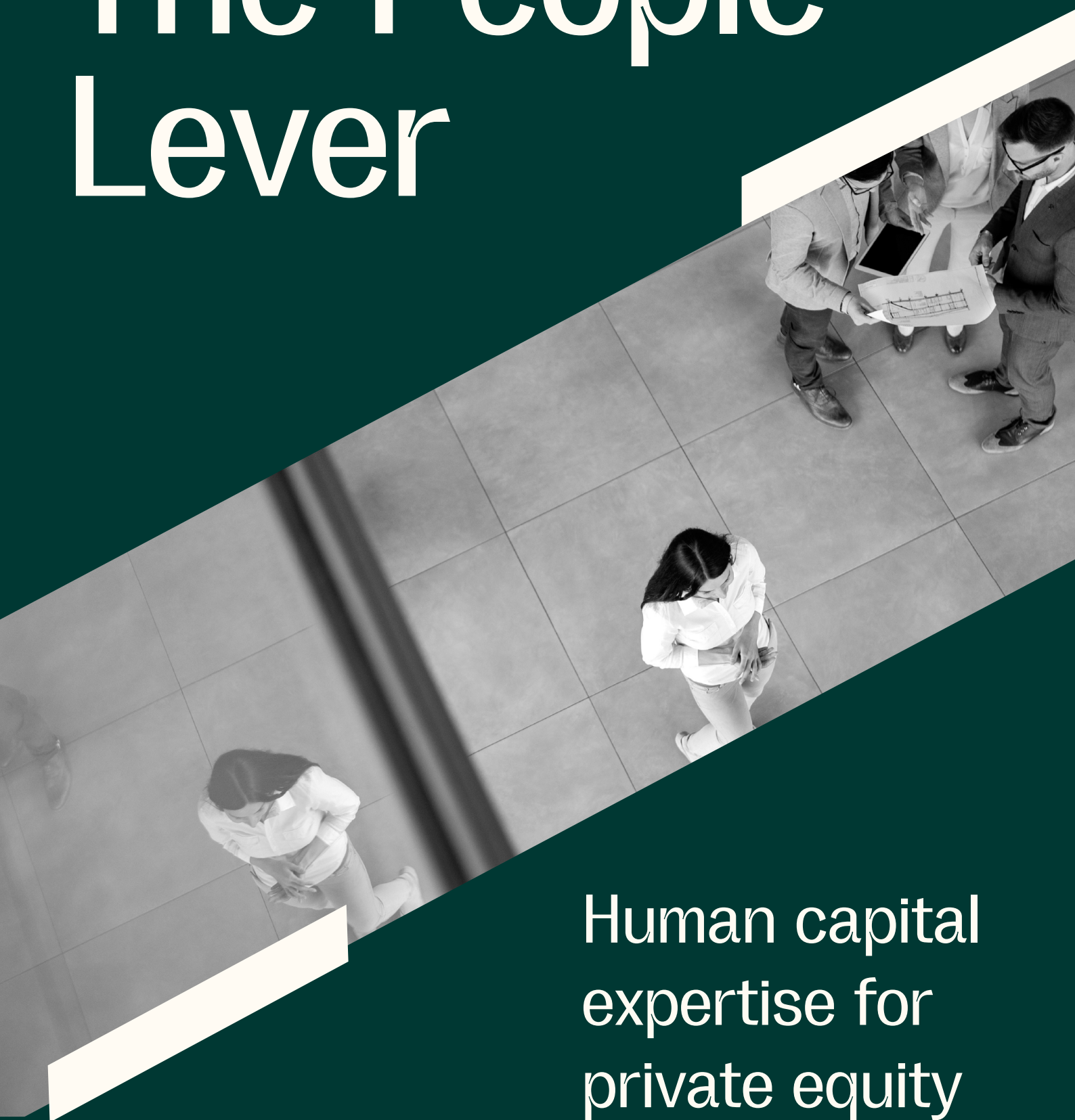


The People Lever



Human capital
expertise for
private equity



The People Lever is human capital expertise tailored to private equity

We work with private equity firms and portfolio companies to develop their key value-generating asset: people.

