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META LAYOFF RESOURCE GUIDE

Practical guidance for Meta workers navigating layoffs — severance, insurance, immigration, job search, and collective action.

Quick start: If you want the simplest path forward, skip to Section 11: “Next Steps & Resource Directory.” That section gives you a step-by-step timeline of what to do immediately, within the first week, and over the next 60 days.

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1. INTRODUCTION AND ORIENTATION

If you're reading this, you're likely dealing with uncertainty—about your income, your visa status, or what you're supposed to do next. You may feel confused, frustrated, or even angry. All of that is normal. Layoffs often happen quickly, with limited clarity and little time to process what comes next.

The best thing about working at Meta has always been the amazing people. You are here irrespective of your skills, contributions, and value you've brought to the job and your co-workers. These layoffs are not a reflection of the quality of your work or your personal worth.

This guide is designed to help you **move forward with clarity**. It pulls together the most common questions raised by workers facing layoffs and provides **clear, actionable steps**, grounded in legal guidance and real-world examples. It is not legal advice, but it is meant to help you understand your options and make informed decisions quickly.

You do not need to read this entire document right now.

If you want the simplest path forward, skip to Section 11: “Next Steps & Resource Directory.”

That section gives you a step-by-step timeline of what to do immediately, within the first week, and over the next 60 days.

For everything else, use this guide as a reference. Different sections apply depending on your situation:

- If you have a severance agreement → go to Section 2
- If you're worried about health insurance → go to Section 3
- If you're on a visa → go to Section 6
- If you want to understand your options beyond individual decisions → go to Section 9

Where possible, sources are cited so you can verify information yourself.

You are not the only person navigating this. Many of the insights in this guide come directly from other workers asking the same questions you likely have right now.

2. UNDERSTANDING YOUR SEVERANCE AND LEGAL RIGHTS

READING THE SEPARATION AGREEMENT

A separation agreement typically outlines: (1) the amount and form of severance pay, (2) the schedule of health-insurance coverage, (3) a release of claims against the employer, (4) non-disparagement and confidentiality clauses, (5) return of company property, and (6) the deadline for signing. Severance is usually offered in exchange for waiving the right to sue for termination-related claims. There is no universal formula for severance pay. At meta the severance is 16 weeks + **two weeks of pay per year of service** ^[1], but neither federal nor most state laws require any severance. Executives often receive more generous packages. The agreement may specify whether severance is paid as a lump sum or salary continuation; this matters because some states treat salary continuation as wages when assessing unemployment benefits.

At Meta, the Separation Agreement entails a “16+2” formula of 16 weeks base, plus 2 weeks for each year worked at the company. Meta will continue paying for health insurance premiums through COBRA for 18 months, fully covering employees and families. In addition, Meta will also provide 3 months of career transition services and support to employees on H1B visas. Meta does not typically enforce non-compete agreements. All unvested RSUs are forfeited upon separation. The separation agreement sent by meta contains deadlines and logistics for returning your laptop and company equipment.

Employees **aged 40 and older** are protected by the Older Workers Benefit Protection Act. Those employees must have at least **21 days to consider the severance offer** and allow **7 days to revoke signature after signing**^[2]. Make sure the document contains this language and that you are given the required time to review it.

Meta states that the company offers similar severance benefits outside the U.S. but the details may differ depending on local laws and country-specific policies. The agreement also contains a release of claims and non-disparagement.

NEGOTIATION POSSIBILITIES

Severance terms are not always take-it-or-leave-it. If you believe your package is below industry norms or if the separation agreement contains problematic clauses, consider negotiating. A negotiation might involve requesting:

- **Accelerated vesting of unvested RSUs** or alternative compensation of equivalent value. Meta employees have successfully negotiated partial vesting or cash payments for unvested stock in the past.
- **Immigration legal support** (Meta provides support for H1B visa holders). You can negotiate for additional crisis support for legal fees, rehiring help, or a transfer of visa status for yourself or family members.
- **More weeks of pay** (especially if your tenure was long or if you were laid off while on leave). It is possible to negotiate for more weeks of base pay severance, or an additional week of severance per year worked, though this is more likely to be denied. It doesn't hurt to ask.
- **Prescription and care continuity** Meta has offered to cover 18 months of COBRA coverage. However, workers with disabilities can be granted up to 29 months of unsubsidized COBRA coverage. A second qualifying event such as a death or divorce can be granted for up to 26 months of COBRA. If you have a disability or a qualifying event, you may be able to negotiate for extended subsidies beyond 18 months.

