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# Responsible Transformation Guidelines

Learnings from restructuring  
experiences



Business  
for **Inclusive**  
Growth

**Disclaimer**

Business for Inclusive Growth (B4IG) is a global CEO-led coalition of major companies fighting against inequalities of income and opportunity. With the OECD as its Strategic Partner, B4IG coordinates with governments to advance inclusive growth at both global and local levels. More information on [www.b4ig.org](http://www.b4ig.org).

The opinions and arguments expressed herein are those of the authors and do not necessarily reflect the official views of the OECD or its member countries.

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# Acknowledgements

The Responsible Transformation guidelines intend to assist companies, both B4IG members and non-members to **adopt inclusive and responsible steps during restructuring initiatives**, including specific events such as the repurposing or remodelling of facilities as well as continuous restructuring activities as a part of regular business operations.

The guidelines cover key areas of action on which members are willing to work to implement the B4IG Pledge that is anchored in three objectives that are fundamental to inclusive business: advancing human rights in direct operations and supply chains; building inclusive workplaces; and promoting inclusion in company value chains and business ecosystems. With a specific focus on building inclusive workplaces and societies, the document provides support for companies to develop inclusive actions.

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These guidelines have been prepared by the Business for Inclusive Growth (B4IG) coalition of companies, in collaboration with the OECD. Specifically, the paper has been written within the B4IG Working Group on Responsible Transformation, led by Michelin and Unilever. The following organizations' and individuals have been instrumental in its production:

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## Transversal Principles

- Create a culture of continuous learning & adaptation
  - Engage the organisation in the need for change
  - Invest in tools and methods to enable workforce reskilling
- 



## Strategic Principles

- Anticipate change within the company while identifying and planning business needs
  - Engage proactively with stakeholders
  - Design and implement a responsible transformation procedure
  - Support initiatives to revitalize the site
  - Monitor the performance & progress of all actions
- 



## Inclusion & Equity

- Prevent exclusion and discrimination of vulnerable groups
  - Stimulate alternative employment opportunities
  - Dismantle obstacles for vulnerable groups
-



# Executive Summary

## **Recommendation 1: Incorporating transversal principles of restructuring**

– Instilling the culture, tools and behaviours that support learning, development and adaptation across the workforce.

**Inclusive Action 1.1:** Create a culture of continuous learning & adaptation through knowledge programmes, and incentives that encourage personal growth and versatility.

**Inclusive Action 1.2:** Engage the organisation in the need for change by working with a range of internal and external stakeholders to identify risks and opportunities.

**Inclusive Action 1.3:** Invest in tools and methods to enable workforce reskilling through the assessment of skills gaps, identification of new curricula for training, and associated training plans.

## **Recommendation 2: Rethinking strategic restructuring principles -**

Anticipating, implementing and monitoring restructuring efforts with a focus on broad collaboration and impact.

**Inclusive Action 2.1:** Anticipate change within the company while identifying and planning business needs by proactively translating strategy planning into workplace impact scenarios and engaging top leadership in the design of restructuring principles.

**Inclusive Action 2.2:** Engage proactively with stakeholders and assess potential impact through collaboration with government, trade unions, academic institutions, local non-profit organisations specialising in skills development and reorganisation, and other businesses.

**Inclusive Action 2.3:** Design and implement a responsible transformation procedure through processes that provide support and opportunities to employees as well as the ecosystem and local community.

**Inclusive Action 2.4:** Support initiatives to revitalize the site through re-purposing and re-modelling facilities for alternative functions relevant to the local context.

**Inclusive Action 2.5:** Monitor the performance & progress of all actions through impact measurement indicators both during the process and when evaluating outcomes.

## **Recommendation 3: Ensuring an inclusive and equitable future from design to completion -**

Preventing unintended discriminatory decisions, as well as stimulating opportunities for vulnerable groups, and dismantling obstacles that impede their success.

**Inclusive action 3.1:** Prevent exclusion and discrimination of vulnerable groups on the basis of social background, gender, colour, religion, age, race or political opinion by ensuring that all business decisions are informed by inclusion-sensitive data

**Inclusive action 3.2:** Stimulate alternative employment opportunities, especially for lower-income employees, by partnering across the broad ecosystem to explore and uncover career options that fulfil their ambitions.

