpmg.com/uk](https://kpmg.com/uk)







# In the People in M&A team, we focus on de-risking and driving deal value through the human side of the deal

The world we live in now is different than ever before and the changes over the last few years have completely altered our perspective on the way we live and work. Organisations are rethinking their strategic and cultural ambitions to respond to the constantly changing environment and the way they deliver their deal strategy needs to shift. Now more than ever 'People' and 'Culture' are critical factors in ensuring a deals success and our People in M&A team are experts at helping clients to manage the complex people challenges that occur. We are looking for more exceptional people who are passionate about solving these issues to join our winning team.

Our People in M&A team is an integral part of KPMG's Deal Advisory practice where we advise and support clients throughout the deal lifecycle by working closely to execute on all HR and change management aspects of large scale, global, complex integrations and separations. Our team has worked with clients to transition over 200,000+ employees in 90+ countries.

We work with our clients throughout the deal cycle – from inception to completion. We are also innovators, using our newly launched, unique and market-leading Digital Employee Engagement Platform to help our clients to drive engagement, performance and rapid cultural assimilation. This, coupled with collaboration across our member firms around the world, sectors and functions, gives one an exceptional opportunity for a deep and rich project experience. We love what we do, and we think you will too.

My leadership team and I are committed to creating an inclusive, engaging and innovative place where you are motivated to challenge yourself as People in M&A professionals. We want to ensure that you have the opportunities to learn and grow as you work to develop value-added solutions for clients and help them achieve the outcomes they are looking for.

The following pages will give you more detail about who we are, our offerings and our people. We look forward to meeting you and telling you more about what we are truly passionate about!



**Chau Woeste**

Partner, Deal Advisory, People in M&A  
KPMG in the UK



# Who we are...

KPMG is a global network of professional firms providing Audit, Tax and Advisory services. We have 227,000 outstanding professionals working together to deliver value in 146 countries worldwide.

KPMG combines our multi-disciplinary approach with deep, practical industry knowledge to help clients meet challenges and respond to opportunities.



Integrity

We do what is right



Excellence

We never stop learning



Courage

We think and act boldly



Together

We respect each other and draw strength from our differences



For Better

We do what matters



Audit



Tax



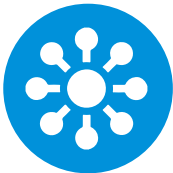
Deal Advisory



Consulting



Transaction Advisory Services



Infrastructure Advisory Group



M&A and Debt Advisory



The Strategy Group

KPMG combines our multi-disciplinary approach with deep, practical industry knowledge to help clients meet challenges and respond to opportunities.

