

Assessing the impact and developing plans

The impact of Brexit will be different for every organisation. In looking at the threats and opportunities these create for your business, and planning how you can create and protect value, you may wish to consider issues such as:

People & talent

Short term:

- How many of UK employees are of EU or non-EU origin?
 - Consider what to communicate to your people and what reassurance you can give
 - Impact of exchange rate fluctuation on global talent?

Medium term:

- Review employment contracts and take steps to protect your non-UK talent
- Assess impact on any outsourcing or teams in other EU jurisdictions?

Longer term:

- Where is the best place to operate from?
- Plan for longer term impact on talent recruitment, development and pensions

Strategic Ambitions

Short term:

- Consider what to communicate to stakeholders
- Review existing strategy and immediate impacts

Medium term:

- M&A transactions and due diligence
- Transitional market and customer opportunities?

Longer term:

- Identify new markets and commercial opportunities
- Assess opportunities for organic growth, JVs and acquisitions

Finance Growth

Short term:

- Consider what to communicate to investors
- Impact on any immediate refinancing

Medium term:

- Impact on sources of capital
- Assess opportunities and risks around re-financing

Longer term:

- Funding requirements for future strategy
- Future capital markets and investors

Master Risk

Short term:

- Which customers or suppliers might be affected by short term volatility?
- Review risks and opportunities across organisation

Medium term:

- Assess impact on business risks including issues such as working capital management and financial reporting
- **Legal**
 - What is the impact on existing legal contracts and mandates, cross border data management, and existing legal contracts and mandates?
 - What documentation will need to be changed?

Longer term:

- Assess longer term plans for business risks including tax structure and pension structures
- Review strategies for mitigating fraud, bribery and corruption risks

Optimise Operations

Short term:

- Consider what to communicate to customers & suppliers
- Identify your current and future exposure to interest rate and foreign currency exchange rate fluctuation

Medium term:

- Assess the impact on processes and control
- **Future regulatory compliance**
 - Which regulations critically impact your business?
 - If they may change over what timescale is that anticipated?

Longer term:

- Operational effectiveness and efficiency including back office and manufacturing/cost base
- Developing supply chain value in different trading relationships