When negotiating, it helps to **designate a small group of worker representatives** and present consistent demands. Workers who band together have more leverage and are less likely to be singled out than individuals acting alone. However, you may be asked to **trade silence (agreeing not to escalate or speak publicly)** in return for improved terms.

More information on this topic can be found in this tab: [Severance Negotiation Tactical Guide](#)

WARN ACT AND REMOTE-WORKER CLASSIFICATION

The federal Worker Adjustment and Retraining Notification (WARN) Act requires employers with 100 or more full-time employees to provide **60 days' advance notice** of a mass layoff or plant closing affecting at least 50 full-time employees at a **single site of employment**^[4]. Remote work

complicates this requirement. Federal WARN regulations envision employees who travel or work at a client site but **do not explicitly address fully remote workers with a fixed at-home workspace**^[5]. Employers must decide whether a remote worker’s “single site of employment” is that person’s home, their assigned office or another location. Because the issue is unsettled in court, some companies err on the side of giving notice to remote workers, while others do not^[6]. Meta has historically given WARN notice to **all remote employees**.

EXAMPLES OF COLLECTIVE BARGAINING AND CAUTIONARY TALES

Collective action can improve outcomes, but it comes with risks. In 2020 Kickstarter employees, who were unionized, negotiated an agreement that provided **four months of severance pay, recall rights for a year and continued healthcare coverage for up to six months**^[3]. On the other hand, activism can provoke retaliation. In 2025 the National Labor Relations Board accused Mozilla of **refusing to hire former Apple engineer Cher Scarlett because of her workplace activism**, leading to a \$300,000 settlement^[7]. The settlement was hailed as an important precedent, but the case illustrates the real career risks faced by high-profile organizers. When weighing public advocacy, consider both the potential gains (stronger severance, transparency) and the personal risks (blacklisting, future hiring hurdles).

See [Section 9](#) for more detailed information on collective bargaining.

3. HEALTH INSURANCE AND COBRA

Employer-sponsored coverage usually ends on your separation date or at the end of that month following your separation date. The **Consolidated Omnibus Budget Reconciliation Act (COBRA)** allows you to continue the same health plan at your own expense. Key rules:

- **60-day election window:** Once your employer-sponsored plan ends, you have **60 days to enroll in COBRA**^[8]. Even if you delay enrolling, coverage is retroactive to the day your previous coverage ended as long as you elect within the window^[8].
- **Duration:** COBRA coverage generally lasts **18 months**, but certain qualifying events (e.g., disability or divorce) can extend it to **29 or 36 months**^[9]. Meta has agreed to pay the premiums and fees for 18 months of COBRA coverage.

After the 18-month period, alternatives include enrolling in a spouse’s plan, purchasing a Marketplace plan through healthcare.gov (which may offer subsidies based on income) or researching short-term insurance.

ACTION STEPS

1. **Determine when your current coverage ends.** The date may be listed in your separation agreement or HR portal.
2. **Watch for the COBRA notice.** Your employer must send a general notice and an election notice explaining your rights.
3. **Enroll within 60 days**^[8]. If you miss the deadline you lose the right to COBRA.

More information on this topic can be found at: [Health Ins Decision System for Laid-Off Workers](#)

4. UNEMPLOYMENT BENEFITS

Unemployment insurance is a state program. Eligibility rules and benefit amounts vary, but typical requirements include earning a minimum amount in the past 12–24 months and actively seeking work^[11]. There is no federal unemployment system; instead, you file a claim with the **state where you worked**^[12]. If you worked remotely in a different state from where you live, contact your home state's unemployment office for assistance on where to file^[12].

Because severance pay is sometimes treated as wages, it may **delay or reduce unemployment benefits**, especially when severance is paid as salary continuation. Check your state's rules and ask the unemployment agency whether your severance will affect your claim. **Apply as soon as you are laid off**; some states have waiting periods, and benefits are not retroactive.

