Mercer helps corporate and private equity buyers and sellers achieve greater and accelerated value from their deals, including mergers, acquisitions and joint ventures.

We provide an in-depth view of people-related transaction risks, and offer strategies and practical solutions to help organizations plan for and address these risks effectively to drive deal value.


“It really is a ‘no brainer’: A business is only as good as its people, and they make up its culture.”

— *Forbes*

HOW MERCER HELPS ACCELERATE VALUE CREATION
We work across all phases of M&A transactions, from pre-deal strategy, due diligence, day one and stand-up through to extended integration:

**Pre-deal**
- M&A readiness for HR and other business professionals on critical people issues
- Customized M&A Playbook — a practical how-to manual for organizing the HR function to prepare for and act on a transaction

**Due Diligence/Do by Close**
- Buyer and seller due diligence at the country level, focused on financial, cultural, operational and retention issues
- Negotiation support for purchase and other deal agreements
- Coordination with tax, finance, legal, operations and other advisors to quantify and manage human capital liabilities, risks and opportunities
- Project cash and P&L costs; estimate balance sheet liabilities

**Post-close Integration and Stand-up**
- Immediate and extended integration planning and execution built on the results of due diligence and aligned with the deal’s strategic objectives

WHAT IF YOU NEED A …
- Cross-border
- Multilingual
- Multidisciplinary

... HR TEAM IN 24 HOURS?

Mercer’s Global M&A Capabilities at a Glance:
- Dedicated global team of transaction consultants focused on people issues
- More than 20,000 employees, based in 42 countries and operating in more than 130 countries
- Part of Marsh & McLennan Companies, a global professional services firm offering clients advice and solutions in the areas of risk, strategy and people with 60,000 employees worldwide and annual revenue exceeding $13 billion
To support transaction success, we also provide:

**Strategic Advice and Project Management**
- As advisors to your deal team, we incorporate best-practice solutions leveraged from our hands-on experience in working on more than 1,000 deals each year.
- Our experienced project managers improve deal results by effectively managing deal complexity and bringing proven governance protocols and discipline to the transaction.

**Global Culture Methodology**
- We take a comprehensive approach to cultural due diligence, which is at the core of successful M&A transactions.
- Our proprietary tools and processes help leaders identify and manage the people issues throughout the deal cycle.
- We offer a practical framework that helps you identify, prioritize and drive the behaviors that are critical to success — before, during and after integration.

**Employee Engagement Strategies**
- We help you manage the employee experience effectively by developing and implementing communication and change management strategies designed to mitigate risk and drive deal value.

**MANAGING THE DEAL**
- Focused investment thesis support
- Deal advisor for people issues
- Project management — HR PMO
- Cultural due diligence and integration
- Clean team deployment and management
- Knowledge transfer

**ADDRESSING THE PEOPLE ISSUES**

**Consulting/M&A Advice**
- Rewards — executive and employee compensation; change in control
- Talent management — Executive/Senior management assessments, selection, retention and severance
- Retirement
- Health and group benefits
- Human capital strategy and organizational design
- HR operations and technology solutions
- Workforce change and communication
- Information solutions compensation and mobility data

**Investments**
- Investment policy, asset allocation and portfolio structuring
- Strategic risk advice, identification, assessment and monitoring

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1 Dina Medland, “High ‘People Risk’ in M&A Deals as Activity Rises, But No Time for Due Diligence?” Forbes, March 16, 2016.

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**FLEXIBLE ENGAGEMENT MODEL**

Our clients engage us in the way that best meets their needs across the transaction life cycle – as an extension of their HR function or as their HR function. We provide technical expertise as well as strategic and hands-on consulting.

Our global team works with your deal schedule to meet the demands of your deal.

**ABOUT MERCER’S M&A TRANSACTION SERVICES**

Mercer’s M&A Transaction Services is the preeminent global M&A advisor on people issues to buyers and sellers in corporate and private equity transactions. To learn more, visit www.mercer.com/mergers-acquisitions.

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