



PEOPLE AND BUSINESS SOLUTIONS

HUMAN CAPITAL ADVISORY SOLUTIONS

CLEAR ADVICE FROM ETHICAL, INDEPENDENT AND QUALITY-DRIVEN EXPERTS, THROUGHOUT THE COUNTRY AND AROUND THE WORLD.

1 900+ people providing clarity in audit, tax, advisory, and business outsourcing to companies across numerous industries. Seven offices in South Africa and 97 292 people in 167 countries around the globe.

We offer industry-specific practices, world-class resources, and an unparalleled commitment to meeting our clients' needs with 75% of our clients recommending us. We serve more than 49 JSE-listed domestic clients and over 158 international clients, who are clear on why they chose BDO:

- Quality, independence and a high ethical standard across all services
- Unparalleled partner-involvement (10:1 staff to partner ratio, globally)
- Deep industry knowledge and participation
- Geographic coverage across South Africa and Africa
- Cohesive global network
- Level 1 BEE Contributor
- Focused capabilities across over 20 disciplines
- Culture defined by values and purpose




Being ethical and quality driven is a given for us, and to show exactly how this is a part of our DNA, we have developed the BDO Clarity Charter. This is our commitment as individuals and as a firm. It underpins all we say and do, from how we live our values to how we engage with you, our clients and all our stakeholders.

WHY BDO PEOPLE AND BUSINESS SOLUTIONS?

BDO People and Business Solutions aims to lead the optimisation of individual and business performance. Our global platform, professional consultants and leading-edge systems allow us to provide tailored interventions to maximise our clients' competitive advantage and reduce human capital risks. We offer a range of outsourcing, optimisation and advisory solutions which, coupled with our commitment to delivering exceptional service, provides a quality intervention.

Our qualified and experienced psychometrists, industrial psychologists, labour specialists and risk management consultants have extensive industry experience and expertise across a wide range of organisations and therefore understand the people, business, legislative and risk factors which contribute to optimal performance.

OUR SERVICE OFFERING ENCOMPASSES

-  ▶ Outsourcing Solutions
-  ▶ Organisational Optimisation Solutions
-  ▶ Human Capital Advisory Solutions

HUMAN CAPITAL ADVISORY SOLUTIONS



REMUNERATION AND BENCHMARKING SOLUTIONS

Remuneration Benchmarking: Our services allow clients to compare salary data with industry trends of similar positions in the market, in order to support talent mobility. Our benchmarking solutions also include bespoke industry surveys, using relevant data points within the identified target group to determine comparable remuneration.

Remuneration Strategy Design: We assist clients with the design of their Remuneration Strategies. These strategies serve as the basis for addressing compensation challenges while encouraging appropriate behaviour and rewarding high performance. The strategy typically includes a mix of short- and long-term incentives, as well as monetary and non-monetary elements specific to the client's needs and business requirements.

Remuneration Policies: Our team assists with drafting Remuneration Philosophies and Policies to govern the Remuneration Strategy and optimise the client's performance through sound remuneration and reward practices aligned to their goals as an organisation.

HUMAN CAPITAL STRATEGY SOLUTIONS

BDO's Human Capital Discipline Framework positions strategic HR Management as the first HR discipline as part of the business strategy and people alignment process. Our professionals support clients with:

- **Strategy Review, Design and Alignment:** Review of existing strategies for effectiveness, conceptualise and designing complete strategies and ensure alignment of Human Capital strategies with overall business objectives.
- **Strategy Facilitation:** We understand the drivers of people strategies and provide facilitation services to ensure a well-designed and comprehensive solution.
- **Workforce Planning:** We balance the needs of the business with those of the workforce through workforce planning. This ensures a strong benchmark when the company wants to promote or replace employees.

MERGER AND ACQUISITION OPTIMISATION

The amalgamation and alignment of separate company strategies, structures, cultures, policies and employment conditions in a merger or acquisition scenario creates elevated risk for company performance. It requires

a purposeful change strategy and management tools to not only survive, but thrive. Our team of financial, risk and people advisers are ready to assist clients in the merger and acquisition process.

'It requires a purposeful change strategy and management tools to not only survive, but thrive.'



HUMAN CAPITAL ADVISORY SOLUTIONS



HUMAN CAPITAL COMPLIANCE SOLUTIONS

Through our audit methodology we can identify potentially problematic policies and practices that may not be compliant with required regulations. Our labour relations consultants ensure alignment of the client's policies, procedures and practices to safeguard them against any malpractice. Our Compliance Solutions include human capital audits and due diligence audits.

- **Human Capital Audits:** We conduct detailed audits of an organisation's Human Capital policies, procedures and practices to highlight possible pitfalls, and recommend interventions to address the potential risks.
- **Due Diligence Audits:** Our team assists companies through a thorough investigation of their Human Capital data to confirm all facts and information, which assists clients in making informed business decisions.