**Inclusive action 3.3:** Dismantle obstacles for vulnerable groups and limit the risk of long-term unemployment and poverty through the creation of customised employee-support mechanisms (including training) that are designed in alignment with the implementation plan.

## Context

The COVID-19 crisis accelerates pressure for corporate restructuring, threatening job losses and disruption to communities, especially in areas that lack economic diversity. If restructuring becomes necessary, B4IG members insist that it must be done in accordance with the B4IG Pledge, ie. in the most responsible and inclusive way possible.

These guidelines, built collectively through the Responsible Transformation Workstream of B4IG, aim to encourage a proactive, human-centred approach to restructuring, including the provision of principles to support and guide responsible and inclusive processes, decisions and behaviours.

These principles are based upon the research and experience of B4IG member companies who recently carried out or are currently conducting restructurings. The Responsible Transformation Workstream of B4IG allowed them to share their experiences and reflect collectively on possible learnings.

## Purpose

As the world economy endures a major crisis, we believe the B4IG coalition provides the opportunity to take collective action and ensure no workers are left behind if or when companies undergo restructuring.

The information provided in this document has been created to support B4IG members and non-members to **adopt inclusive and responsible steps during restructuring initiatives**, including specific events such as the repurposing or remodelling of facilities as well as continuous restructuring activities as a part of regular business operations. The guidance in this framework encompasses the design, implementation, and monitoring processes of restructuring activities, to ensure that inclusion is embedded throughout.

The intent of this guide is to provide **a general framework that can be adapted to company-specific circumstances**. Important variables that influence planning and implementation include the industry, region, national conditions, company size and relationships with supply-chain partners, customers, and other parts of the external ecosystem. The guide attempts to give a sense of some of these real-life considerations through the use of company examples. The adaptation of certain steps or all steps is encouraged according to the individual contexts and requirements of companies.

We share these guidelines with great humility, aware of the difficulties that companies had, must or will have to go through. However, we think it would be useful to make these learnings available, in the hope that they can contribute to a more responsible and inclusive way to manage restructurings, which are now a permanent dimension of our economies.



# Introduction

In today's business context, companies face multiple trends and events which push them to reorganize on a regular basis. **Technological advancements, mergers and acquisitions, demographic shifts, environmental concerns, shift in market demands among others, have led companies to constantly adapt to emerging requirements for their survival.** These changes, downsizing and restructuring strategies have the potential to impact a significant number of people around the world. **In this setting, if restructuring becomes necessary, we recommend that it is carried out in a socially sensitive manner, involving workers, employers, governments, and other relevant stakeholders with a clear strategy, taking into consideration the diverse dimensions that are part of the process.** The objective of these guidelines is to ensure that each company undergoing a restructuring process considers the socio-economic impacts and accordingly treats employees fairly, by preventing the reinforcement of systemic inequalities.

The following recommendations, divided into three core pillars, notably Transversal principles of restructuring, Strategic Principles and Inclusion and Equity provide an overview of inclusive actions that an organization can adopt to ensure a socially sensitive approach.

- The first pillar, **Transversal principles of restructuring, explains how a company can prepare in advance and be ever ready for transformation by creating and investing in a culture of continuous learning and adaptation.**
- The second pillar, **Strategic principles of restructuring, demonstrates how a company can proactively plan for transformation and implement a step-by-step procedure from the beginning of the process to the final stages.** It touches upon the design of the restructuring plan, engagement with relevant stakeholders and preparing training packages for reskilling/upskilling as required.
- The last pillar, **Inclusion and Equity, provides a specific focus on actions that prevent discrimination in the restructuring process, instead providing suggestions to create alternative employment opportunities and pathways for the workers and communities** that are impacted by the restructuring.

Each pillar is then sub-divided into inclusive actions and complemented with examples which elaborate on the measures that can be adopted to ensure a Responsible Transformation.

