

# Managing Global Employment Policies

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# Agenda

- Introduction
- Your Challenge
- Scoping the Issues
- Things to Watch out For
- Some Best Practices

# Your Challenge

- You work as head employment counsel for Europe for an international company with offices in over 35 countries, with headquarters in the United States. It is Monday morning and you receive a call from the head of employment law in the U.S. She lets you know that senior management has decided that they want to roll out a global code of conduct.

## What Will You Do Now?

- While you have business conduct guidelines today, you do not have a consistent global document. Management has decided, however, that this universal document is critical given the size and scope of the company. They would like the new code rolled out by the end of next month.
- Any concerns?
- How will you go about creating this code?
- How will you roll it out?

# Where to Begin

- Audit existing policies and practices
  - Local HR
  - Outside counsel
- How to Scale?
  - One size fits all
    - Cover all legal requirements in one policy
    - Create a more high level policy without details
  - Country by county policies
  - Addendums for certain jurisdictions
  - Combination approach

# Scoping the Issues

- Legal Issues Triggered by Unilateral Implementation
- Consultative/Employee Approval Requirements
- Local Labor Laws: How to Identify and Comply
- Discrimination, Bullying and Human Rights
- Occupational Health & Safety, Workplace Violence
- Ethics and Employee Misconduct
- Privacy
- Balancing Corporate Culture with Local Culture

## Things to Watch Out For

- Local legal requirements for implementation and acceptance
- Communication strategy – did you announce a global policy before getting the proper local approvals?
- Bear in mind cultural differences
- Watch translations carefully
- When using examples, make sure they work and are global when they need to be

## Some Best Practices

- Have a clear strategy and specific objectives
- Understand which workplace changes require consultation or approval before a final decision is made
- Understand where criminal liability may attach
- Have clear owners of the policy and roll out, both globally and locally
- Be sure to have the technology or alternate means to reach the whole audience