ACTION STEPS

1. **Gather documents.** Have your separation agreement, Social Security number, and recent pay stubs ready.
2. **File with the state where you worked**^[12]. Use the state's online portal or phone number.
3. **Ask about severance impact.** If your severance is paid over time, unemployment benefits may not start until after the severance period ends.
4. **Maintain eligibility.** Keep records of job search activities and report any freelance income. Failure to meet job-search requirements can result in denial of benefits.

More information on this topic can be found at: [Unemployment Benefits & Financial Protection](#)

5. EQUIPMENT, DATA AND FINANCIAL DOCUMENTS

RETURNING COMPANY PROPERTY

Once layoff notices go out, IT departments often lock accounts quickly. Prepare by:

- **Backing up personal data:** Use your **personal** devices or accounts to copy personal contacts, tax documents and performance reviews. Avoid forwarding company emails to your personal email because communications may be monitored; instead, take screenshots or photos with your phone as recommended by layoff guides^[13]. Do not download proprietary code or trade secrets. This can void your severance.
- **Returning equipment:** Return laptops, badges, security tokens, credit cards and other property promptly. Retain proof of return (e.g., shipping receipt) to avoid being charged.
- **Accessing W-2/1095-C forms:** If Meta uses a vendor such as ADP, you may need to create a personal account to download these forms after your work credentials are disabled.

401(K), STOCK AND RSUS

You retain **100 % ownership of your contributions** to your 401(k) plan, but employer matching contributions may vest over time. Meta matches \$1 for \$1 up to 50% of the IRS limit. Verify that your final contributions and match have been deposited before initiating a rollover. When leaving a job, you usually have four options^[14]:

1. **Keep the funds in Meta's plan** (if your balance meets the minimum at \$5000). Pros: low administrative costs and access to institutional investment options; cons: you cannot make new contributions and are limited to the plan's investment menu^[15].
2. **Roll the account into an individual retirement account (IRA)**. An IRA may offer more investment choices and lower fees^[17].
3. **Roll the account into a new employer's 401(k)** if the new plan accepts rollovers. This consolidates retirement savings and delays taxes until distribution^[16].
4. **Cash out the account**. This option is typically discouraged because distributions may be subject to income tax and a 10 % early-withdrawal penalty if you are under 59½.

Decide quickly because delays can complicate a rollover and you may be forced to move small balances out of the plan. Separately, confirm how long you have to exercise any stock options and whether unvested RSUs will be forfeited or can be negotiated. If you believe the company misrepresented your 401(k) or stock rights, consult an employment lawyer.

6. IMMIGRATION AND VISA CONSIDERATIONS

Non-U.S. citizens may face additional pressure because loss of employment can jeopardize visa status. **Nonimmigrant workers in H-1B, E-1, E-2, E-3, L-1, H-1B1, O-1 and TN classifications** have a **60-day grace period** or until the end of the authorized validity period (whichever comes first) to either find a new employer, change status or depart the United States^[18]. Although USCIS clarified that **the grace period starts the day after termination** based on the last day for which a salary was paid^[19], there is still significant ambiguity between employment separation notice dates and termination date for 60day clock start. **Contact an immigration attorney promptly**. During this period you retain valid status but cannot work unless a new petition is filed. Severance payments do **not** extend the start of the grace-period clock. If you cannot secure sponsorship, you must depart the country before the grace period ends. Consult an immigration attorney as soon as possible as delays can have serious consequences.

Immigration advice is highly specific; always consult a qualified attorney before making decisions about leaving or staying in the country.

More information on this topic can be found at: [Immigration Survival Manual: Navigating Layoffs](#)

7. MENTAL HEALTH AND PERSONAL SUPPORT

Layoffs often produce grief, anger, relief or shame. Acknowledge these feelings and remember they are common. Support resources include:

- **Online therapy platforms and crisis hotlines:** Lyra Mental Health services are covered under COBRA. Sondermind is a similar mental health portal covered by Aetna PPO with low co-pays. Services like BetterHelp, Talkspace, or the National Alliance on Mental Illness (NAMI) can also provide help.
- **Community support groups:** What We Will offers peer-support meetings where people can share experiences and strategies. Join the “Meta Alumni” channel or local Tech Workers Coalition chapters.

- **Confidential communication channels:** Use encrypted tools such as Signal for sensitive discussions and be mindful that company messaging apps may be monitored^[13].

