



This document has been downloaded from [www.irshare.eu](http://www.irshare.eu)  
You can also file your documents. Come and join us !

Este documento se ha descargado de [www.irshare.eu](http://www.irshare.eu)  
También puede archivar sus documentos.

Dieses Dokument wurde von [www.irshare.eu](http://www.irshare.eu) heruntergeladen  
Sie können Ihre Dokumente auch speichern. Machen Sie mit !

Ce document a été téléchargé sur [www.irshare.eu](http://www.irshare.eu)  
Vous pouvez aussi déposer vos documents. Venez nous rejoindre !



Unilever

# Responsible Restructuring Guidelines

Unilever Europe

January 2014



# Responsible Restructuring in Unilever Europe

## Unilever Management & Unilever European Work Council Guidelines

### Background

Organisational change is a constant and necessary aspect of business life in Europe. All organisations need to review the wider business environment in which they operate and make the required adjustments to their strategy and structure in order to remain competitive and achieve continued business success. Failure to adapt to changes (whether they are political, economic, socio-cultural, technological, environmental or purely commercial) could put the business at risk. The UEWC provides a forum for differing views to be shared on such cross-border change plans and challenge them where relevant.

It is Unilever's policy to act in a socially responsible manner whenever needing to implement organisational change; relevant social partners and Management will work together to uphold this principle.

### Purpose

The purpose of this document is to set out **a minimum set of standards and steps** that will be followed when restructuring is undertaken in Unilever Europe. This document nevertheless recognises that the responsibility to manage restructuring remains local depending on its legislation and union agreements. A country's management of restructuring therefore may entail further steps. Further information on this topic can be found in the current European Works Council Agreement.

### Who is this document for?

This document forms a guide to management and employee representatives when managing restructuring. It is provided for **all employees in Unilever Europe** and available for them to read.

### Role of UEWC

The European Works Council is a body made up of employee representatives from Unilever's operating countries in Europe. The works council allows for consultation and exchange of information relating to cross-border changes in the region. A detailed explanation of the required dialogue between the UEWC and Management can be read in the current European Works Council Agreement.

The UEWC and Unilever Management have worked together to develop these guidelines. A review of this document will take place within five years. Information updates on current restructuring progress can be requested by the UEWC in the normal course of business.

## What is Responsible Restructuring?

As our business needs evolve and face new organisational challenges, we have a clearly defined set of Values to guide us in the judgments, decisions and actions we have to take every day.

One of these Values is 'Respect'. This means that we are committed to ensuring that our people are treated with dignity, honesty and fairness. This is never more important than when we have to make organisational changes that require a restructuring.


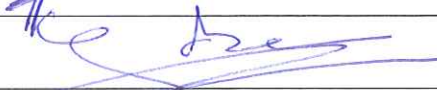
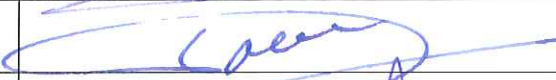





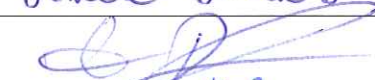

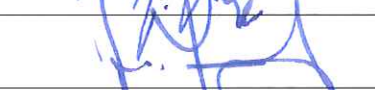
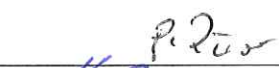




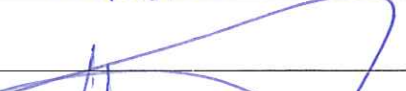



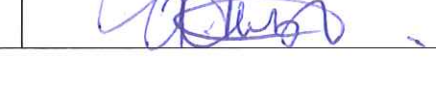
Below are the steps and standards that are to be followed in the case of restructuring with the aim to try to avoid compulsory redundancies.

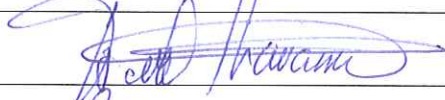

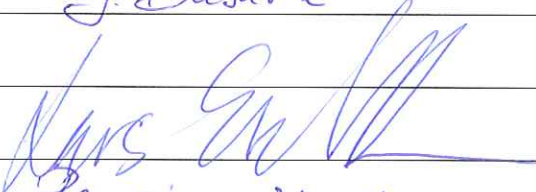

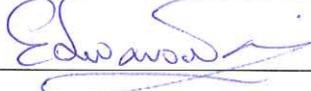


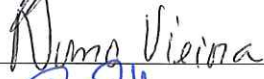

- 1. Internal redeployment.** The priority is for the business and the individual to **first explore alternative Unilever positions** in the case of restructuring project where he/she is at risk of redundancy. The internal job search is a joint responsibility between employee and line manager and it should be clear from the start how they will conduct such a search. How the internal job search is conducted may vary according to national practices and legislations. Once identified, the new role would need to be a reasonable alternative to an employee's previous job. These opportunities might mean a job in a different function or a different place within the country. In the case of a domestic relocation, best possible support will be given in line with national policy.
- 2. Support.** In the case where an internal job search is not successful, the next step will aim to support an individual **from work to a new livelihood** (e.g. a new job in another company, further education or starting up a business). Discussions on the type of support offered will take place at a local level in order to align to local circumstances and legislation. It is recognised that there is not one single solution for all employees and so the support might vary per individual. Outplacement support might include a program with a formal outplacement agency, internal Unilever CV clinics, in-house or external training.
- 3. In case of a total site closure.** Changes faced by Unilever might mean a site has to close. The first option which the business commits to explore will always be to find a purchaser for the site that is suitable for Unilever. In the case of total site closure, the **options to re-industrialise or to sell a site will always be made visible early** in the consultation process to involve social partners and allow them to make their own recommendations or provide alternative solutions. Site sale and re-industrialisation will be targeted at sectors not in market competition with Unilever.

4. **In case of disposal or outsourcing.** Change may also mean a disposal of a business. This can be positive for employees; a business will be transferred to someone who has a longer term interest and who is eager to grow it which in turn can facilitate sustainable employment. This is also the case of outsourcing. Securing future terms and conditions in line with Unilever's has always been a priority for the company and this will continue to be the case in the context of disposals or outsourcing.

Underpinning all of the steps above is good communication. The business will make available **sufficient and timely information and provide consultation** to employees and to relevant social partners, such as UEWC, in line with the applicable legislation and practice.

Signed by:

Beniamino Premicerio	
Maurizio Vitiello	
Jean Jacques Le Priol	
Thierry Labeye	
Frederic Faure	
Aziz Abbatoy	
Sabrina Pauwels	
Pauline Marshall	
Bram Helder	
Alex den Brok	
Timea Takacs	
Antti Jääskeläinen	
Bärbel Stricker	
Jürgen Löwel	
Christa Orthmair	
Peter Duerr	
Hermann Soggeberg	
Ulf Werkmeister	
Ian Swift	
Michael Rooke	
Alexandru Fogarasi	
Igor Papec	
Zygmunt Krajewski	
Zbigniew Cielniński	
Louise Henbest	

Maribel Navarro-Manzano	
Marisol Basarte	
Gerard Cazorla	
Lars Erlandsson	
Paulina Ekvall	
Win Avery	
Tim Munden	
Elena Spanoudaki	
Karin Schlaepfer	
Kirsten Pedersen	
Sabine Piel	
Peter Hoogendoorn	
Nuno Vieira	
Ranjay Radhakrishnan	
Rupert Chatwin	