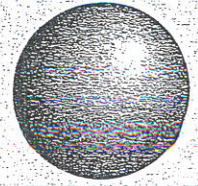


responsible  
restructuring

Europe Committee





## Social plans

Depending on local legislation, culture and circumstances, there must be adequate consultation on social measures to mitigate the effects of restructuring. Unilever has successful experience with the application of nationwide social plans (Netherlands, Switzerland). It also has experience of negotiations in separate local cases (Greece, France, Spain) or of reaching a national common understanding of the main issues to be specified via negotiations on the details of each specific case (Germany). Discussions about social plans will always take place at national or local level.

## Minimising the social effects of layoffs

Where compulsory redundancies are unavoidable, finding new employment for the persons concerned has first priority as explained in "From Work to Work" below. Unilever has plenty of experience and best practice in this field. One possibility is to offer early retirement. However, due to demographic developments in Europe and the crisis facing the social security systems, it is uncertain whether this option will remain feasible in the long run. Making severance payments after termination of employment is another possibility. But this should be seen as a last-resort solution. We must make sure that no dismissed employee is left alone with his or her problem.

## From Work to Work

### Best practice examples:

#### 1 Offer employment elsewhere in Unilever:

The main obstacles here are the restricted mobility of employees plus the fact that the availability of jobs may be limited.

#### Solutions:

- Setting up shuttle services (Germany).
- Offering temporary mobility allowances (Switzerland, Netherlands, Germany).
- Making information on Unilever vacancies accessible to all employees (Netherlands, Germany).
- Organising informative visits to other sites.

#### 2 Emphasis on employability throughout career:

Experience in improving employability has been good in the United Kingdom (Springboard) and in the Netherlands (PDP = Personal Development Plan).

#### 3 Outplacement assistance:

The possibilities in this area include applications training, vocational training, active contacts with other employers, intensive individual guidance, consultancy contracts with placement agencies, and the establishment of vocational training companies to bridge over the intermediate period (Germany, Netherlands).

#### 4 Site rehabilitation wherever possible:

There have been favourable experiences with this in the Netherlands, Greece, Germany, Austria and Italy.

## Contacts

The following list contains the names and phone numbers of persons that you can contact throughout Europe. Feel free to ask them about their experience.

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