More information on this topic can be found at: [Mental Health & Stabilization Guide](#)

8. PREPARING FOR THE JOB SEARCH

A layoff can also be an opportunity to reevaluate career goals. Prepare by:

1. **Updating your résumé and LinkedIn profile.** Highlight quantifiable achievements and skills.
 2. **Networking.** Reach out to former colleagues, attend industry events, and join professional groups. Some communities, such as the Tech Workers Coalition, host webinars and mentorship circles.
 3. **Upskilling.** Take advantage of free or low-cost courses on platforms like Datacamp, Coursera, edX, and company resources. Additionally, through the Meta provided services by LHH there's access to 16k LinkedIn Learning courses.
 4. **Interview preparation.** Practice with peers, generate mock interviews with LLMs, research target companies and consider contract or short-term roles while searching for a long-term fit.
 5. **Financial planning.** Create a budget based on your severance and unemployment benefits. Understand health-insurance costs and plan for the possibility of several months without income. [[Meta severance calculator](#)]
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9. COLLECTIVE ACTION AND ORGANIZING

Without a union, workers who band together still retain the power to negotiate collectively.

Informal collective negotiation involves designating a group of representatives, drafting a clear list of demands and communicating them to the employer. The process typically looks like this:

1. **Secure communication.** Use non-company tools (Signal, ProtonMail) to organize meetings and share sensitive information^[13].
2. **Identify grievances.** Survey participants highlighted remote WARN exclusions/violations, short severance periods, miscalculated years of service, confusing DocuSign workflows, visa issues and 401(k) concerns.
3. **Choose spokespeople.** A small delegation prevents the company from bargaining with individuals separately.
4. **Draft demands.** Examples include longer severance, health-insurance extensions, accelerated RSU vesting and prorated bonus.
5. **Present demands and negotiate.** Keep messaging consistent. Decide in advance whether you will accept non-disclosure clauses or silence in exchange for better terms.
6. **Document everything.** Keep records of communications and meeting notes in case legal questions arise.

Collective organizing is protected activity under U.S. labor law, but there can be risks. The case of Cher Scarlett, where Mozilla allegedly refused to hire a candidate because of past activism (settled for \$300 k^[7]), shows that retaliation is still a reality. Participants in public campaigns may face

blacklisting or negative repercussions. Consider your risk tolerance and seek legal advice if you are considering a high-profile role. Organizations such as the **Tech Workers Coalition** and the **Emergency Workplace Organizing Committee (EWOC)** provide training and support for workers interested in collective action.

More information on this topic can found in this tab: [Collective Action and Organizing](#)

10. FREQUENTLY ASKED QUESTIONS

This section distills common questions from laidoff worker survey respondents. Each answer points to the section of this guide where more detail can be found.

Question	Short Answer
Can I negotiate my final termination date or unvested RSUs?	Sometimes. Coordinate with your colleagues. Understand your leverage points. Get clarity on the potential money at stake. Contact a lawyer. Ask HR to push back your termination date to extend health coverage and vesting. Request accelerated vesting or cash payment for unvested RSUs. See Understanding your severance and legal rights.
What if I was on parental, disability or medical leave?	The Family and Medical Leave Act prohibits employers from penalizing employees for taking leave or considering leave use in termination decisions ^[21] . If you suspect discrimination, consult an employment lawyer.
Can I get my unvested RSUs or have prior service counted?	There is no legal requirement for employers to accelerate vesting or recognize prior service unless a contract says so. However, some workers have negotiated these points; collective action often has more leverage.
How do severance and unemployment interact?	Severance paid as salary continuation may delay unemployment benefits. Check with your state's unemployment agency and apply promptly ^[12] .
What happens to my 401(k)?	You can usually keep the account with your former employer, roll it into an IRA or a new employer's plan, or cash it out ^[14] . Each choice has pros and cons; consider taxes and fees.
What are my health-insurance options after layoff?	COBRA lets you continue your plan for up to 18 months if you elect within 60 days ^[22] . Meta is covering all COBRA costs for impacted employees for the Federally allowed maximum of 18 months.
How do I handle immigration issues after layoff?	H-1B and similar visa holders have a 60-day grace period starting the day after termination ^[18] . F-1 STEM OPT holders can accumulate up to 150 days of unemployment total ^[20] . Consult an immigration attorney ASAP.
Will organizing hurt my career?	Labor activism is protected, but retaliation still occurs. The 2025 case against Mozilla, which settled for \$300 k ^[7] , shows that employers sometimes refuse to hire activists. Weigh the benefits of organizing against potential risks.

