

# Consultation and Information Disclosure – what should the boundaries be?

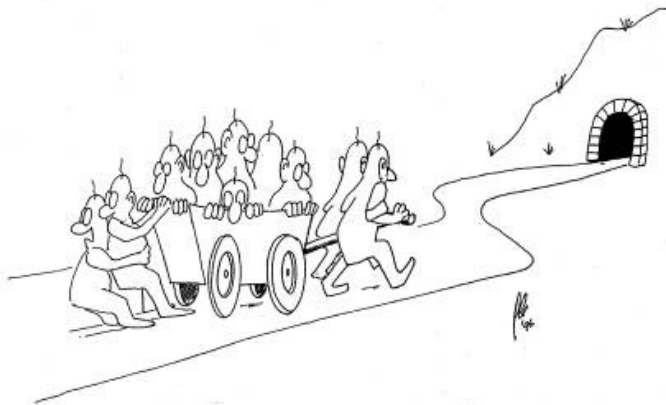
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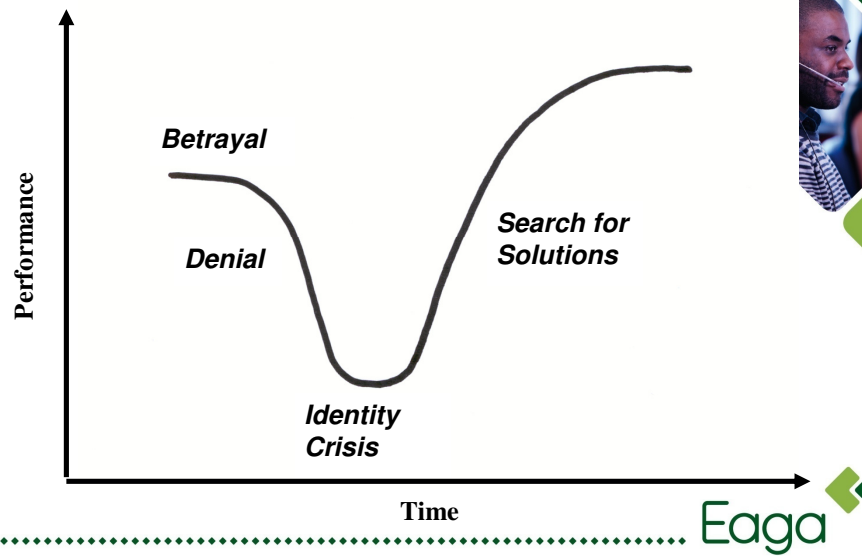
18th November 2010



# Unknown Journey



## Change Curve



## Scale of Change over last 6 years

- 10 x growth in partner numbers (450 to 4500)
- Growth by 10 Acquisitions and recruitment
- Partners Council involved with over 40 change projects / re-organisation
- Ranging from SVR, T&C's changes and closure of depot and office locations
- Consultation involving over 50 % of partners

## Consultation Matrix

<p><b><u>Inform/Communicate</u></b></p> <ul style="list-style-type: none"> <li>•Acquisitions / Joint Ventures</li> <li>•Board Appointments and Leavers</li> <li>•Share Incentive Plan</li> <li>•Contract wins/ losses</li> <li>•Whistle Blowing</li> <li>•Health and Safety incidents</li> <li>•RIDDOR incidents</li> <li>•Serious Injury or fatality</li> </ul>	<p><b><u>Consult/Influence</u></b></p> <p>When the business is contemplating:</p> <ul style="list-style-type: none"> <li>•Redundancy / At Risk activity</li> <li>•Re-structures</li> <li>•Remuneration</li> <li>•Changes to terms and conditions</li> <li>•Health and Safety</li> <li>•Cost of Living Allowance</li> <li>•Job Families / Job Benchmarking</li> <li>•Due Diligence / pre/ post acquisitions</li> </ul>
<p><b><u>Review/Monitor</u></b></p> <p>Company Performance, financial Performance Operational delivery/ performance Health and Safety, Risk Register Audit Reports People Issues – disciplinary and grievances Divisional EPC Activities Acquisitions or JV (post implementation) PES Results Social Responsibility Activity EPLC Strategy Implementation</p>	<p><b><u>Approve</u></b></p> <ul style="list-style-type: none"> <li>•Group Employment Policies</li> <li>•Constitution Changes (75%)</li> <li>•Company communication where stated consultation has taken place with EPC and EPC support the decision</li> </ul>

Thanks - Tullis Russell



## Consultation Check List

- Details of change
- Business rationale
- Options considered
- Why this option?
- Constitution requirement – Redundancy is a last option
- Re-deployment opportunities
- Timescale
- Communication plans and Q&A's
- 1-2-1 scheduled
- Partner issues, long term sick, maternity leave
- Risk of redundancy – selection criteria
- Outplacement support programme
- Benefits realisation post implementation



## Balancing Involvement and commercial confidentiality

- Issue as a PLC, treat all share holders the same
- Leakage of price sensitive information = Share price changes
- Individual confidentiality agreements
- Trust in your constitution and ownership model
- Trust in your partners

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## Handling pressure on employee representatives

- Understand it will be tough to hold confidential information
- Some leaders will not like being challenged, added pressure on the representative
- Provide full training program for representatives
- Backed by your constitution
- Support of senior leaders
- Support for time off the day job to undertake council duties

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## How to create a successful consultation process

$$C = (R \times V \times P)^e$$

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Any questions?

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