



Workforce Restructuring and Outsourcing

A smooth reorganization, restructuring, outsourcing or reduction in force hinges on early identification of a clear people strategy, a sensible understanding of how that strategy affects the commercial aspects of the change proposal and the development of a systematic approach to implementation.

When business change occurs, it is essential to avoid problems and start benefiting from the change as quickly as possible. We help clients achieve this by understanding the issues involved early on, developing effective plans to deal with these issues and executing the plans in a methodical yet flexible and cost-effective way based on our experience across a variety of industries and sectors. Our approach seeks to align the complex people risks inherent in many processes with the key commercial drivers for those processes. To our mind, a successful change process takes place on time, on budget and with minimal disruption from a people perspective. We help our clients to achieve all three things.

We have helped clients through processes involving major international re-alignments, complex outsourcing and insourcing arrangements and pre and post-merger/acquisition integrations. We have a flexible approach, providing teams or single points of contact appropriate to the deal. Our aim is to ensure that our clients have a clear understanding of the challenges they face, a sensible assessment of the commercial impact of those challenges and expert assistance in navigating through them.

Working closely with our international colleagues we have assisted clients in complex cross-border outsourcing deals, often bringing together people transfer issues across countries where the approach to the automatic transfer of people differs significantly. We have considerable experience in providing both employment and pensions assistance on such transfers, including drafting social plans, people transfer arrangements (automatic and otherwise), advising on works council and union negotiations and implementing post-merger reorganizations.

CAPABILITES

Workforce restructuring and outsourcing; how we can help manage change:

- Analysing the legal and regulatory implications of any change proposal
- Considering the people impact and associated cost of making change
- Implementing a clear and effective communications strategy
- Assisting with collective engagement with trade unions, works councils and employee forums
- Assisting with the alignment of commercial goals with human resource legal obligations
- Helping customers and service providers manage the transition of people in and out of their organisations

KEY CONTACTS

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RELATED SERVICES

- Tax

- Dealing with associated pensions and share scheme complexities arising from change programmes
- Navigating the commercial aspects of outsourcing and restructuring programmes to manage risk

EXPERIENCE

- Post-acquisition restructuring advice for a leading games developer in the EU and the US
- Advised an investment bank on an outsourcing project which involved providing advice from 12 countries in relation to TUPE and the Acquired Rights Directive
- Advised on implementing a 900 employee global restructuring, affecting employees in around 30 jurisdictions worldwide
- Advised a leading cosmetics firm on its European restructure affecting 1,500 employees worldwide, including implementation issues arising from US directives to be adopted on a global basis
- Co-ordinated the integration of a client's new graphics business across Europe, the Middle East and Africa. This required liaison between DLA Piper offices in over 20 jurisdictions
- Assisted a multinational pharmaceutical company to plan and implement its global merger which involved co-ordinating advice and planning project implementation across 30 jurisdictions
- Advised a leading telecoms business in a European outsourcing arrangement in Spain relating to data centres and IT activity for the UK and Spain

INSIGHTS

Publications

How to gather snowflakes: big data, AI and predictive analysis of customers

15 NOV 2017

In this article, which accompanies an infographic covering 'How AI And Automation Are Transforming Retail', DLA Piper's lawyers consider big data and 'customer ownership' issues in the retail space, exploring the impact of big data, AI and predictive analysis of customers. This article, and the related infographic, also accompanies another article looking at the transformative impact of technology on retail and the supply chain, the likely reduction in the need for workers, inevitable HR issues that will arise and the dangers of getting 'locked in' to long term contracts in a fast-changing market.

Unexpected Human in the Bagging Area: the impact of automation on retail workforces

27 OCT 2017

I suspect most of us have had the experience from time to time - you're looking to buy something a little bit out of the ordinary, and don't really know where to start. Two stories I heard recently neatly illustrate how that can result in both good and bad experiences. One story involves a teetotal friend looking to buy wine for a dinner party. His trip to a specialist vintner was frustrated by a condescending member of staff and resulted in my friend leaving the shop having not made a purchase. In contrast, another friend decided to take up running after being on maternity leave. She visited a running shop, was put at ease but a member of the sales team and left with trainers, clothes and gadgets.

NEWS

DLA Piper announces partnership promotions for 2019

1 APR 2019

DLA Piper is proud to announce that 77 lawyers have been promoted to its partnership. The promotions are effective as of April 1, 2019 in the United States and May 1, 2019 for EMEA and Asia Pacific. The promotions were made across many of the firm's practice areas in 43 different offices throughout 20 countries.