11. NEXT STEPS & RESOURCE DIRECTORY

PRACTICAL TIMELINE

Immediately (day 0–3):

1. **Back up personal data** with your own devices^[13].
2. **Save copies of pay stubs, W-2s and benefit summaries** from corporate portals.
3. **Contact an employment lawyer** if you have complex questions about severance, WARN classification or discrimination.
4. **Join support networks** (e.g., [Meta Layoff Discord](#), [Tech Workers Coalition](#), [Meta Alumni Portal](#), [Meta Alumni LinkedIn](#)) to connect with peers.

Within the first week:

1. **Review your separation agreement** and note deadlines (e.g., 21-day consideration period^[2]).
2. **File for unemployment** in the state where you worked^[12].
3. **Compare health-insurance options** and decide whether to elect COBRA.
4. **Assess your financial position** and create a budget.

Within 60 days:

1. **Enroll in COBRA** if you choose that option^[8].
2. **Complete any rollover of your 401(k)** or choose to leave funds in the Meta plan^[14].
3. **Decide whether to sign the separation agreement** before the deadline and, if negotiating, secure written amendments.
4. **Update your resume and network.** Register for job-search sites and training courses.

Beyond 60 days:

1. **Continue job search and upskilling.**
2. **Monitor immigration deadlines** if on a visa^[18].
3. **Stay connected with support networks** and consider forming or joining worker organizations like Tech Workers Coalition or Communication Workers of America ([CWA](#)).

RESOURCE DIRECTORY

Topic	Resources
Severance and legal rights	U.S. Equal Employment Opportunity Commission – <i>Employee rights and severance agreements</i> ^[2] ; Hamilton Law Firm article on FMLA and RIF terminations ^[21] .
WARN Act	Employment Law Worldview article on remote workers and WARN Act ^[23] ; DOL WARN Act compliance assistance (dol.gov).
COBRA and health insurance	U.S. Department of Labor – <i>COBRA Continuation Coverage</i> ^[24] ; Healthcare.gov for Marketplace plans.
Unemployment benefits	USA.gov – <i>Unemployment benefits guide</i> ^[12] ; state unemployment offices.
401(k) and retirement	Vanguard – <i>What happens to your 401(k) when you quit your job?</i> ^[25] ; IRS guidelines on rollovers.
Immigration	Greenberg Traurig article summarising USCIS guidance on the 60-day grace period ^[18] ; your school's international office (for F-1 holders).
Worker organizing	Tech Workers Coalition (techworkerscoalition.org); Emergency Workplace Organizing Committee (workerorganizing.org); Kickstarter United agreement details ^[3] ; Reuters coverage of Cher Scarlett case ^[7] .
Mental health support	National Alliance on Mental Illness (nami.org); Crisis Text Line (text HOME to 741741); Employee Assistance Programs; local community support groups.

This document is intended for informational purposes and does not constitute legal advice. Laws may change, and individual circumstances vary. Consult a qualified attorney or financial advisor for advice regarding your specific situation.

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SEVERANCE NEGOTIATION TACTICAL GUIDE

PURPOSE AND CONTEXT

Being laid off is disruptive, but the terms of your exit aren't fixed. Employers often start with a low offer designed to protect their interests, not yours^[1]. This guide explains how to negotiate for a better severance package—whether you're advocating alone or as part of a group—and clarifies which items are negotiable, how to frame your requests, and when to seek professional help. It is not legal advice; consult an employment attorney for specific situations.

