

## **Barclays Group Globalisation HR Framework**

- Barclays and UNIFI acknowledge that globalisation represents a new phase of organisational change
- For the purposes of this framework, globalisation means the transfer of roles directly from the UK to destinations beyond the EU boundaries.
- This HR Framework, developed and agreed between Barclays and UNIFI, aims to mitigate the potential impacts associated with this type of change
- Barclays and UNIFI believe that, by applying this Framework, both parties are meeting their responsibilities under Principle 6 of the Partnership Principles concerning Employability
- Whilst this framework has been developed to support globalisation, Barclays has agreed that elements of the Framework should apply to any site/business unit closure, regardless of whether due to globalisation activity, to ensure a consistent approach to the management of large-scale change
- Barclays will, on a 6 monthly basis, share high level plans for potential globalisation activity to UNIFI on an aggregate basis. This will be embargoed pending individual consultations
- Barclays will, on a 6-monthly rolling basis, provide UNIFI with aggregate Management Information (MI) to monitor the effectiveness of the Framework
- Whilst the effectiveness of the Framework will be monitored on an ongoing basis, the whole Framework will be fully reviewed two years from the date of this agreement
- A meeting will be arranged to discuss current projects involving globalisation activity and how the proposed Framework is to be implemented
- Barclays and UNIFI agree to support this agreement and to operate wholly within the spirit of it
- This proposed Framework is subject to agreement by both Barclays and UNIFI

### **Voluntary Redundancy Register**

- Applicable to globalisation projects and site closures (including closure of a defined unit)
- Opened as required for defined business and/or geographic areas
- Process supported & facilitated by a dedicated redeployment team of c.5 people at an annual cost of c. £250K
- Commitment that registering will have no detrimental affect on the individual
- To reinforce the above, there will be no requirement for individual to advise their line manager when registering
- Registering does not guarantee any commitment from the Bank to release
- Applicable geographic and/or business area to be agreed in individual consultations with UNIFI based on the Move of Office allowance outer limit

- Barclays and UNIFI recognise their joint responsibility to manage expectations of staff when announcing the opportunity to register

### **Voluntary Job Matching (VJM)**

- Overall process as currently exists will continue
- Supported & facilitated by the establishment of the Voluntary Redundancy Register and Redeployment Team (as per previous slide)
- Redeployed individual retains their current contract of employment subject to this meeting the minimum operational requirements for the job
- VJM cannot be used to obtain promotion
- Barclays policy is not to make 'top/high' performers redundant, however, redundancy via VJM may be considered in very exceptional circumstances, on a case by case basis, where:
  - Potential VJM match is rated at the same performance level
  - Both parties to the potential VJM match are within the same business area (therefore with performance benchmarked to same standards)
  - All redeployment efforts exhausted

### **Redeployment into Alternative Employment**

- Involves redeployment of a permanent employee into a vacant or contract/agency role that is not deemed to be a Suitable Alternative Employment (SAE)
- Applicable only when no SAE available
- By definition, individual will not be a direct skills match (SAE) to the role, but the skills gap must be realistically trainable within a 1 –3 month period or sufficient progress able to be made in that period for both parties to make an assessment
- Trial period in new role of 1 – 3 months dependent on nature of role
- Regular reviews throughout the trial period (at least monthly)
- Business has discretion to cease the trial or confirm the individual's appointment
- Individual has the discretion to withdraw within the trial period
- Employee must demonstrate serious commitment to potential redeployment
- Redundancy package (including displacement period) guaranteed in the event trial period unsuccessful or the individual decides not to progress subject to there being no suitable employment available
- Only one such trial period allowed unless individual willing to undertake a second trial period during their 3-month displacement period
- Normal reward cycle continues throughout trial period

### **External Training Funding Support**

- Up to £2000 gross per eligible individual
- Applicable to 'globalisation' and/or site closures (including closure of a defined unit)
- Used only where there are limited redeployment opportunities and/or where these have been actively exhausted (demonstrated by individual and confirmed by manager)
- For use on vocational training only, i.e. relevant to future career
- Not applicable to those opting for voluntary redundancy
- Individual to be enrolled and/or accepted onto relevant course within 9 months of actual displacement. Eligible individuals will be confirmed at the point of displacement
- Costs, up to the above limit, reimbursed on production of receipt by individual
- Effectiveness and level of take-up to be reviewed and monitored on an ongoing basis
- Need to develop clear governance and controls around whole process
- Clear commitment to budget – up to £2m until the end of 2006