## Recommendation\_01

# Incorporating transversal principles of restructuring

Instilling the culture, tools and behaviours that support learning, development and adaptation across the workforce



## Recommendation 1:

Companies and businesses are encouraged to incorporate approaches and tools across the organisation to prepare their workforce for **the ever-changing skills requirements of the market**. In an environment characterised by long-term, large-scale transformation, (e.g. Fourth Industrial Revolution and Climate Change response), continuous change is the norm, requiring a cultural shift that prioritises flexibility and adaptation across the organisation and the workforce.

**Inclusive Action 1.1: Create a culture of continuous learning & adaptation** through knowledge programmes, and incentives that encourage personal growth and versatility:

- **Continuously track trends** that help anticipate potential shifts in the demand and supply of skills and talent, including industry and geographic trends, and feed these insights into the design of training programmes and curricula.
- **Tailor learning programmes as far as possible to the realities of the workplace**, with incentives that encourage workers to proactively seek relevant learning opportunities.
- **Design management incentives and career plans to actively encourage new tasks and ways of working by employees**, thereby instilling adaptability and agility into daily work and culture. Eg. lessons can be learned from the flexibility shown during the Covid-19 crisis, adapting work to new online tools, digital skills learned on the job, etc.

### Examples:

A major global technology and consulting B4IG member company has made the culture of continuous learning and versatility a priority, with **comprehensive programmes targeted at parts of the workforce most vulnerable to disruption**. These workers are incentivised to engage in a range of learning academies, each tailored to different needs, as well as providing a dynamic, online learning community that is constantly evolving, through a social, learner-centric set of solutions. Beyond the learning options themselves, the company raises awareness about how roles are affected by new technologies, as well as actively exposing workers to different tasks on their job, to foster versatility as a normal part of work. These activities aim to engage workers with the change process itself, and instil a sense of empowerment through self-improvement and continuous learning.

A leading consumer goods company in the B4IG coalition has developed a culture of continuous learning through their “Future-Fit Plan” process. **All employees are encouraged to build a Future-Fit Plan** in which they identify their purpose, their wellbeing strategy and the future-fit skills they need to succeed in the future.

**Inclusive Action 1.2: Engage the organisation in the need for change** by working with a range of internal and external stakeholders to identify risks and opportunities:

- Processes like interactive workshops and feedback loops are valuable to **break through silos** and engage different parts of the company in designing responsible and effective restructuring.
- Ensure that **both bottom-up and top-down interactions** are used to gather a range of real-life insights that inform the design of restructuring plans.

**Example:**

The internal Workforce planning simulation of one of B4IG's leaders in the agri-food industry is a clear example of this. Through its 'Global Agreement' setting, principles for action are supported through **social dialogue suited to the situation in each country rather than each business unit**. It provides the space to understand organisational, social and human stakes at hand and negotiate with social partners to support the transformation or restructuring of a project. Local teams are provided guidance and tools through social dialogue.

**Inclusive Action 1.3: Invest in tools and methods to enable workforce reskilling** through the assessment of skills gaps, identification of new curricula for training, and associated training plans:

- **Reliable tools and methods** are essential for regular and accurate assessment of skills gaps that can effectively guide plans for recruitment and training.
- New, intelligent tools are proving extraordinarily valuable for targeted work transition planning, but these must incorporate **reliable safeguards to prevent any bias or unintended discrimination**.
- Training programmes and curriculum design should be informed by the tools and methods described above, with flexibility for **regular updates** to remain relevant.

**Example:**

A leading technology and consulting B4IG member company is investing in tools that utilise **machine learning to scan the CVs of displaced workers for skills**, as well as scanning the market for jobs, assessing the associated skills gaps between the two, and proposing learning curricula to prepare those workers for future jobs. This idea is to develop tools that can support large-scale change in a way that is tailored to the needs of individual workers.

