

Unlock M&A Deal Value by Addressing Human Capital Issues

While the overarching goal of a merger and acquisition is to create a combined company that's larger, performs better, and generates more revenue, profit and shareholder value than its predecessor, experience shows that most deals do not generate their anticipated returns.

Companies engaging in M&A need a stronger connection between corporate objectives, transaction objectives and their human capital integration strategy.

Though many companies achieve some of their transaction goals, most find integration and sustained success elusive. Human Capital issues continue to be the key to unlocking deal value potential but this requires companies to take a more holistic approach when addressing Human Capital matters.

Aon Provides the Keys to Unlock Deal Value

Aon's Strategic Advisory Practice has a deep experienced global team focused exclusively on people and human capital issues during a merger or acquisition.

Our consultants have worked on thousands of M&A engagements over the past decade with some of the world's most sophisticated companies and private equity firms.

Our team possesses a unique combination of skills ranging from HR technical specialties (benefits, compensation, employment law, HR service delivery and technology), organizational transformation capabilities (culture, organization design, change management, workforce planning), and business strategy/operations (operational process design, cost rationalization). We deliver an end-to-end solution from strategy through execution.

Through our M&A expertise we help clients holistically address the most critical Human Capital issues that deliver value to the business by providing keys for:



Risk Mitigation—robust HR due diligence and risk mitigation strategies to achieve Day 1 and integration timelines



Day 1 Readiness & Plan Harmonization—Day 1 priorities and strategies for harmonizing Human Capital plans reflecting business and employee needs



Global Considerations—key insights on employment transfer and local country legal requirements with our “on the ground” experts



Synergy Realization—synergy identification and tracking using our proprietary Aon technology



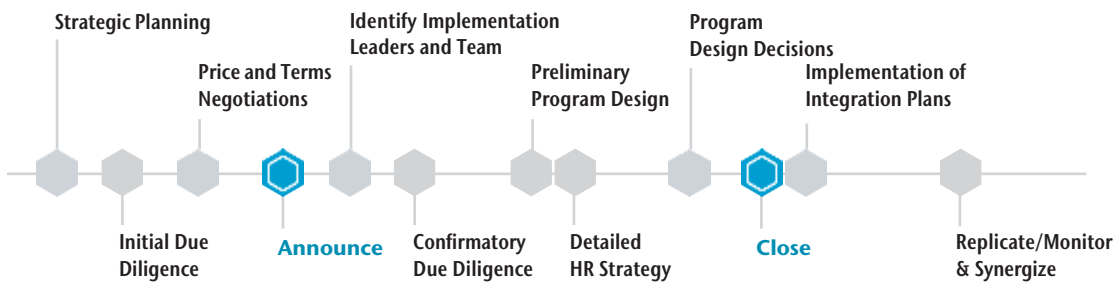
Organization & Talent Alignment—processes and tools to get the right structure, leaders and best talent in place as quickly as possible



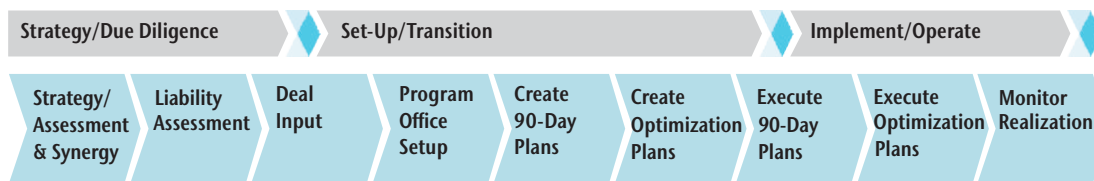
Culture & Change Management—strategies to keep employees engaged, drive the right outcomes and maximize organization effectiveness

A Successful Transaction. Aon's integrated M&A approach helps companies achieve deal success throughout the transaction lifecycle, from due diligence through integration planning and post merger integration through implementation.