### **Union Learner Reps**

- Barclays and UNIFI agree in principle to the introduction of Union Learner Representatives to support the redeployment effort within the overall compliment agreed for accredited representatives
- The detail of these roles and the process for their recruitment will form the subject of a separate agreement

### **3-Month Advance Notification of Displacement**

- Applies to globalisation and site closures (including closure of a defined unit) where there are limited or no redeployment opportunities
- Will provide at least 3 months notification of the potential change/closure at an aggregate level to the impacted group of employees in tandem with our statutory obligation to consult
- Our principle will be to provide individuals with at least 3 months advance notification of potential displacement as a result of globalisation and site closures (including closure of a defined unit)
- Barclays and UNIFI recognise the need to position this as a notification period to enable real focus on facilitating and maximising redeployment
- This will be actively supported by the provision of in-placement support (see next slide)
- This is NOT an extension of the current, or an additional, displacement or garden leave period
- UNIFI support will be necessary to ensure the correct communication and positioning of this advance notification of displacement

## **In/Outplacement Support**

- Integral element of the 3-months advance notification of displacement period, therefore applies subject to same criteria e.g. limited or no redeployment opportunities
- Alternative to 'pure' outplacement support by making the Right Couitts support available within month one of the 3-month advance notification period
- Provision will not change from current outplacement support, but flexibility will be increased to enable delivery over 4 months, i.e. into the displacement period
- Guidance will be developed for Right Couitts and individuals regarding this potential phasing of support over 4 months
- Focus of support will be on development of general job-seeking skills and understanding of own skills and competences, primarily but not exclusively in relation to achieving redeployment within Barclays
- Requirement on managers to actively support the redeployment effort and to ensure adequate release of staff to attend Right Couitts support and any interviews etc. An estimate of the time required to support redeployment will be sought from Right Couitts and will be issued as guidance to be followed by line managers
- Business will consider the provision of additional business-led activities to support redeployment where appropriate
- Release into any new role found will be governed by current Group policy

## **TUPE with Post-Transfer Globalisation**

- Barclays has a very strong track record in the management of TUPE transfers that has been acknowledged by UNIFI. Whilst every transaction is considered on its own merits (economic, people and commercial impact), and as such it is not appropriate to establish a common approach, recent practice on individual projects has included:
- A well-established procedure for managing the end-to-end outsourcing and associated UNIFI consultation process
- Operating stringent HR criteria within supplier selection processes
- Only operating with reputable companies who can often provide enhanced career development opportunities for transferring staff
- Often exceeding legislative requirements in relation to treatment of terms and conditions, particularly regarding pension provision where comparable pension benefit is sought on an individual cost neutral basis
- In the event of known post-transfer reorganisation, seeking to protect Barclays redundancy payment formula for the duration of the proposed changes
- Seeking to ensure or facilitate meaningful union recognition for transferring staff
- Going forward, in any TUPE transfer which incorporates post-transfer globalisation initiatives known at or before the time of transfer, Barclays will ensure that all details of the Group Globalisation HR Framework are shared with those parties invited to tender for the potential outsourcing of roles and will work proactively with any selected supplier to ensure that the principles of the Framework are reflected in their approach to managing the globalisation as it affects individuals who are to be transferred from Barclays.

- Barclays and UNIFI reserve the right to deal with these arrangements on a case by case basis recognising the unique nature (economic, people and commercial) of each transaction

### **ILO Standards & Freedom of Association Offshore**

- In the 2002 CSR report Barclays confirmed that the development of a statement of human rights principles to inform employment and sourcing practices worldwide was underway. This work will continue and, recognising national laws, will reflect the human rights standards enshrined in the UN Universal Declaration of Human Rights and the ILO conventions
- Barclays will give consideration to the ILO Conventions as part of their supplier evaluation process. In addition, any contract Barclays enter into will reflect both Barclays and UNIFI's desire to integrate environmental and social issues into the way Barclays conducts business
- In the spirit of this agreement and if requested by UNIFI, Barclays will endeavour to facilitate dialogue between UNIFI and the offshore supplier organisation

[unofficial version]