



# Unilever European Works Council UEWC

Unilever

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## European Framework-Agreement between the Unilever management and the Unilever European Works Council (UEWC) on the Future of Work- Barcelona 2.0

With the USLP at the Centre of the strategy, 3 core beliefs drive our actions. We believe that:

- Companies with purpose last
- Brands with purpose grow
- People with purpose thrive

Our Barcelona agenda aims to bring these beliefs to life on every factory floor, at every desk, in every Sales office and Business Hub.

### **Barcelona 2.0**

The Barcelona agenda affirms that:

- *Unilever must perform ahead of its competitors, in order to thrive for another 150 years or more, to realize our sustainable and socially responsible business model, and for shareholders to prefer to invest in us over the many other options.*
- *But pursuing profit blindly, ignoring the needs of our people, is unsustainable.*
- *Productivity dividends must therefore also be used to invest in employees.*
- *To succeed, Unilever must remain an employer of choice.*
- *And while jobs cannot always be protected during a period of rapid change, our common aim is that people can be protected, and should be.*

This Framework for the Future of Work will outline the steps that will be taken, working in partnership between Unilever management and employee representatives to drive a common agenda for change according to our stated beliefs and intent. Unilever will ensure the financing of the measures described below, a sufficient budget will be made available for this purpose

In this Framework we will:

1. *Define the steps that will be taken to enable re- & upskilling in line when needed to maximize employability for all (inside or outside Unilever)*
2. *Outline joint programmes for Life-long learning and development*
3. *Explore how we will implement new models of employment, meeting needs for both flexibility and security*
4. *Look at models for better managing life cycles into and out of work and retirement to anticipate societal trends*
5. *Work in partnership with other companies and key stakeholder groups to enable a fast delivery of this agenda.*
6. *Outline a new process for consulting and co-creating a change agenda- to anticipate digital disruptions- that will enable speed of response, and at the same time, minimize possible adverse social impacts.*

This is an ambitious and unprecedented initiative and agenda, which will require a very significant resource investment. The Framework we outline below, is only the beginning of a journey. The aim of this document is to provide a framework for management and employee representatives to engage with these issues locally, & agree detailed joint action plans.

**Unilever European Works Council UEWC**

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Pflichtangaben gemäß § 35a GmbHG/ § 125a HGB können über folgenden Link abgerufen werden:

<http://www.unilever.de/ueberuns/pflichtangaben.aspx>

## **Section 1- Life Long Learning & Development**

- 1.1 In Every MCO/ Country (as applicable), a Joint Training group will be formed to drive a radical Developmental agenda for Unilever employees. This agenda will focus on:
  - 1.1.1 **In Factories:** Building on the existing People Development (WCM) agenda, we will ensure that the skills identified for Factory workers are fully implemented
  - 1.1.2 **In Offices:** that all employees will have access to Digital Pathways available in the De-greed system and are assisted in completion as needed
  - 1.1.3 **All employees** will be invited to discuss and agree with their Line Manager an Individual Development plan (and identify their personal 'purpose') – outlining their own development plans and actions. Where these do not exist, the Joint Training Group will provide appropriate facilitation to enable completion. Every employee will have the right to have the IDP discussion.

## **Section 2 - Upskilling**

- 2.1 The Joint Training Group outlined above, will also ensure that each Location (Factory/ Office/ Hub) undergoing a digital disruption likely to negatively impact job numbers or radically change job design, has a distinct 'employability programme' in place
  - 2.1.2. The employability programme will:
    - Identify those locations within the geography requiring or likely to require an 'Employability Plan'
    - Anticipate the likely workforce changes/ changes in role requirements, over a 2 year + timeframe (due to announced automation or machine learning applications- which will trigger the need for the 'employability programme')
    - Where significant change is foreseen & announced, employees in those locations will be offered the opportunity to re-train for newly defined roles and / or a profession outside of Unilever where there are shortages of employees.
    - The suite of new professions will be identified & agreed at MCO level by the Joint Training Group and will be based on proven areas of labour shortage in the locality. Unilever will fund this training where it addresses areas of labour shortage. The definition of such areas will not be restricted to FMCG but could incorporate e.g. Logistics, Care sector, Nursing etc. Appropriate external support will be provided to so identify.
- 2.2 In addition to the above, every MCO/ Country will be required to have a defined 'entry level' trainee programme at bringing young people into the world of work / or alternatively for retraining experienced workers. These schemes will be monitored by the Joint Training Group to ensure quality standards and that employees have appropriate access to external qualifications and day release as needed.

## **Section 3- New Models of employment**

- 3.1 MCO management will engage with employee reps to explore new models of employment that will simultaneously meet the needs of people for security and the Business for flexibility (win- win models). Such models will be dependent on local laws but will at all time ensure full respect for human and labour rights.
- 3.2 Where it can be agreed locally, joint 'pilots' will be approved – with the results reported back to the EWC through the Barcelona agenda for wider learning.
- 3.3 The steps above are to promote co-creation where the circumstances allow. None of the above will require either Management or employee reps to reach agreement on employment models, and management retain the right, within existing frameworks and agreements to implement legal employment arrangements as needed. Similarly, none of the above will remove the rights to collective bargaining on employment conditions in line

with legal requirements and procedural agreements where management wishes to propose a variation.

#### **Section 4- Managing Life Transitions**

- 4.1 MCO management may also engage with employee reps to explore new approaches to transitioning employees into and out of the workplace at key life stages.
- 4.2 Where it can be agreed locally, joint 'pilots' will be approved – with the results reported back to the EWC through the Barcelona agenda for wider roll out.
- 4.3 The steps above are to promote co-creation where the circumstances allow. None of the above will require either Management or employee reps to reach agreement always on employment models, and management retain the right, within existing frameworks and agreements to implement legal employment arrangements as needed. Similarly, none of the above will remove the rights to collective bargaining on employment conditions in line with legal requirements and procedural agreements where management wishes to propose a variation.

#### **Section 5 – Process for consulting and co-creating**

- 5.1 The existing EWC constitution and locally defined procedural agreements and processes for formal consultation will continue. The Joint Statement on Responsible Restructuring also stands. Nothing in this Framework supersedes existing procedural arrangements for consultation and negotiation
- 5.2 This Framework is specifically aimed at enabling NEW mechanisms for co-creation. It envisages that such co-creation will deploy new ways of working (eg Sprints) whereby joint teams from Management and employee representatives can work together to identify NEW solutions to NEW issues in advance of disruptive impacts.
- 5.3 The Framework envisages that MCOs/ Countries may choose, in addition to their existing structures, to establish:
  - A joint working team on Training, Upskilling and Employability- To address Sections 1 and 2 above
  - A Joint Working Team on Sustainable Employment and the future of work – to address Sections 3 and 4 above.
- 5.4 The Barcelona 2.0 agenda will form a standing agenda item at the annual EWC plenary meeting & the ECC will receive regular updates on pilots and progress

#### **Signed:**

**For Unilever Europe and for the EWC employees**




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CEO



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