ACCELERATING VALUE CREATION THROUGH HUMAN CAPITAL

Prices are up, attractive targets are down, hold periods are longer, deals are more complex...

Multiple challenges are rewriting the private equity playbook. Operational improvement has replaced financial engineering as the key creator of portfolio company growth. Today's private equity investors and company leaders need to double down on people as their strongest asset.

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“In our business, capital doesn't matter. The question is where to place your talent and management attention.”

—Stephen Schwarzman, CEO, Blackstone

The task? Hiring and developing executives who are brilliant at leading change, creating a high-performance environment, building the next generation of talent, role-modelling excellence and integrating new acquisitions.

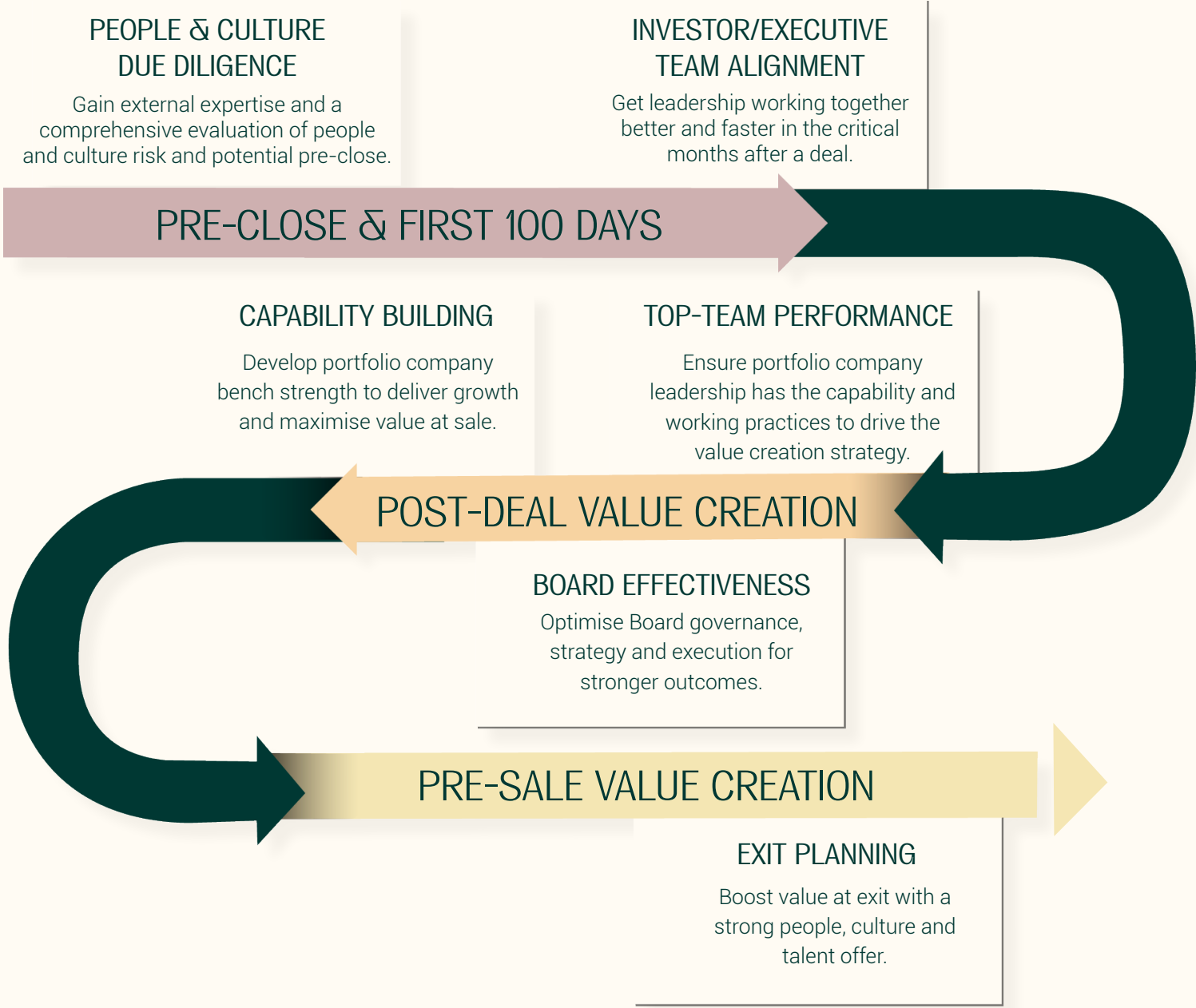
Achieving this is no mean feat. It takes expert insight into human capital risks and opportunities throughout the deal lifespan. It requires professionals with a deep understanding of portfolio company challenges, and experience applying it to all aspects of people strategy to drive value creation.

