



Contributors

Americas Asia Europe www.mayerbrown.com

Belgium

Nicolas Simon
T: +32 2 644 05 11
F: +32 2 646 38 47
E: nicolas.simon@vow.be
Van Olmen & Wynant
Avenue Louise 221
B-1050 Brussels
Belgium

England and Wales

Nicholas Robertson
T: +44 20 3130 3919
F: +44 20 3130 8944
E: nrobertson@mayerbrown.com
Mayer Brown International LLP
201 Bishopsgate
London EC2M 3AF
United Kingdom

France

Régine Goury
T: +33 1 53 53 43 40
F: +33 1 53 96 03 83
E: rgoury@mayerbrown.com
Alexia Le Cloirec
T: +33 1 53 53 43 43
F: +33 1 53 96 03 83
E: alecloirec@mayerbrown.com
Mayer Brown
20 Avenue Hoche
Paris 75008
France

Germany

Dr. Guido Zeppenfeld
T: +49 69 79 41 2241
F: +49 69 79 41 100
E: gzeppenfeld@mayerbrown.com
Vanessa Klesy
T: +49 69 79 41 1283
F: +49 69 79 41 100
E: vklesy@mayerbrown.com
Mayer Brown LLP
Friedrich-Ebert-Anlage 35-37
60327 Frankfurt am Main
Germany

Italy

Francesco D'Amora
T: +39 02 87 21 32 37
F: +39 02 91 39 06 17
E: fdamora@quorumlegal.com
Antonella Iacobellis
T: +39 02 87 21 32 37
F: +39 02 91 39 06 17
E: aiacobellis@quorumlegal.com
Quorum
Via Senato 37
20121 Milano
Italy

Norway

Ingrid Cathrine Nielsen
T: +47 23 11 11 39
E: ini@thommessen.no
Advokatfirmaet Thommessen AS
Haakon Vlls gate 10
Postboks 1484 Vika
NO-0116 Oslo
Norway

Russia

Markus Schaer
T: +7 495 232 0301
F: +7 495 232 0302
E: markus.schaer@sts-law.ru
Evgenia Anisimova
T: +7 495 232 0301
F: +7 495 232 0302
E: evgenia.anisimova@sts-law.ru
Secretan Troyanov Schaer SA
Ulitsa Usacheva 33, Bldg. 1
7th Floor
119048 Moscow
Russia

Spain

Nazaret Clemente
T: +34 91 576 19 00
F: +34 91 575 86 78
E: nclemente@ramoncajal.com
Antonio de Mariano
T: +34 91 576 19 00
F: +34 91 575 86 78
E: amariano@ramoncajal.com
Ramon y Cajal Abogados
Calle Almagro 16-18
28010 Madrid
Spain

Switzerland

Martin L. Müller
T: +41 44 217 92 60
F: +41 44 217 92 17
E: martin.mueller@pestalozzilaw.com
Pestalozzi Attorneys at Law Ltd
Loewenstrasse 1
8001 Zurich
Switzerland

Turkey

Irmak Dirik
T: +90 212 234 44 25
E: idirik@dablawfirm.com
DAB Law Firm
Şakayık Sokak Nişantaşı Plaza No:38/2
K.4 D.19 Nisantasi Sisli
Istanbul
Turkey