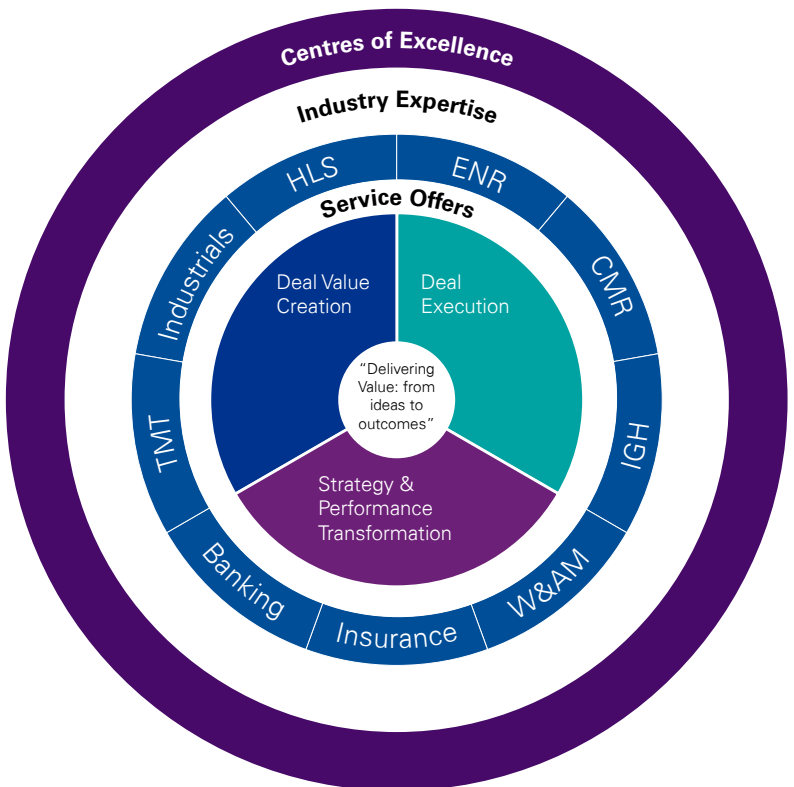





# Who we are...


Our integrated team of specialists brings the best of our deals and strategy capabilities together across value creation, deal execution and strategy & performance improvement.

We help create value for our clients by challenging conventional thinking, bringing deep industry and functional insights and 'investor-grade' rigour providing on-the-ground support for our clients pre, during and post deal. By continually looking beyond the lifecycle phase a business is in, and beyond a transaction itself to the business as a whole, we ensure that we're always asking the right questions and turning to the right people for the answers.




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**Deal Value Creation** - “support investors to realise maximum return through a deal”

Service offers include: Investment thesis / full potential plan; Commercial DD & Operational DD (including Vendor DD), Tech DD, HR DD, Synergy Assessment, Integration Assessment, Sell-side positioning
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**Deal Execution** - “lead and manage a transaction from early idea through to post deal value realisation”

Service offers include: Integration/ Separation Management office, Joint Ventures, Functional integration and carve out, TSA design and implementation, Synergy validation and realisation, Culture and People
- 

**Strategy & Performance Transformation** - “Identify and unlock immediate value potential through financial and operational transformation

Service offers include: Cost take-out, Pricing Strategy, Margin enhancement, Turnaround, Growth Strategy and New Markets

Centres of Excellence



People



Technology & Data



Finance & Working Capital





# Our vision

To be the trusted People in M&A advisor on the biggest deals.

# People in M&A: What do we do

Our approach focuses on 4 critical areas which ensure Human Capital strategy aligns to the overarching deal strategy.





# Employee Experience

**Employee Experience focuses on executing an engagement program that addresses the impact to the employee, ensuring that if presented a choice, the employees would have joined the company independently of the deal.**

## Making People Matter

We commonly hear our clients' worries about engaging employees and retaining talent when organisations approach us with their People issues. It's vital to understand what has worked previously in organisations and learn from previous transactions. Sometimes just over-communicating the message can be the most effective method to remove misunderstandings.

Culture can be perceived as a buzzword, but can have serious impacts on the success of the deal; tangible solutions should be created to avoid this happening.

**The People in M&A team of KPMG UK advised and assisted a global automotive supplier to integrate a competitor, supporting across all areas of HR and People. This effort involved onboarding 20,000 employees in over 20 countries leveraging the KPMG Digital Engagement Platform to create an organisation of 48,000 employees.**

Our client based in the US, acquired a large competitor headquartered in Europe creating a new organization of 48,000 employees in over 20 countries. The acquisition completed during the COVID-19 pandemic with employees working remotely and having little to no access to offices and other colleagues. The buyer sought to drive an outstanding and engaging experience for the target employees to support a positive integration and onboarding journey and retain critical employees.

## Our role and support in Employee Experience

- The KPMG People in M&A team developed, collaboratively with buyer and target, a digital onboarding strategy addressing the unprecedented circumstances of remote working in a major integration.
- We created a highly engaging onboarding experience addressing employees' concerns on both the acquiring and the target company's side for white and blue collar workers.

## Unprecedented times and how our offering benefited the client

- KPMG's Digital Engagement Platform was the solution during the COVID-19 pandemic enabling our client to welcome all new employees, provide orientation in the new organisation, and connect legacy and new colleagues through multi-way communication to drive deal value.
- Over 85% of employees signed up to the platform enabling effective communication with high engagement validated through pulse surveys.
- KPMG's Value Capture Dashboard provided real time insights on realisation



## My experience with our Employee Experience offering

The Employee Experience is a key area where deals are made or broken. Every unique journey with clients from so many different exciting industries is a new adventure – I love to see the impact and difference we make for each individual even in large organisations with ten-thousands of employees around the world.