The People Lever is human capital expertise tailored to private equity

Our people advisory service supports both investors and portfolio companies throughout the deal lifecycle. At due diligence, we give expert insight into risks and opportunities in people, culture and leadership. Post-deal we accelerate value creation by identifying and supporting high-impact leadership, process and culture transformations. Before exit, we validate operational readiness for ongoing growth and ensure a clear investment narrative.

Experience the People Lever advantage and unlock your company's full potential.

DRIVING VALUE AT EACH STAGE OF THE DEAL CYCLE



VALUE ENABLERS

- | | | |
|---|--|---|
|  C-suite pre-hire assessment |  CEO transitions |  Conflict resolution |
|  HR function development |  Hiring best practice |  Succession planning |

PEOPLE & CULTURE DUE DILIGENCE

Gain external expertise and a comprehensive evaluation of people and culture risk and potential pre-close.

Traditional due diligence is incomplete: finances and business risk only provide part of the picture. We complete it with a laser focus on the people lens.

Our evaluation of leadership and people processes highlights key risks and opportunities and delivers essential data to validate the investment thesis.

A complete view of people, culture and leadership capability


We collaborate with investors throughout the due diligence process, joining management presentations, analysing people metrics in the data room and meeting with the Chief People Officer.

Our assessment covers all critical investment factors including leadership capability, team effectiveness, PE readiness, appetite for change, people processes and organisational structure.

In-depth recommendations reporting

A post-investment priorities report details findings and gives clear recommendations for addressing weaknesses and capitalising on opportunities.

We discuss findings with the investment and management teams and create a development plan with clear deliverables and success metrics.



“Quality of portfolio company management is the most-cited reason for deal success and second-most-cited reason for deal failure.”

— Bain/Hunt Scanlon survey data (2021)

INVESTOR, EXECUTIVE TEAM AND BOARD ALIGNMENT

Get leadership working together better and faster in the critical months after a deal.

Poor relationships between the investor, Board and executives can stall value creation in the critical post-deal period. Misaligned expectations and unclear roles slow the pace of change, while trust takes time to build.

We unite all stakeholders around clear roles and expectations and a shared vision for success. This opens communication channels, strengthening leadership's ability to address issues before they escalate.



“Nearly 1 in 5 portco executives report major operational challenges due to a clash of working style with their PE investor.”

—AlixPartners 8th Annual Private Equity Leadership Survey (2023)



Clear insight into areas of alignment and friction

We facilitate exploratory meetings with the executive team and investment and Board stakeholders to identify assumptions, expectations, hopes and fears.

Psychometric assessments uncover key variations in behaviour and management style.



A structured programme for leadership alignment

Our structured team sessions create space for open dialogue and problem-solving. This process helps teams share insights and guides them to align on direction, explore possible derailers, and agree how work will get done.

Ongoing reporting and information sharing maintain trust and focus.

TOP-TEAM PERFORMANCE

Ensure portfolio company leadership has the capability and working practices to drive the value creation strategy.

Strong results begin with strong leadership. Effective top-team selection and development build the skills, beliefs, behaviours and relationships that maximise value creation.



“Everything in the business environment – a tough economy, longer hold periods, a stonier path to EBITDA growth, and operational and technological disruptions – points to the need for leadership that gets things done.”