## Recommendation\_02

# Rethinking strategic restructuring principles

Anticipating, implementing and monitoring restructuring efforts with a focus on broad collaboration and impact





## Recommendation 2:

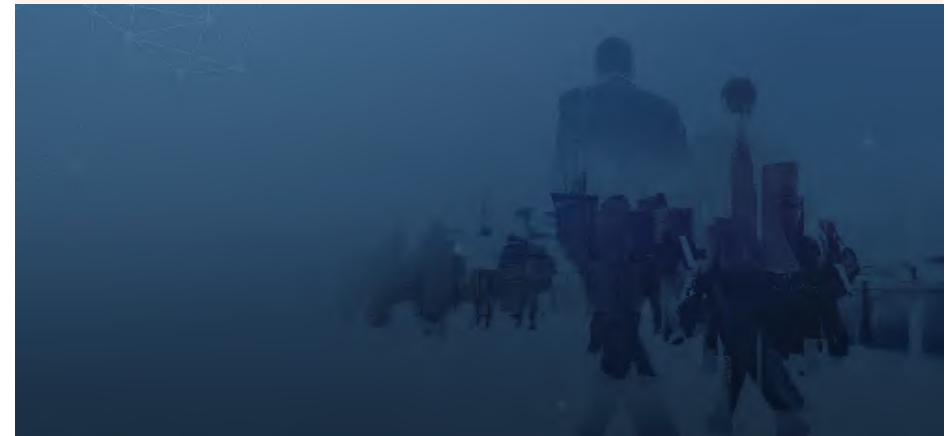
Large-scale restructuring events will become increasingly frequent in the aftermath of the Covid-19 crisis, and as broader transformations take hold in the global economy. Such events typically span over multiple years, causing significant uncertainty and suffering across businesses, workers and their communities. Committed leadership, careful planning, collaboration, trust and transparency are crucial elements to ensure that restructuring takes place as responsibly and ethically as possible.

**Inclusive Action 2.1: Anticipate change within the company while identifying and planning business needs** by proactively translating strategy planning into workplace impact scenarios, and engaging top leadership in the design of restructuring principles:

- Engage with internal and external stakeholders to establish a **multi-year restructuring strategy and principles** that cover activities from initiation to post-completion impact, tailored to the site and community impacted.
- Design **inclusion-centred restructuring principles**, such as seeking jobs, pathways and solutions for each employee according to their skills.

### Examples:

To support the transformation of the business in a country, one of B4IG's members, a global leader in the tire manufacturing industry, has developed **a multi-year approach**. This entails a global agreement that is negotiated with social partners to define the social framework that will be implemented on an annual basis to manage the workforce evolution induced by the transformation projects. In parallel, the business case is appropriated at all levels with the solutions to improve the processes which are co-built with involved stakeholders (employees, unions) at the local level.



**Inclusive Action 2.2: Engage proactively with stakeholders and assess potential impact** through collaboration with government, trade unions, academic institutions, local non-profit organisations specialising in skills development and reorganisation, and other businesses:

- Appoint a **committee or group of experts to overview the process** with experts from different teams (HR management, communication, cost accountant, production, research and development) and prepare teams for execution.
- Prepare **internal and external communication plan** to align on key messages, timing and spokespersons.
- **Define and negotiate with unions and employees**, the social measures to support the restructuring: job offer in other plants, early retirement, layoff package, mobility incentives, among others.

**Example:**

A member company in the tire manufacturing industry has developed an approach for responsible restructuring, with the willingness to establish trust and provide clear information to employees and involved stakeholders through continuous social dialogue. For example, after the announcement, a “**360°**” **committee** including HR, communication, public affairs and management builds and monitors a common action plan to execute the project in a seamless and coordinated manner.

**Inclusive Action 2.3: Design and implement a comprehensive transformation procedure** through processes that provide support and opportunities to employees as well as the ecosystem and local community:

- **Design future measurements and aspects of impact(s):** on all workers (FTEs, temporary workers), supply chains, subcontractors, and on local communities, (including the families of workers, local businesses, and public services).
- **Measuring social externalities** before restructuring and laying out the tracking plan during and after the entire process.
- **Prepare** tools, develop training, re-skilling, and up-skilling policies before restructuring.
- Management and HR teams should **accompany** their teams during ramp down and transition period.
- Companies should **implement** training modules for employees with the most productive and sustainable prospects for the future through internal company analysis for organisational transfer.