## Why KPMG

What makes our team great is that we genuinely care about our work and the impact we make for our clients in the most challenging and complex integrations and carve-outs. Our team brings together colleagues from a vast range of backgrounds who all contribute with their unique views and experience – and who become friends. The diversity amongst our colleagues is what makes us an amazing team and is key to our success.

## Beyond Work

I love the metropolitan vibe of living in the heart of London and often venture along the Thames on a run. Equally, I need to escape the urban jungle from time to time and take a deep breath of fresh air on hiking trips with my brother exploring new areas all around the world.



## Christian Kurtz

Associate Director, Deal Advisory, People in M&A





# Organisation and Talent Management

**Organisation and Talent Management focuses on aligning the enterprise, business and functional units to the future-state vision of the combined entities and ensuring that the right people are retained and in the right positions to drive business success near and long term.**

## What are our insights?

Organisations often believe that keeping both sets of leadership stabilises the workforce but in reality it causes confusion and destabilisation. From our experience, making the organisation and workforce changes as early and as coordinated as possible avoids prolonged disruption. One can also use performance incentives to align leaders on deal objectives.

### **The People in M&A team of KPMG UK advised the HR leadership team of a Financial services Company on all people transition planning, including employee relations on the integration of two businesses across 60+ countries.**

KPMG UK was engaged to support on the integration of two financial services companies, with employees across 60+ countries. We supported the clients establish the leadership team of the integrated, go-forward business to minimize business disruption. A global, mass selection pooling and subsequent assessment and selection process was managed in parallel to transitioning the workforce from two separate organisations into the appointed leaderships teams in the fully integrated business

#### **KPMG's role and support**

- KPMG UK advised the client on end-to-end organisation design, facilitating the design process through a series of stage gates, managing the appointments process for the leadership teams, designed and operated a global mass selection pooling and assessment and selection process.
- We used a digital automated tool working with the HR functional leads throughout the organisational design process, including selection pooling and assessment and selection processes across multiple jurisdictions.
- We advised and ran all people transition planning, including employee relations strategy, consultation approach also the approach for synergy cost tracking.

#### **And the outcome was**

- The use of the digital automated organisation design, meaning the client could focus on critical design decisions and worked hand-in-hand to prepare the approach, tools and materials required through the transition process.
- We provided a joined-up approach on employee transition and employee relations, ensuring all relevant stakeholders were aware of the approach, decisions made and roadmap of activities pre and post Day 1.



### **My experience with our Organisation and Talent Management offering**

Our Organisation and Talent offering is a key pillar of what we do for clients. At KPMG, our approach is broad and ensures that we not only look for achieving efficiencies as part of the transaction, but we also look to introduce effectiveness that incrementally add value over the long run. This means we look at developing operating models and structures, defining roles and responsibilities as well as skills and capabilities, define cultures and help leadership teams create high performance during and after the transaction.

#### **Why KPMG**

KPMG provides valuable and varied opportunities to learn. We work on global, complex deals, and the Firm supports our development by a comprehensive learning offer, on-the-job learning, mobility options and much more.

#### **Beyond Work**

Our client work sometime needs us to travel domestically and internationally, and travel is a hobby of mine, so combining both is a winning combination for someone who is passionate about travel and culture.



**Morgan Akari**

Director, Deal Advisory, People in M&A





# Labour Relations & Compliance

**Labour Relations & Compliance focuses on ensuring the labor and HR risks and obligations are fully understood and effectively managed globally in order to deliver on the deal timelines and planned transaction changes.**

## Our Take

While undiscovered labour liabilities may cause unintended consequences for the buyer, incorrect set-up and registration of HR compliance items can lead to fines. In short, the lack of understanding and management of labour relations hampers the deal.

From previous transactions, we observed that centrally coordinating all labour relations activities avoids unintended cross-country impact. By balancing business requirements against speed of integration/legal risks, leadership needs to invest time, clearly articulate and be aligned together when it comes to unions/labour representatives



## Here's how the KPMG UK People in M&A team assisted a European Leadership team to manage labour relations on the integration of a major Transport organisation across 25 EU markets

With the client's acquisition, it became clear that People in M&A advice was needed to help manage the labour relations approach across complex EU countries as part of the overall integration programme. Following internal business challenges, KPMG UK was tasked with helping accelerate integration through a labour relations perspective, working with in-country HR and Labour Relations teams in order to formulate a consultation masterplan, which would help integrate the two organisations considering EU and local country-level labour relations requirements.