—AlixPartners 8th Annual Private Equity Leadership Survey (2023)

Expert intervention to build top-team capability

We work closely with the CEO, investor and Board to capture leadership requirements and establish clear stakeholder roles in building capability.

Our comprehensive support includes 360 stakeholder reviews, psychometrics and in-depth interviews followed by individual and team feedback sessions, coaching and targeted impact plans.

Outcomes for team success



The right skills, capabilities and motivations across the team to drive both immediate results and long-term success



Stronger leadership alignment through a shared team vision, trusting relationships, effective working practices and clear measures of team success



High levels of ownership and self-awareness supported by clear development goals



Insights to inform your operating model, people strategy and exit plan

CAPABILITY BUILDING

Develop portfolio
company bench strength
to deliver growth and
maximise value at sale.

Undisciplined talent development drains time and resources. Strategic capability building sharpens skills, boosts engagement, and prevents people-related roadblocks to growth.



“People are the only
appreciating asset on
your balance sheet.”

—Josh Bersin, *Why We Are Entering a
Secular Labor Shortage* (2023)

Talent development to drive value creation

We partner with the investor and executive team to design and implement a talent strategy that aligns with the value creation plan. Our approach combines deep private equity expertise with proven talent development methods.



Identifying future talent demand based on the value creation plan



Mapping current talent against future needs to uncover risks and opportunities



Assessing constraints and opportunities in securing critical talent



Implementing a customised plan using build, buy, borrow, and retain strategies



Providing ongoing reporting to ensure clear oversight of succession, talent risks and workforce development

BOARD EFFECTIVENESS

Optimise Board
governance, strategy
and execution for
stronger outcomes.

Many Boards aren't optimised, which costs time and resources and stalls value creation. We work to ensure a Board is agile and focused, allowing it to drive better strategic outcomes faster.



“Investors’ ability to assess strategy and operations at their portfolio companies is largely dependent upon the effectiveness of their portfolio company boards. ... Portfolio company boards have significant opportunities to raise their game and deliver even greater value.”

— KPMG, *Closing The Gaps In Portfolio Company Board Effectiveness* (2022)

Independent Board evaluation and optimisation

We provide an objective assessment of Board performance and work with the Board to develop a tailored plan for maximising impact.

Outcomes

Our clear action plan and support with implementation effectively fills performance and execution gaps.



Enhanced Board composition and thorough process analysis



Stronger strategic alignment



More time spent focusing on the highest-value activities



Improved exit readiness



Tighter regulatory compliance and more robust governance frameworks

EXIT PLANNING

Boost value at exit with a strong people, culture and talent offer.

Successful exits require careful preparation to ensure leadership, people and culture are aligned with future ownership needs. We help portfolio companies and their investors head off buyer scrutiny, operational disruption and undervaluation with a clear plan and tailored implementation support.

We work with key stakeholders to define the structure, talent, capability, processes and culture that will maximise company value at sale, and then combine them in a compelling narrative.

Follow-up coaching, team alignment and capability-building interventions strengthen leadership readiness.

A stronger company offering for maximum advantage at exit



High continuity in leadership that inspires greater buyer confidence



Future-ready organisational capability and skills



A more resilient, agile culture for a smoother transition



A clear talent advantage to enhance a company's strategic value

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Superior performance in both transformation and operation depends on sustained and systematic investment in people and capabilities.”

—Ted Bililies, HBR

C-SUITE PRE-HIRE ASSESSMENT

Get the right people in place to drive company performance.

Increasing deal complexity demands stronger and more nuanced C-suite talent and leaders who can hit the ground running.

Our independent, evidence-based assessment, profiling and interviewing services complement the work of a headhunter to ensure better candidate experience and stronger portfolio company hiring decisions. Our comprehensive debrief reports translate selection insights into actionable onboarding recommendations for faster time to impact.

CEO TRANSITIONS

Ease handovers and accelerate time to effectiveness.

Portfolio company CEO succession is a high-stakes game. Expecting newcomers to simply find their feet leaves too much to chance.