**Examples:**

An agri-food company of B4IG helps understand existing organizational, social and human stakes and provides one with a **complete toolkit** to (1) negotiate with social partners, (2) identify future jobs, (3) build trainings, (4) support each employee to develop their future re-skilling and up-skilling training modules through a 2-year training journey.

A consumer goods company in the B4IG coalition has a ‘**Responsible Automation**’ **toolkit** to identify and map people’s career needs and expectations to opportunities both within and outside the company. This then informs the reskilling pathways and external alliances that are created.

**Inclusive Action 2.4: Support initiatives to revitalize the site** through re-purposing and re-modelling facilities for alternative functions relevant to the local context:

- Planning around a common purpose can lead to **creative repurposing of spaces and facilities** to encourage job creation and local economic development, for example through revitalisation of plants with future-relevant industries, training centres and associated start-up/research ecosystems.
- The company should ensure that adequate assistance in the form of **care packages, equipment and relevant training programmes** are provided to ensure that the local community is equipped with the relevant skills and material to successfully work in the revitalised area.

#### Examples:

A member company in the tire manufacturing industry, beyond the social plan and job search for employees, has created a revitalization initiative **to support and finance innovative efforts on the sites** to provide new life and improve the economic vitality of the territory.

A multinational automobile manufacturing company of B4IG has **supported storage and recycling channels** in partnership with local stakeholders (individuals and public entities) through its circular economy practices to provide new life to the site.

A leading consumer goods manufacturing company in B4IG has supported the **transition of one of its manufacturing sites (which was due to close) into a Plastics Recycling centre**, thus injecting new life into the area. This was done in partnership with government and local industry.

**Inclusive Action 2.5: Monitor the performance & progress of all actions** through impact measurement indicators both during the process and the evaluation of outcomes:

- The appointed committee/team will be required to **assess the impact and report on findings** in terms of financial criteria, organizational, social and time indicators.
- **All-inclusive actions will have one or two measures** integrated which will require an overall analysis at this stage.

#### Key Measurement Indicators:

B4IG proposes a series of indicators for companies undergoing a restructuring in order to measure and choose the most relevant indicators to **monitor the performance & progress of all actions** during the anticipation phase, the implementation process and when evaluating outcomes.







## Essential points to be noted:

- It is critical that outcome indicators values are reported **beyond averages** and more specifically by groups (ideally, age, gender; contract type (permanent or temporary); staff category (e.g. managers, technical, administrative, etc.); and possibly, race or ethnicity (depending on the national context) and age (OECD Business Non-financial performance framework).
- A clear distinction is required between (outcome) indicators that a company should measure on a continuous basis and for all employees, and indicators that are used to measure the success of a given project or programme. The latter can be more detailed and specific and would primarily be used to evaluate the effectiveness of that program, whereas the former require continuous monitoring in the entire company to understand whether a company is preparing its workforce for future transitions and is building an inclusive workplace across the board.

### Recommendation 1

***Incorporating transversal principles of restructuring -  
Instilling the culture, tools and behaviours that support learning, development, and adaptation  
across the workforce.***

#### Actions



- **Create a culture of continuous learning & adaptation** through knowledge programmes, and incentives that encourage personal development and growth.
- **Engage the organisation in the need for change** by working with a range of internal and external stakeholders to identify risks and opportunities.
- **Invest in tools and methods to enable workforce reskilling** through the assessment of skills gaps, identification of new curricula for training, and associated training plans.

#### KPIs



- Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees) (WEF)
- Share of employees reporting learning new things in their job, percentage, total and by group (OECD Business Non-financial Performance Framework, forthcoming)
- % of participants who increase their adaptability CAAS Career Adapt Ability Scale and/or their work related self-efficacy (technical skills trainings) (Unilever Logframe)

**Recommendation II****Rethinking strategic restructuring principles**

- Anticipating, implementing and monitoring restructuring efforts with a focus on broad collaboration and impact.