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	Belgium 	England & Wales 	France 	Germany 	Italy 	Norway 	Russia 	Spain 	Switzerland 	Turkey 	
Overall risk level on termination of employee	Yellow	Yellow	Red	Red	Red	Red	Red	Yellow	Yellow	Red	Overall risk level on termination of employee
Court attitude: employer/employee friendly?	Yellow	Yellow	Red	Red	Yellow	Red	Yellow	Yellow	Yellow	Red	Court attitude: employer/employee friendly?
Degree of protection from termination	Yellow	Yellow	Red	Red	Red	Red	Red	Yellow	Yellow	Red	Degree of protection from termination
Difficulty of following due process	Yellow	Yellow	Red	Red	Red	Red	Red	Red	Green	Red	Difficulty of following due process
Ease of transfer of employee on a transfer of undertaking	Yellow	Yellow	Red	Red	Red	Green	Green	Yellow	Green	Red	Ease of transfer of employee on a transfer of undertaking
Level of ex gratia payment	Red	Red	Red	Red	Red	Red	Yellow	Red	Yellow	Red	Level of ex gratia payment
Reinstatement	Green	Green	Yellow	Red	Red	Yellow	Red	Yellow	Green	Yellow	Reinstatement
Risk of union involvement or collective bargaining requirement	Yellow	Yellow	Yellow	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Risk of union involvement or collective bargaining requirement
Risk of government involvement	Yellow	Green	Red	Red	Green	Green	Red	Green	Green	Green	Risk of government involvement

CRITERIA	High risk jurisdiction in which to terminate employees considering the 8 factors below.	Medium risk jurisdiction in which to terminate employees considering the 8 factors below.	Lower risk jurisdiction in which to terminate employees considering the 8 factors below.	CRITERIA
Overall risk level on termination of employee	High risk jurisdiction in which to terminate employees considering the 8 factors below.	Medium risk jurisdiction in which to terminate employees considering the 8 factors below.	Lower risk jurisdiction in which to terminate employees considering the 8 factors below.	Overall risk level on termination of employee
Court attitude: employer/employee friendly?	Courts tend to be very employee friendly.	Courts tend to be reasonably employee friendly.	Only the very lowest level courts tend to be employee friendly.	Court attitude: employer/employee friendly?
Degree of protection from termination	Broad categories of employee protected by unfair or unlawful dismissal legislation and consequences of breach can result in an offence being committed, a fine or an order for reinstatement or reengagement.	Certain categories of employees protected by unlawful or unfair dismissal legislation but not all.	Few (if any categories of employees) protected by unfair or unlawful dismissal legislation.	Degree of protection from termination
Difficulty of following due process	High level. This includes consultation obligations, requirement to put reason for termination to the employee and give him/her opportunity to improve. This process may take many months. A court process may be required.	Medium level.	Low level.	Difficulty of following due process
Ease of transfer of employee on a transfer of undertaking	Not easy.	Relatively easy.	Easy.	Ease of transfer of employee on a transfer of undertaking
Level of ex gratia payment	Often several multiples of monthly base salary required to achieve a mutual separation.	1 to 2 times monthly base salary usually required to achieve a mutual separation.	Not generally a requirement to achieve a mutual separation.	Level of ex gratia payment
Reinstatement	Mandatory reinstatement ordered by the Courts.	Reinstatement ordered on occasion but not always.	Very unlikely to be ordered.	Reinstatement
Risk of union involvement or collective bargaining requirement	Often union involvement in terminations or some form of collective negotiation/consultation required.	On certain occasions depending on the level and number of employees terminated.	Low risk.	Risk of union involvement or collective bargaining requirement
Risk of government involvement	High risk.	Medium risk.	Low risk.	Risk of government involvement

* Countries have been selected on the basis of their economic and commercial relevance.

MAYER BROWN EUROPEAN OFFICES

Brussels
Mayer Brown Europe-Brussels LLP
Avenue des Arts 52
Brussels 1000
Belgium
T: +32 2 502 5517

Düsseldorf
Mayer Brown LLP
Graf-Adolf-Platz 15
40213 Düsseldorf
Germany
T: +49 211 86224 0

Frankfurt
Mayer Brown LLP
Friedrich-Ebert-Anlage 35-37
60327 Frankfurt am Main
Germany
T: +49 69 7941 0

London
Mayer Brown International LLP
201 Bishopsgate
London EC2M 3AF
United Kingdom
T: +44 20 3130 3000

Paris
Mayer Brown
20 Avenue Hoche
Paris 75008
France
T: +33 1 53 53 43 43