POLICY AND PROCEDURES

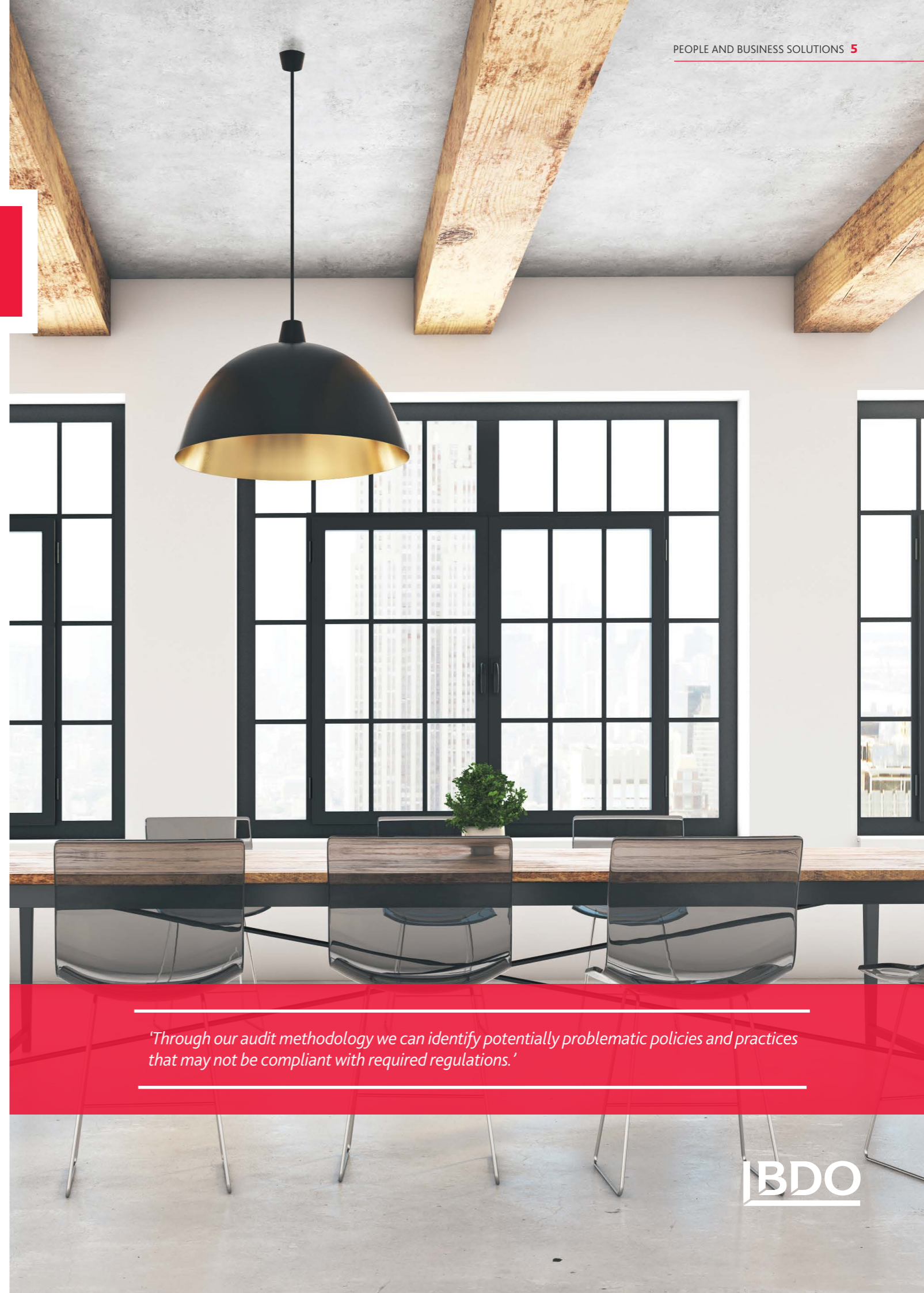
The conceptualisation and enforcement of effective policies and procedures facilitates positive organisational behavior, and dictates the standard of operations. Well defined policies and procedures:

- Guide employees regarding standards of behaviour
- Facilitate transparency, equality and consistency
- Provide a framework for decision-making and delegation of decisions
- Offer protection from misconduct and breaches of employment legislation
- Outline the rights of both the organisation and employee
- Assist with the on-boarding of new employees

We support our clients through the establishment of sound policies and procedures, aligned to labour legislation.

IR AND ER CONSULTING

Our labour consultants support companies with their industrial and employee relations needs. We ensure the optimal management of the employer-employee relationship, to promote fairness, equality and transparency.



'Through our audit methodology we can identify potentially problematic policies and practices that may not be compliant with required regulations.'

FOR A CLEAR PERSPECTIVE,
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