We create a comprehensive 12-month transition programme with clear expectations, milestones and check-ins, flexed for internal and external hires. We work alongside the Chair, investor and CEO throughout the first 12 months to drive performance by capitalising on strengths and addressing barriers to success.

CONFLICT RESOLUTION

Head off issues or resolve a problem situation.

In high-pressure portfolio company environments, conflicts between stakeholder groups or individuals can quickly escalate, leading to wasted time and stalled results.

We work with all stakeholders to gain insight into the causes and consequences of clashes. We bring clarity and calm to problem-solving, creating a safe environment for dialogue and resolution to get teams back on track.

HR FUNCTION DEVELOPMENT

Build HR capability for strategic success and value creation.

Many portfolio company HR functions aren't equipped to lead complex, multi-year change initiatives. We assess HR needs against a company's value creation strategy, identify capability gaps, and co-create actionable short- and long-term plans.

Our support equips HR teams to align with business goals and confidently drive change. This creates more future-ready and responsive HR functions that enhance organisational performance and value.

HIRING BEST PRACTICE

Get expert analysis to improve hiring outcomes.

Poor recruitment decisions cost time, money and missed opportunities. Time-to-hire and cost-to-hire metrics are only one part of the picture: recruitment analysis is the missing piece for improving selection processes and decision-making.

We identify the biggest opportunities for improvement and work with functional leaders to design a data-driven process to predict high performers.

SUCCESSION PLANNING

Manage risk and accelerate value creation.

Sudden leadership or key person departures derail strategic delivery and disrupt operational continuity. A deep talent bench adds value and drives individual performance by creating development opportunities and competition for key roles.

We work with the portfolio company, CEO and Board to agree the scope for succession planning, covering three levels below C-suite and key roles. We then develop and embed a succession process that ensures leadership continuity and future growth.

MEET THE TEAM



Dr Maggi Evans is a consultant, author, psychologist and facilitator with over 25 years of experience helping high-growth businesses and private equity firms unlock their potential.

Maggi applies strategic thinking and insights to uncover practical solutions that support portfolio company growth. Her specific areas of expertise include top team performance, leadership development, culture change and people strategy.

Maggi is a Chartered Occupational Psychologist with a PhD in Talent and Career from Loughborough University. Her collaborative, partnering approach combines coaching and consultancy to enhance both individual and organisational performance.

Olivia Meyrick, a former Morgan Stanley investment banker, has spent the last 15 years helping companies and leaders make a bigger impact.

Specialising in top team performance, leadership development and CEO transitions, Olivia uses a pragmatic and outcome-focused approach informed by her first-hand experience of operating in complex, challenging and client-driven environments.

Olivia holds a post-grad in Executive Coaching and is an ICF (PCC) accredited individual and team coach with a BA (Hons) in Economics and Sociology from Trinity College Dublin. She uses a blend of coaching and advisory to equip leaders and teams with the insight, mindset and practical toolkit they need for success.



Caroline Rowland is a Chartered Psychologist with extensive experience in evaluating executive capability and potential.

An expert in leadership assessment and development, Caroline has worked for multiple global organisational consultancies. For the past ten years, she has been partnering with private equity teams to assess C-suite candidates, ensuring portfolio companies have leaders capable of delivering on their investment goals.

Caroline holds an MA from Edinburgh University and an MSc from London Guildhall University and is an Associate Fellow of the British Psychological Society.



A tough competitive climate, bigger and more complex deals and longer hold times are redefining the work of value creation in private equity.

The path forward is clear:
Unlock your human capital.

The People Lever works alongside investors and portfolio company leadership to augment a company's talent offer. We bring deep private equity expertise and insight into leadership when it matters most. Our tailored services — from pre-deal due diligence to post-acquisition team alignment, people strategy, top-team development and exit support — are designed to maximise your human capital advantage.

The result?

Accelerated value creation, smoother integrations, and stronger, more resilient portfolio companies ready for growth.

Contact us to start a conversation.

 info@thepeoplelever.com