### How we supported the client

- Helped the client to run their Industrial Relations Steering Groups (fortnightly), made up of the European Leadership team, ensuring that a clear and defined governance strategy was in place for all labour relations decisions, managing people impacts.
- Programme managed the labour relations master plan, consolidating all plans on a page, shared with key stakeholders along with supporting labour relations consultation plans to integrate Sales, Customer Experience and Operations functions, as well as back-office functions by managing the process of creating communication storylines for central European bodies and country level consultation works councils.

### Value Delivered

- We were able to assist the client to plan for consultation and drive integration activity which had stalled due to a lack of focus on labour relations. KPMG's labour relations support challenged the robustness of countries' labour relations plans and helped to ensure functions and programme initiatives had a clear understanding of the labour relations criteria needed for a successful integration.



## My experience with our Labour Relations & Compliance offering

Labour laws and information and consultation obligations exists at many levels, and failure to engage in meaningful consultation may result in several issues. I work on global people and organisational transitions, typically on large, multi-jurisdiction transactions. Through our labour relations and compliance pillar, I particularly enjoy supporting our clients to navigate new and challenging situations and reach desirable outcomes.

### Why KPMG

I joined KPMG for the People in M&A team! I had been working in HR at GE on a number of deals for the prior 3 years and when I saw the role posted on LinkedIn I was immediately interested. It has been a fantastic opportunity to apply the deal experiences I had in the consulting and advisory environment.

### Beyond Work

I love sports – both watching, taking part and learning new ones. I play hockey, cycle and dabble in triathlon, and in the last year I have learnt to play tennis, wake board and kite surf (still in progress). I also support the Peterborough United Football Club and love Formula One.



**Megan Sharpe**

Manager, Deal Advisory, People in M&A





# HR Operations

**HR Operations focuses on how HR will deliver services to the organisation post Close in the most cost effective and efficient manner that provides the highest level of service to the employee.**

## What are the challenges?

Some of the challenges that we face is that the HR function underestimates the workload across the deal lifecycle. In our experience there are many unforeseen pitfalls, e.g. deal timeline, TSAs and financial cycle. Apart from not understanding the gaps and cost implications of Compensation & Benefits (C&B) harmonisation can destabilise the workforce, it is also observed HR synergies identified in diligence are not validated or understood.

**Here's how the combined team of US, UK and another European firm supported one of our clients in HR Operations to spin-off the medical device division (SpinCo) as an autonomous entity, giving value back to the parent company's (ParentCo) shareholders and realigning focus on ParentCo core business.**

SpinCo was highly integrated into the wider ParentCo group structure at Global and Country levels, requiring extensive understanding of the As-Is organisational model with complex interdependencies with shared employees across multiple legal entities coupled with multi-layer Works Council and complex employee transfer process. Apart from providing support as Global HR PMO along with facilitating employee transfer and support in the To-Be organisation structure for SpinCo, we provided extensive support for HR Operations as well.

## How we supported in HR Operations

- Understood the level of integration between ParentCo and SpinCo; the complexity, effort and time required to divest SpinCo into a standalone business with an established a clear governance, structure and reporting framework for both ParentCo and SpinCo teams with a two in a box approach
- Detailed and credible separation, Day 1 Readiness and hypercare plans and budgets to show how HR Services would operate post-Spin with designed fit-for-purpose HR Services operating model to complete stand-up of the HR function to support 22,000 employees in 65 countries

## Benefits delivered to the Client

- ParentCo regards the divestment as a landmark M&A project creating both value for its shareholders and the SpinCo
- Successful Spin with minimal disruption on Day 1 operationalisation being recorded and low impact on the ParentCo share-price
- Proven methodology and approach to separation planning, with KPMG experts and SMEs on hands to share previous divestment experience and advise on best practice.