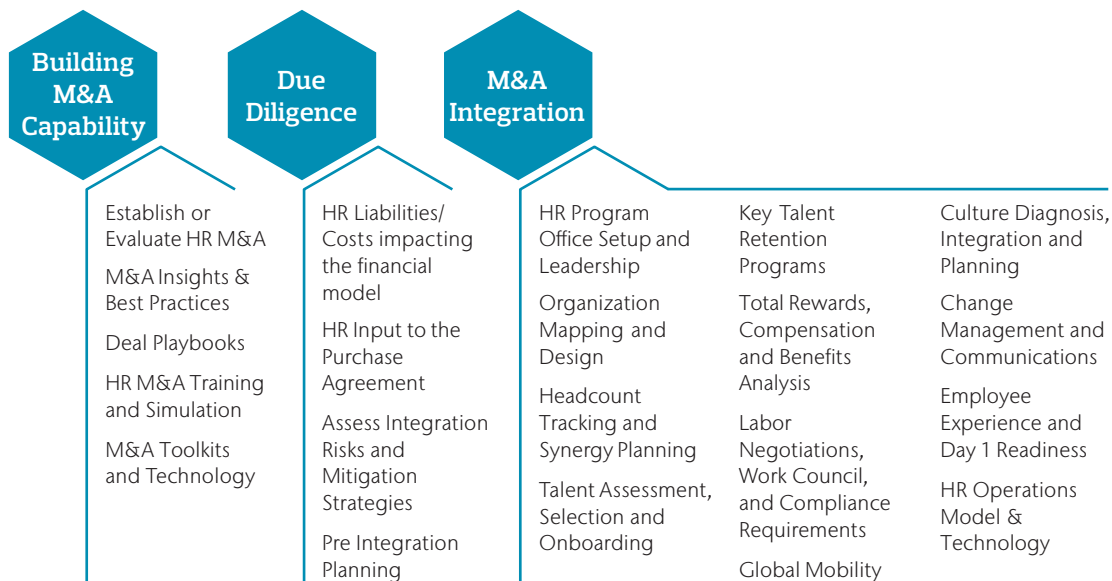
Simplified Timeline of Events



Transaction Phases



Our Services in this Area Include:



We're here to empower results

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Why Aon. We have an integrated global team of advisors with experience and depth across the human capital and risk domains. The factors that make us unique and most qualified to help you with your merger or acquisition are listed below. But don't just take our word for it—we would be happy to put you in touch with some of our clients so you can hear firsthand “Why Aon”.



Significant Transaction Experience

We have been involved with thousands of transactions in the past decade including the integration of some of the largest, complex deals. Through these experiences we have developed proven methods and tools to drive integration success.



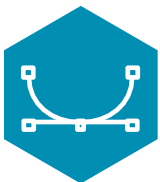
Highly Experienced Global Team

Over 300 dedicated M&A consultants who provide coverage in more than 120 countries. Aon has been providing global HR consulting services for decades, and we bring insights, innovation, creativity and rigor to all our projects, providing you with the best advice, specifically tailored to your culture and the unique needs and challenges inherent in a merger or acquisition.



Tools & Technology

Aon's robust portfolio of surveys, tools, and technology help drive decisions and manage your transaction. Our leading edge TransAction Manager™ platform is a web based tool that can provide collaboration & content management, project management & reporting and organization design, talent selection support linked to headcount synergy tracking.



Flexible Support Model

We recognize that a “one size” approach will not fit every client. Therefore, we have a flexible support model designed to provide you the type of support you need when you need it. This could include helping you build the M&A capability of your team, providing over-the-shoulder support or supplementing your team or driving the work in areas where you need it. The desired support may span all areas of Human Capital or just one; it could cover all geographies or just a few. Bottom line, you tell us what you need and we will be happy to tailor the support to best meet your needs.



End-to-End Capability

Aon provides “holistic” end-to-end support from strategy, design, administration and implementation across all areas of people and risk. We bring both breadth and depth across the spectrum of all people related programs including Organization Design, talent selection, employment & labor relations, HR program and operations harmonization, communications & change management and culture alignment. Aon's breadth of expertise allows you to have a single partner help you address all your human capital issues.

About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance. Follow Aon on [Twitter](#) and [LinkedIn](#). Stay up to date by visiting the [Aon Newsroom](#) and hear from our expert advisors in [The One Brief](#).

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