DLA Piper strengthens Corporate and Employment practices in Stockholm

6 FEB 2019

DLA Piper has hired partners Mikael Moreira and Björn Rustare to the firm's Corporate and Employment practices in Stockholm respectively.

DLA Piper expands new Dublin office with four-partner hire

9 JAN 2019

DLA Piper today announces the appointment of four new partners from highly-regarded Irish firms to its newly opened Dublin office into four key practice areas of Finance and Projects (F&P), Corporate, Intellectual Property and Technology (IPT) and Employment. These hires follow the appointment of Corporate partner David Carthy as Ireland Country Managing Partner in May 2018.

DLA Piper appoints two directors in South Africa

12 SEP 2018

DLA Piper has strengthened its office in Johannesburg, South Africa with the appointment of two directors. Hendré Human joins the Corporate team from Webber Wentzel in Johannesburg, where he was a partner. Monique Jefferson joins the Employment team from Bowmans in Johannesburg, where she was a senior associate.

DLA Piper advises Nemetschek on acquisition of MCS Solutions

31 AUG 2018

DLA Piper has advised the software supplier Nemetschek SE on the acquisition of the real estate and facilities technology firm MCS Solutions in Belgium, Sweden, India and the USA. The acquisition sees Nemetschek SE gain access to the rapidly growing market in building management.

DLA Piper named International Law Firm of the Year in Ukraine for fifth year running at The Legal Awards 2018

24 MAY 2018

DLA Piper has been named International Law Firm of the Year in Ukraine at the 2018 Legal Awards, held by Yuridicheskaya Practika Publishing House. This is the fifth time the office has won the award.

DLA Piper announces partnership promotions for 2018

3 APR 2018

DLA Piper is proud to announce that 62 lawyers have been promoted to its partnership. The promotions are effective as of 1

April 2018 in the United States and 1 May 2018 for EMEA and Asia Pacific. The promotions were made across many of the firm's practice areas in 42 different offices throughout 20 countries.

Businesses still not fully aware of Data Protection issues

31 JAN 2018

DLA Piper has released its second Data Privacy Snapshot report, finding that once again, company global privacy programs have gaps in meeting increasingly demanding global privacy principles. Significantly, it appears that many companies are falling short of data protection obligations under the General Data Protection Regulation (GDPR), which will start to apply from 25 May 2018.

Six months until GDPR: companies still reporting low levels of preparedness

15 Nov 2017

For the over 200 organisations responding to DLA Piper's Data Privacy Scorebox online survey tool since the start of the year, the average alignment score with all key international data privacy principles was 31.5%, as against an 38.3% average score for respondents in the 2016 calendar year.

DLA Piper launches new platform for *Guide to Going Global* series

20 SEP 2017

DLA Piper has launched a new platform featuring its *Guide to Going Global* series, an online resource designed to help companies operating and growing their international businesses.

DLA Piper advises Link Group on £888 million (AU\$1.49 billion) acquisition of Capita Asset Services

10 Jul 2017

DLA Piper has advised Australian company Link Group (ASX: LNK) on the acquisition of UK-based Capita Asset Services division (CAS) of Capital Plc for £888 million (AU\$1.49 billion). Link Group was selected as the successful bidder following a competitive sale process. DLA Piper also advised Link Group on the related acquisition debt financing of £485 million (AU\$815 million).

DLA Piper advises HOYER on the acquisition of the intermediate bulk container business of Ermewa

7 Jul 2017

DLA Piper has advised the international logistics company HOYER, which is headquartered in Hamburg, on the purchase of the worldwide intermediate bulk container (IBC) business of the French company Ermewa Intermodal SAS. Ermewa Intermodal SAS is part of the Ermewa Group, which is a subsidiary of the state-owned enterprise SNCF Logistics.

DLA Piper advises Beijing BDStar Navigation Co., Ltd on the purchase of an interest in the in-tech Group

19 Jun 2017

DLA Piper has advised BDStar as part of a bidding procedure on the acquisition of an interest in the company in-tech GmbH, a supplier for the digitization and the development in the area of automotive, machinery and transportation systems.

DLA Piper berät Beijing BDStar Navigation Co., Ltd beim Erwerb von Anteilen an der in-tech Gruppe

19 Jun 2017

DLA Piper hat die BDStar beim Erwerb einer Beteiligung an der in-tech GmbH, einem international agierenden Spezialisten für Digitalisierung und Entwicklung in den Branchen Automotive, Maschinenbau und Verkehrssysteme, beraten.