## My experience with our HR Operations offering

HR Operations is one of the key areas where we support our clients to create value. We aid them in delivering an assessment of the HR services required for Day 1 and preparing for non-standard solutions during transition.

We also help identify opportunities to balance savings from C&B harmonisation against the destabilisation of workforce.

## Why KPMG

I started my career in KPMG in 2010 as a graduate trainee in HR, left a couple of times (to an in-house role, and another consultancy and then re-joined the People in M&A team. This team and the Firm has been like a second home to me. I have explored the nuances of HR consulting and this role particularly has given me the opportunity to experiment with the various gamuts of HR from an integration and separation perspective. This, coupled with the Firm's commitment to our development with ample learning opportunities, brilliant colleagues and working with the biggest names in the industry, makes it a much-coveted place to be in.

## Beyond Work

I enjoy walking – most weekends (pre-lock-down) you could find me and my husband wandering around nearby cities (London is a fascinating sprawl of villages) or the local Essex country-side.



**Gareth Jones**

Director, Deal Advisory, People in M&A

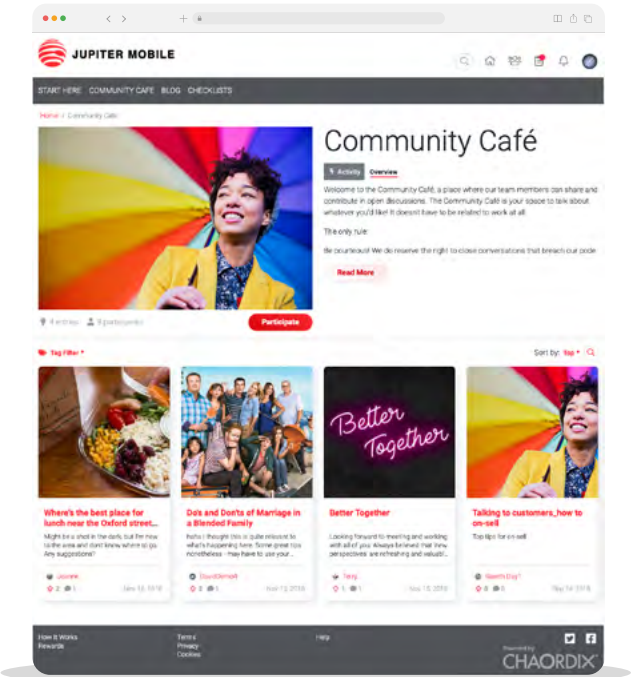
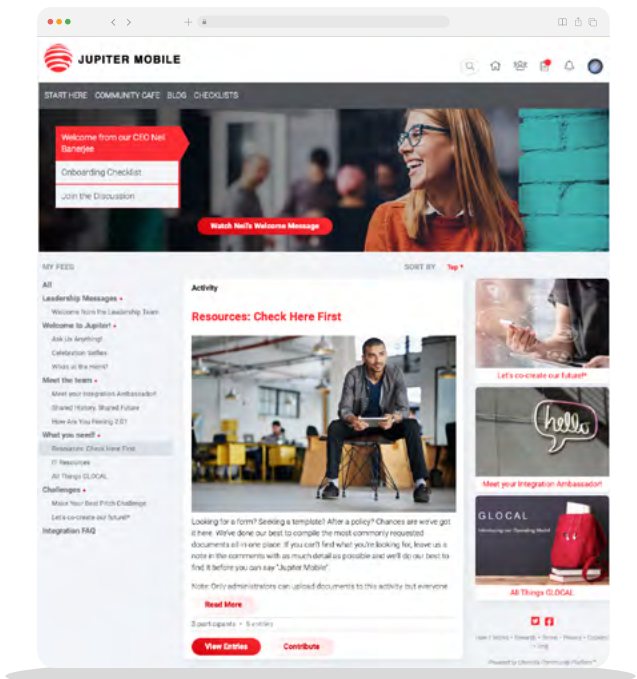
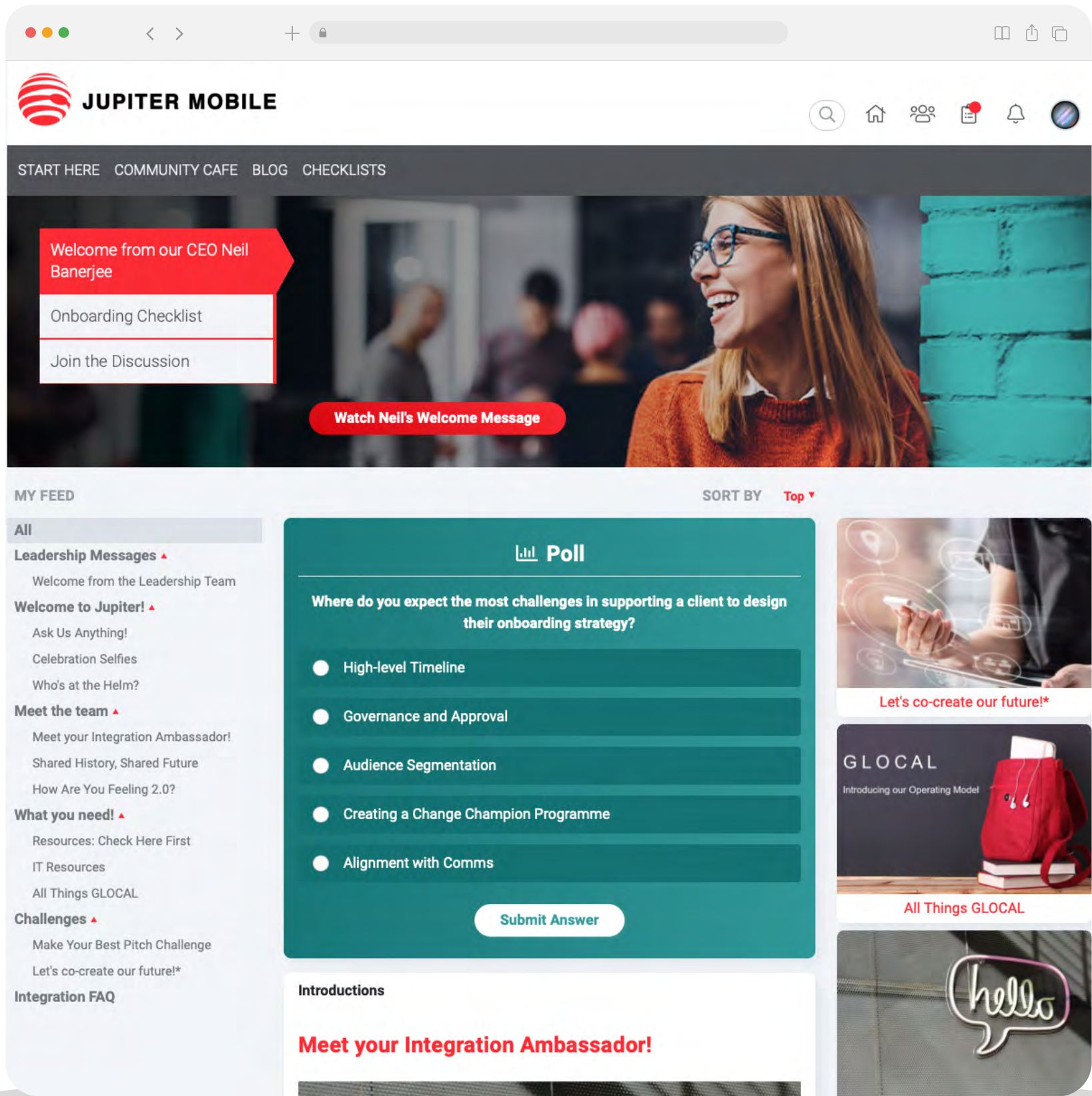




# The human side of deals

Powered by Chaordix®

We aim to be the trusted People in M&A advisor on the biggest deals.



Click on the play button to find out more about our KPMG Digital Employee Engagement Platform



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**Here's what Neelm has to say about learning opportunities and our latest offering – the Digital Employee Engagement Platform**

As a strong advocate of lifelong learning, I'm so pleased with the variety of training available to us at KPMG. At KPMG learning is not restrictive to the mandatory and technical training required to be compliant and to conduct the role at work, one is encouraged to proactively find subjects in line with interests to develop the skills and understanding.

