Range closure — what is costed, and what is not measured

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Document issued on 09/11/2026

Low-temperature display cabinets, two sites · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The figure that makes most closure plans lie is not the revenue lost: it is the costs that do not disappear with the range.** They are at the front of this document.

What the range represents

Element	Value	Source
Revenue	**€6.2M**	ERP, closed financial year
Margin	**3.1%**	Cost accounting
Jobs concerned	**34 in production, 2 in the design office**	HR system, costs by department
Sites	Two	Capacity plan

Element	Value	Source
Costs disappearing with the range	€5.8M	Cost accounting
Costs remaining to be absorbed elsewhere	**€0.9M**	**Structural costs and shared tooling**

Ranking by skill — what answers the question « who to keep »

Skill held	People	Serves the other ranges?	Where the information comes from
Refrigerant handling certification	**9**	**Yes — the three other ranges**	**The company's certification register**
PLC programming	**4**	**Yes — every line**	Certification register
Controlled-atmosphere welding	6	Yes, in part	Certification register
Assembly specific to the closed range	17	No — redeployment to be prepared	Capacity plan

This table measures nobody: it lists what each person can do, from the certifications the company already issues. **It works for redeployment just as well as for departure** — which is what makes it usable in social dialogue.

The individual indicator: what is possible, and on what conditions

Point	What it implies
The principle	**An employer's power to monitor is recognised — it is the conditions that are regulated, not the principle**
Proportionality	The measure must be proportionate to the purpose pursued
Prior information	**The people concerned are informed before any implementation**

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Point	What it implies
Consultation of employee representatives	**Mandatory above fifty employees — the company has 340, and consultation takes six weeks**
What the agent supplies	**The definition of the indicator, the information note and the material for consultation — management decides**

Why the individual indicator is advised against — mechanically

Step	What happens
1	Technicians are ranked by number of call-outs
2	**Short call-outs become the priority**
3	**Heavy breakdowns wait**
4	**The indicator rises, service quality falls**
5	**The instrument used to decide with no longer measures anything — within six months**

> **What the agent does under no circumstances, and this is not a precaution:** infer employees' emotional state, from any signal whatsoever. **The European regulation on artificial intelligence prohibits it in the workplace**, and no configuration opens it.

Redeployment variant retained by the board: _____

Social dialogue calendar opened on: _____

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