**Actions**

- **Anticipate change within the company while identifying and planning business needs** by proactively translating strategy planning into workplace impact scenarios and engaging top leadership in the design of restructuring principles.
- **Engage proactively with stakeholders and assess potential impact** through collaboration with government, trade unions, academic institutions, local communities, local non-profit organisations specialising in skills development and reorganisation, and other businesses.
- **Design and implement a responsible transformation procedure** through processes that provide support and opportunities to employees as well as the ecosystem and local community.
- **Support initiatives to revitalize the site** through re-purposing and re-modelling facilities for alternative functions relevant to the local context.
- **Monitor the performance & progress of all actions** through impact measurement indicators both during the process and when evaluating outcomes.

**KPIs**

- Number of people who receive skill-up/reskilling training as part of the responsible restructuring plan (B4IG based on ILO Guidelines for a Just Transition, p.14)
- Average hours of training per person that the organization's employees have undertaken during the reporting period, by different groups (gender, age, ethnicity/race where applicable) and employee category (total number of hours of training provided to employees divided by the number of employees). (WEF & GRI 404-1& EU)
- Percentage of workers who report skills training as useful to transition into other employment (make distinction between technical and soft skills) (Unilever Logframe)
- Workplace voice: share of employees who believe they have an influence over decisions there are important for their work (OECD Business Non-financial Performance Framework & OECD Guidelines for Measuring the Quality of the Working Environment)

**Recommendation III****Ensuring an inclusive and equitable future from design to completion**

- Preventing unintended discriminatory decisions, as well as stimulating opportunities for vulnerable groups, and dismantling obstacles that impede their success.

**Actions**

- Prevent exclusion and discrimination of vulnerable groups on the basis of social background, gender, colour, age, ethnicity or political opinion by ensuring that all business decisions are informed by inclusion-sensitive data.
- Stimulate alternative employment opportunities, especially for lower-income employees, by partnering across the broad ecosystem to explore and uncover career options that fulfil their ambitions.
- Dismantle obstacles for vulnerable groups and limit the risk of long-term unemployment and poverty through the creation of customised employee-support mechanisms (including training) that are designed in alignment with the implementation plan.

**KPIs**

- Percentage of total employees by different groups (gender, age, ethnicity/race where applicable) and by employee category who received a regular performance and career development review during the reporting period. (GRI 404-3)
- The total, involuntary and voluntary employee turnover rates during the reporting period and for different groups of employees (based on gender, age, ethnicity (where legally applicable)). (WDI 6.1)
  - And contract types (Indefinite/permanent employees, Fixed term/temporary contract employees). (WDI 6.2)
- Number of decent jobs created within the company, its supply chain (B Team p.8) as well as the local communities as opposed to the number of jobs that have become redundant (B4IG based on B Team p.8)
- Rate of unemployment/poverty by group in comparison with before and after the restructuring in the relevant communities (B4IG)

**Example:**

One of B4IG's leading consumer products companies has categorized metrics according to outcomes and process. **The % of people with new labour opportunities after 6 months of restructuring** and **the comparison of total compensation 'new versus previous job'** are listed as two outcome indicators. An example of a process indicator includes restructuring projects to include investment in 'Responsible Automation'. The indicators are compared with the initial ambitions to take into consideration the significant success of the process as well as the outcomes. outcomes.



## Recommendation\_03

# Ensuring an inclusive and equitable future from design to completion

Preventing unintended discriminatory decisions, as well as stimulating opportunities for vulnerable groups, and dismantling obstacles that impede their success



## Recommendation 3:

Job security expectations in the 21st century looks very different to the 20th century, placing **greater responsibility on companies, governments and other stakeholders to ensure that vulnerable employees receive adequate support during periods of transition**. Inclusion and equity must remain a priority in all restructuring plans, especially given the disproportionate impact of the Covid-19 crisis on the most vulnerable. This means tracking beyond immediate outcomes to imagine, anticipate and plan for potential long-term impacts on different groups. Ultimately, the objective of these efforts is to enhance the company's long-term economic and social impact, as well as the livelihoods and opportunities of all employees and their communities.