I was happy to be part of the team creating the Digital Employee Engagement Platform which not only helped me explore the different gamuts of employee engagement but also implement the same through avenues abreast with latest technology which connects with the people of today. Such is the robustness and ease of use of the platform that we have up to 99% take-up rate and half of the expected attrition rate.



**Neelm Mahmood**  
Assistant Manager, Deal Advisory, People in M&A

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A man and a woman are in an office setting, looking at a computer screen. The man is wearing glasses and a blue shirt, and the woman is wearing a white shirt. They are both looking intently at the screen. The background is a blurred office environment with large windows.

# What we are looking for in candidates...

## Mindset

**An inquisitive, investigative and digital mindset to test our clients' thinking on their biggest people-related challenges.**



# Knowledge

Experience of delivering value and tackling the human elements of change within transformation programmes.

# Team players

Team players who want to be active members of a close-knit People in M&A community.



## Hear from Emily on a typical day in the team.

For every small to large piece of work we do, our team's focus is on delivering innovative, digitally enabled and impactful solutions for our clients – but one of the most exciting parts of working in People in M&A is that no two days are exactly the same. A typical day may see me aligning and tracking progress with my project team on key client deliverables, working through complex issues collaboratively with the client, or working internally on a People M&A tool or initiative that will support and secure work that we can deliver to our clients in the future.



**Emily Ginty**

Assistant Manager, Deal Advisory  
People in M&A



## Meet Gabi who moved from industry to the People in M&A team.

I spent 5 years in the Mining industry in Brazil working across various areas, such as: Logistics, M&A and Budget & Planning. The decision to move to consultancy was based on changing the focus of my career to HR and I wanted to find a place where I could work with different industries, cultures and help people leaders to find the best solution when challenges surge in a deal context.



**Gabriela Correa**

Assistant Manager, Deal Advisory, People in M&A





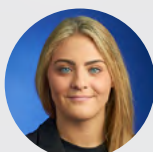
# Self-starters

Individuals who have a real drive to excel, are resilient and challenge themselves, their colleagues and the clients on a daily basis.



**Meet Anna who has moved from general HR consulting to HR consulting in Mergers and Acquisitions – Deals Perspective.**

I have recently joined the People in M&A Team – having previously worked in People Consulting and Change Management throughout my whole career. I am passionate about solving organisations' people-related issues and bring this experience into the work I deliver in People in M&A.



**Anna Burgess**

Manager, Deal Advisory, People in M&A



# Leaders

Leaders who are excited by challenge and thrive on the opportunity to be tested on a daily basis by clients and colleagues.



**Meet Claire – our expert Leader in Life Sciences.**

The Life Sciences sector is an active sector for deals and working in the People & Comms space puts us right in the middle of it – large or small, Global or Local, there is always a new question asked or challenge to overcome. We have a brilliant Life Sciences community across the Strategy Group and we get to work with interesting clients; people who we may not meet in the course of our usual lives.



**Claire Munce**

Associate Director, Deal Advisory, People in M&A



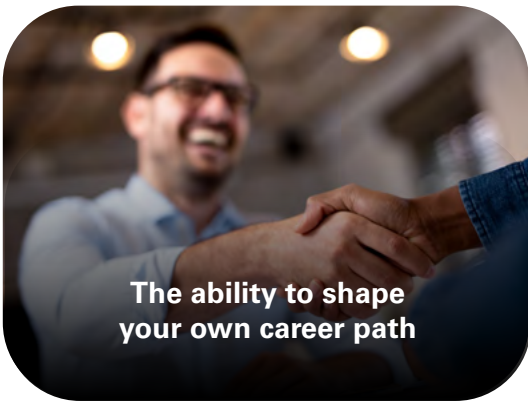
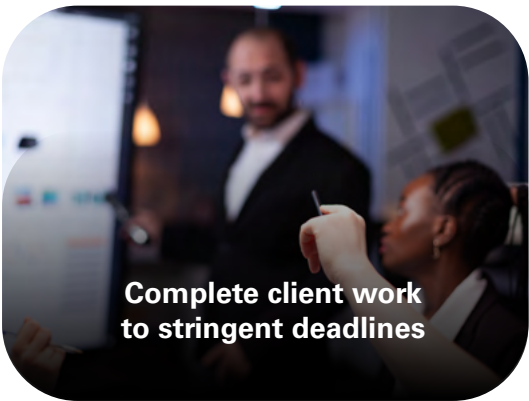
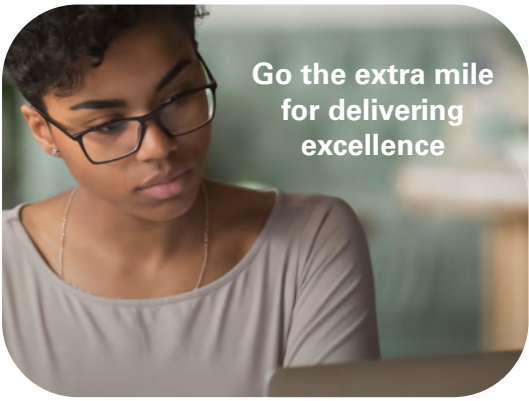


