

Deloitte Global Workforce M&A

A merger or an acquisition can have a deep impact on a Global Workforce function - integrating two Global Workforce programmes requires a lot of thought and care. The Deloitte Global Workforce M&A Practice offers a range of services *to help organisations maintain compliance during the M&A lifecycle, whilst potentially realising unanticipated benefits for the newly merged Global Workforce function*, which we have outlined below.



Due Diligence



Structuring



Post-Merger Integration/ NewCo Stand Up



Key Global Mobility Considerations

- **HR Due Diligence:** Review the acquired workforce programme(s), including people, structure, policies, vendors, and technology
- **Tax & Legal Due Diligence:** Identify potential compliance risks around immigration, corporate tax, social security, employment law, posted workers directive and others



Potential Deloitte Mobility M&A Support

- Deliver an impact report, flagging key compliance risks and outlining a roadmap to capture unrealised potential synergies and benefits

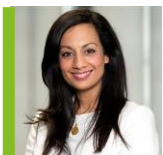
- Develop an integration plan that fulfils post-merger strategic objectives, prioritising key activities areas such as streamlining and harmonising:
 - Technology infrastructure
 - Vendor ecosystems
 - Compensation provisions
 - Policies and processes
 - Compliance support
 - Team structure

- Research acquisition target by conducting current state assessments of affected teams and employees through stakeholder interviews, compliance reviews and quantitative analytical research
- Leverage transaction experience and knowledge of industry to provide benchmarking analysis against comparator organisations
- Design a 'to be' landscape, including a fully-harmonised service delivery model, policy suite, and other enabling infrastructure (such as vendors and technology)
- Create a transition plan that mitigates disruption and maintains country-level compliance amongst change

- Commit to one culture and communicate future vision in line with change management plan
- Appoint the best talent to project manage the transition, including:
 - Conducting vendor RFPs
 - Managing technology change requests
 - Implementing policy changes
 - Mapping roles & responsibilities and 'to be' processes

- Second staff to stabilise and manage key business-as-usual processes and vendors (e.g. support with immigration, tax, and payroll services)
- Develop communication materials for impacted stakeholders (i.e., Global Workforce team, vendors, tool owners, line managers, employees, etc.)
- Offer a "fresh eyes" approach to long-term policy review and strategy design

Get in touch



Rumi Das

Global Workforce Consulting Partner
+44 20 7007 0433
rudas@deloitte.co.uk



Ross Markham

Global Workforce Consulting Associate Director
+44 20 7007 6644
romarkham@deloitte.co.uk



James Hobley

Global Workforce Consulting Associate Director
+44 118 322 2509
jhobley@deloitte.co.uk

M&A and Global Workforce – Key Questions, Risks, and Opportunities

Below sets out *some* of the questions you should consider when your organisation is subject to a merger or acquisition (whether as the buyer or target):

Fundamental Questions

Policy
What is the best approach for integrating Global Workforce policies in a way that enables the strategic vision of the M&A transaction?

Process
What processes must be aligned to ensure a consistent and seamless experience?

Structure
How can clear responsibilities be established to avoid duplication of effort between overlapping roles?

Technology
Is there opportunity to maximize use of existing technology solutions, re-train staff if required, and identify areas for additional automation?

Tax
How can corporate and personal tax compliance be maintained within new jurisdictions?

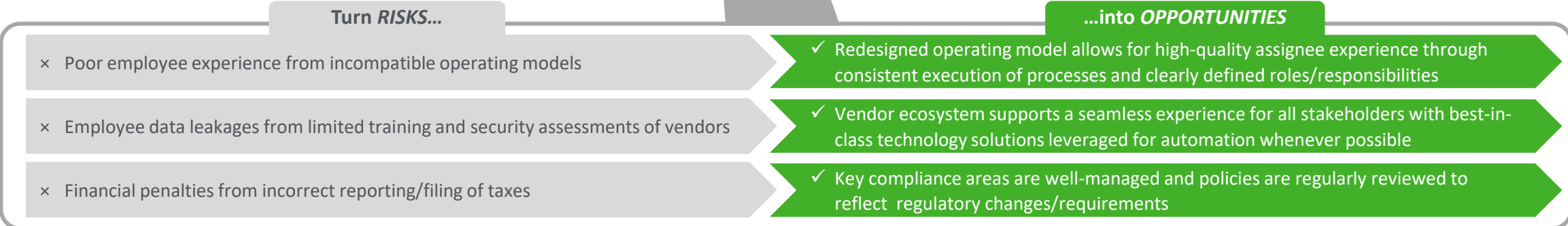
Legal & Immigration
What is the impact on right to work for new/existing employees and how can immigration quotas be maintained?

Payroll
What is the best approach for managing in-country statutory withholding and filing rules?

Reward
Is there additional budget to address unique reward issues, such as employees who fall outside newly agreed pay ranges?

Compensation & Equity
What is the best approach for balancing executive compensation, equity arrangements, and stock treatment for employees?

Benefits
Is there opportunity to harmonize existing retirement, health, and fringe benefit arrangements?





This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. [Please click here to learn more about our global network of member firms.](#)

© 2022 Deloitte LLP. All rights reserved.