**Inclusive Action 3.1: Prevent exclusion and discrimination of vulnerable groups on the basis of social background, gender, colour, religion, age, race or political opinion** by ensuring that all business decisions are informed by inclusion-sensitive data:

- The appointed committee/team should focus on **inclusion-sensitive data and criteria** to guide all decision-making from the initial planning phase to the impact evaluation phase.
- Clear processes, guidelines, assessments and enforcement mechanisms should be established to **ensure that decision making is free of bias and prejudice**. Automated tools can support such assessments, but these must also be checked for transparency and unintended bias.

### Examples:

A technology and consulting B4IG member has found that **proactive engagement with targeted parts of the workforce** is an invaluable source of qualitative data and information to guide action on inclusion. For example, this company set up tailored laboratories, like the “Young Women’s Lab” to explore and address pain points for this demographic, based on their direct input and experiences.

**Inclusive action 3.2: Stimulate alternative employment opportunities, especially for lower-income employees** by partnering across the broad ecosystem to explore and uncover career options that fulfil their ambitions:

- Workers that are made redundant might have other entrepreneurial ambitions in mind without significant financial opportunities and guidance. Companies should create **development and guidance teams** to help employees consider opportunities and assess the feasibility of new ideas and innovations.
- Certain workers, if suited and sufficiently skilled, can be provided upward **mobility opportunities** in a different team or geographical locations. Relocation packages and administrative support for new settlement could provide additional support in the process.

**Examples:**

From leading energy management and automation companies to leading consumer goods manufacturers, the members of B4IG, have set in place **a package of specific measures to support lower-income employees impacted by restructuring plans** (solidarity leave, retirement, internal mobility, financial incentives, reskilling opportunities, etc).

**Inclusive action 3.3: Dismantle obstacles for vulnerable groups and limit the risk of long-term unemployment and poverty** through the creation of customised employee-support mechanisms (including training) that are designed in alignment with the implementation plan:

- **Guidance sessions and employee life-cycle path discussion** should be provided to employees seeking to gain clarity for their next steps but to equally assess the potential programmes and trainings to be integrated in the implementation phase.
- **Internal job search and alternatives** should be provided in the employees' quest for their next opportunity through guidance and skills upgrading amongst other tools.
- **External job search** should be assisted through the provision of inter-company workforce transfers, ecosystem opportunities and market assessments.

**Examples:**

Several B4IG companies have incorporated individual and **collective group pathways** through which employees discuss interests, are provided small business workshops and assisted to discover alternative internal job opportunities as well as external employment within the ecosystem and/or outside. **Individual learning journeys** through up-skilling and/or re-skilling have also been key drivers of inclusion within several B4IG member companies' programmes.

Ensuring an inclusive and equitable restructuring plan also requires consideration of **local community specific actions**. Restructuring programmes can affect specific regions and local communities depending on the context and the company's importance in a locality. Community leaders ranging from mayors, district officials to smaller organisations need to be integrated in such processes from the initial phase till the post-completion stage through **consultation and proactive exchange of knowledge**. Appropriate actions, policies and instruments can prevent unintended impacts if anticipated, planned and includes a variety of stakeholders.

In accordance, two core community actions can be integrated within the responsible transformation plan of any organisation that seeks to incorporate regional/local/context specific actions:

- **Community action 1.1:** Conduct a **feasibility evaluation** to assess potential job opportunities within the locality and impact on employees' livelihood by analysing local resources and markets.
- **Community action 1.2:** Create **on-site local agencies/resource centres** to assist employees in their search for alternative opportunities within the area, through career guidance, information exchange and reskilling.

## Conclusion

Companies need to be prepared for new challenges that may arise and respond in a way that sustains their economic performance while ensuring that the social costs in the process are minimal. To ensure that a company is responsible, the transformation must equally be sustainable in the long run. The proposed guidelines of pre-emptive measures, proactive planning and implementation of actions could help companies to better address potential and ongoing restructurings. Furthermore, considering inclusive and equitable actions could help vulnerable workers discover alternative opportunities within and beyond the organisations, rather than face dire consequences.

If companies choose to act in accordance with the proposed recommendations, we believe that this could foster long-term viability and generate a better social environment for workers and communities across the world.

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