# Flexibility and drive are at the heart of rewarding career in People in M&A

Sometimes we have to...



but in return we promise you...



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## Meet Himanshi – our colleague based in India.

The one thing that makes me glad to be a part of the People in M&A team is the satisfaction that my growth and learning are driven by a team that has built mutual trust, respect and “grow together” spirit. Even while being based out of and working from India, I have the opportunities to work closely with clients, lead workstreams, take up diverse projects, receive due recognition and harness the required support from colleagues, along with mentorship from experienced team members who are easily approachable.



## Himanshi Makhija

Assistant Manager, Deal Advisory,  
People in M&A

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# What's in it for me?

While work is important, here at KPMG we also recognise the need for work/life balance.

In People in M&A, there are times when we are asked to go above and beyond for our clients.

Being part of one People in M&A team within 'One KPMG Firm' means being part of a widely diverse community of talented and innovative people, working together to have positive, lasting impact on clients.



## Meet Sophie who started her career and is growing with us.

I've been with KPMG since I joined on the graduate scheme back in 2015. Since joining I've been given the opportunity to work with large, international organisations on different types of transactions, whilst at the same time being supported with lots of learning / development opportunities to help progress my career and a good flexible work life balance.



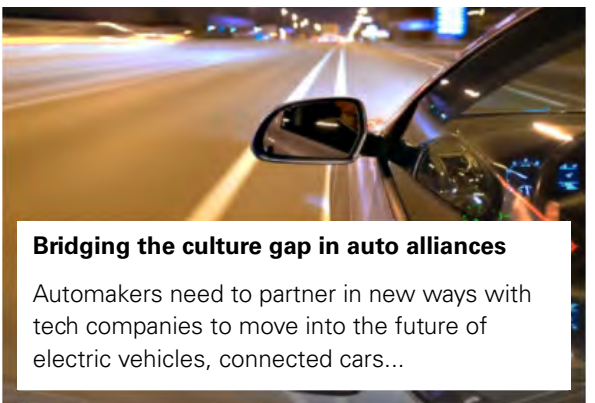
**Sophie Chidley**

Manager, Deal Advisory, People in M&A



# Get to know our 'Points of View'

To find out more click on one of the blog pages below



### Talent retention | The Human Side of the Deal

How do you attract and retain key talent?



### Employee experiences | The Human Side of the Deal

What is the value of tailored employee experiences?



### Driving deal value | The Human Side of the Deal

How do you retain and nurture key talent in a deal?



### Get things right from the start | The Human Side of the Deal

How you onboard thousands of employees in a deal at once.



### Management information | The Human Side of the Deal

How can real-time insights help you make informed people decisions?



### Embracing culture change | The Human Side of the Deal

How do you drive deal value through embracing cultural change?



### Multi-generational workforce | The Human Side of the Deal

How can digital help engage five generations with different priorities through a deal?





Agility, flexibility,  
diversity and  
inclusion

They're at the heart of  
what we do at KPMG.  
From the way we  
reward and respect our  
colleagues, to the service  
we offer clients – you  
expect the best from your  
employer and clients  
expect the best from you.

Together, we're  
a winning team!



# Contact us



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