



## 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.

### RELATED SERVICES

- Tax

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.

### CAPABILITIES

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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
- 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

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- 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

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### Publications

#### **Facial recognition technology: Supporting a sustainable lockdown exit strategy?**

8 May 2020

Technology has played a dominant role during the lockdown and will be a key aspect of ensuring the transition back to normality is successful. This article discusses recent trends, particularly in Ireland, Denmark and China, regarding the adoption of facial recognition technology (FRT) as a result of the COVID-19 pandemic.

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#### **Hong Kong government approves catering sector one-off subsidy**

22 April 2020

The Hong Kong government's Finance Committee met on Friday and Saturday to discuss and approve further details surrounding its Anti-epidemic Fund.

The Committee approved the terms of a government paper published last week which clarifies certain additional details in relation to the one-off subsidy for the catering sector as set out below. This is a new development following our previous alert, which was published on 10 April.

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#### **Proposed amendments to Hong Kong's Employment Support Scheme**

21 April 2020

The Hong Kong government's Finance Committee met today, Friday 17 April, to discuss and approve further details surrounding the Employment Support Scheme in response to coronavirus COVID-19.

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#### **Cost-cutting considerations in the time of COVID-19 (Part 3 – employment issues outside the US)**

7 April 2020

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A deeper dive into various cost-saving measures and their viability for employers outside the US.

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### **HK Government considers designating coronavirus as an “occupational disease” (Hong Kong)**

12 February 2020

On 10 February 2020, the Hong Kong Labour Department issued a press release clarifying the position on whether the coronavirus amounts to an “occupational disease” within the meaning of the Employees' Compensation Ordinance (ECO).

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## **NEWS**

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### **DLA Piper advises Heidelberger Druckmaschinen AG on the restructuring of the company pension scheme**

2 July 2020

DLA Piper has advised Heidelberger Druckmaschinen AG on the restructuring of the company pension scheme, covering all employees in Germany. This was agreed by the Management Board and employee representatives of the company together with the IG Metall trade union.

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### **DLA Piper announces partnership promotions for 2020**

30 April 2020

DLA Piper is proud to announce that 67 lawyers have been promoted to its partnership. The promotions are effective as of April 1, 2020 in the United States and May 1, 2020 for EMEA and Asia Pacific. The promotions have been made across many of the firm's practice areas in 35 different offices throughout 13 countries.

Across the firm's practices globally, Corporate saw the largest intake of new partners with 19 promotions, followed by Litigation and Regulatory with 15. Intellectual Property and Technology and Finance and Projects had ten and eight promotions respectively, while there were six in Real Estate. Tax and Employment both had four, and there was one in Restructuring.

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### **DLA Piper advises Heidelberger Druckmaschinen on package of measures to increase profitability**

20 March 2020

DLA Piper has advised Heidelberger Druckmaschinen AG on the comprehensive package of measures to increase its profitability which has been announced by the company. The aim is to reduce structural costs at short notice and to sustainably improve the company's profitability. This will significantly improve Heidelberg's financial stability.

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### **DLA Piper lawyers named Acritas Stars**

10 March 2020

Acritas has named over 200 DLA Piper lawyers as 2020 Acritas Stars. Now in its fourth year, Acritas Stars highlights the stand-out lawyers in private practice as nominated by clients around the world. More than 3,000 senior in-house counsel feed into the nomination process to give a comprehensive view of highly recommended lawyers across the globe.

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## **DLA Piper advises Wipro Limited on the acquisition of International TechneGroup Incorporated**

10 July 2019

DLA Piper has advised Wipro Limited on its acquisition of International TechneGroup Incorporated (ITI), a global digital engineering and manufacturing solutions company.

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## **DLA Piper advises Rolls-Royce on acquisition of Siemens' eAircraft business**

21 June 2019

DLA Piper has advised Rolls-Royce plc on the acquisition of Siemens' electric and hybrid-electric aerospace propulsion activities, eAircraft. The acquisition will accelerate the delivery of Rolls-Royce's electrification strategy and boost its ambition to play a major role in the "third era" of aviation. The completion of the transaction is expected in late 2019, following a period of employee consultation.

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## **New report finds retail sector leadership diversity deficit will affect future competitiveness**

5 JUN 2019

DLA Piper and executive recruitment and diversity consultancy Green Park today launch *The Retail Leadership 700* report, which reveals for the first time the extent of the lack of diversity within the leadership teams of the top US, UK and European retailers.

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## **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.

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## **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.

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