

# Case Study – Acquisition of Company A, Terms & Conditions (T&C's) rationalisation

## Problem

The challenge was to ensure minimal disruption to Company A people as a result of a new T&C harmonisation offering. With no T&C related ER/Union issues. Ideally, all in scope Company A people receive and accept the offer of new T&Cs

Company A people were on their own T&Cs with no Union representation. Some people were on an overall more generous package than the Company acquiring them. There were circa 6000 permanent FTE based at a single site. Company A had great people, with the skills and expertise to succeed. The People were living with the uncertainty of a job due to Brexit and the Corona Virus epidemic. Due to the lack of a collective bargaining clause in the individual contract of employment, Company A people have to individually sign-up to any contract changes.

The acquiring Company plan to continue the services offered with some streamlining of functional roles.

## Solution/Process

The acquiring Company's aim was to be fair and transparent with the people impacted at Company A, whilst supporting the simplification and alignment of T&C's. Before issuing new harmonised contracts, they wanted to make sure everyone had a good understanding of the proposed T&Cs offer.

A detailed plan was drawn up to ensure Company A people were communicated to at the correct times and know where to go to access relevant information about the change and how it affects them.

Consultation took place with people impacted via forums, Senior Executives in both Companies and the (acquiring company) Union on the T&C's for the harmonisation.

Management were understanding of peoples work life balance during a period of mass training as a result of changes to systems, processes and procedures, at a time when they were going through personal change.

An important factor in the change was allowing sufficient time in the implementation plan for people to consider the changes, before asking them to sign a new contract.

In addition to moving to the acquiring companies T&Cs, Company A's people received some protected T&C and transition arrangements after signing the new contract, to smooth the transition.

## Outcome/Benefit Delivery

People impacted were successfully transferred to the harmonised T&C's with no major disruption to service.

### Overall

- People signing new T&C's benefited by being part of a large company that wanted them in a time of uncertainty (Brexit & Covid-19 to name a few).
- People integrated well into new teams with new bosses and changed ways of working
- People saw the opportunity to gain new skills, knowledge, by working for a Company with strong Values, Behaviours and governance processes.
- New employee representation was made available through union membership
- The few T&C related ER/Union risks and issues were managed successfully prior to communicating the proposed T&Cs to the people impacted.