1. IMMEDIATE ACTION CHECKLIST

- [] Backup your pay stubs, W-2's, employment separation notices, severance and project impact documents. Secure contacts and important information from your computer.
 - [] File for unemployment and enroll in COBRA.
 - [] If you are under 40 years of age, the typical deadline for signing your severance agreement is 7 days after your termination date.
 - [] If you are 40 years or older, you have 45 days to negotiate and sign your severance agreement following your termination date. After signing, you have 7 days to revoke the signature if you have any unaddressed concerns.
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2. PREPARATION AND LEVERAGE

1. **Gather documents.** Obtain your employment contract, employee handbook, commission plans, RSU/stock option agreements, performance reviews and the severance agreement. These documents reveal existing entitlements and highlight gaps you can negotiate^[4].
2. **Understand typical formulas.** Meta calculates severance as 16 weeks Plus **two weeks of pay per year of service**^[5]. This is a baseline, not a legal requirement; longer tenures, senior roles and potential legal claims (discrimination, retaliation or contract violations) often justify higher payouts^{[2][5]}. Vacation and acquired leave should also be included.
3. **Know your rights.** Under federal law, employees aged 40 or older must be given at least **21 days** to consider a severance agreement (45 days in group layoffs) and **7 days** to revoke their signature^[6]. Use this time to review the offer and negotiate without pressure. Do not sign immediately; you typically have a week or more even if you're under 40^[7].
4. **Assess leverage.** Your negotiation position depends on tenure, performance, whether your role is critical to the company, the risk of legal claims and the employer's desire to avoid negative publicity^[8]. Layoffs, forced resignations and contract breaches create openings for better terms^[8]. If other coworkers are being laid off, compare offers; employers may adjust packages to maintain parity^[9].

5. **Consult professionals.** If the agreement contains a broad legal release, non-compete clause or complex stock/RSU terms, speak with an employment attorney or financial advisor^[10]. Attorneys can also identify potential claims that increase leverage^[11]. Many lawyers offer flat-fee severance reviews^[12].

3. WHAT'S NEGOTIABLE (AND WHAT ISN'T)

The initial offer rarely reflects the maximum the employer can provide^[1]. Most items below are negotiable; some are obligations the employer already owes you.

Item	Why it matters	Negotiation considerations (with sources)
Severance pay	Provides income while you transition.	Use the rule of thumb (16 Weeks + two weeks per year) as a starting point ^[5] . Employees with potential legal claims may negotiate higher payments ^[11] . Ask for payment as a lump sum or salary continuation depending on your tax situation ^[13] .
COBRA	Continuation of benefits is expensive if you pay full cost yourself.	Meta is providing 18 Months of COBRA coverage. This is the federally allowed maximum; however, not all will need it. Alternatively cash in lieu could be more valuable for some.
Pro-rated bonuses and commissions	Bonuses and commissions may comprise a large part of your compensation.	Employers often try to withhold bonuses and commissions if you leave before payout. Demand pro-rata payment for work already performed—these are earned wages, not discretionary ^[16] .
Accelerated vesting of stock options/RSUs	Unvested equity can be valuable.	Ask for additional months of vesting (e.g., 3–12 months); your leverage is strongest during layoffs ^[17] . Even partial acceleration can be worth tens of thousands of dollars.
Non-compete and non-solicit clauses	Restrictive covenants can limit future employment.	Negotiate to eliminate these clauses or narrow their duration and geographic scope ^[18] . Clarify any non-solicitation language.
References and non-disparagement	A neutral or positive reference affects future job searches.	Meta does not officially provide letters of recommendation or references. When contacted, Meta will only confirm dates of employment and last/current position.
Outplacement services and career support	Services like resume coaching or job placement help speed your job search.	Meta provides career transition support through LHH (Lee Hecht Harrison). Sign up at register.lhh.com . The benefit includes a dedicated career coach resume and LinkedIn optimization and access to 16k LinkedIn learning courses.

Non-negotiable items. Final pay for hours worked, reimbursement of expenses and earned commissions are legal obligations and should not be part of the severance negotiation^[16]. Do not waive these rights.

4. FRAMING AND NEGOTIATION SCRIPTS

Tone and approach. Keep discussions professional and collaborative. Thank the employer for the offer, then calmly explain why you deserve better terms. Emphasize fairness and flexibility^[22]. Avoid ultimatums; instead, frame your requests as beneficial to both parties, such as agreeing to assist with transition work or signing a non-disparagement clause^[23].

Sample phrases (adapt to your situation):

- “I’d like to discuss some adjustments to the severance terms to better reflect my contributions to the company.”^[24]
- “Given my tenure and performance, I believe an extension of benefits or an increased payout would be fair.”^[24]
- “To help with the transition, I’d be willing to [offer assistance, sign a non-disparagement clause, etc.] in exchange for additional severance.”^[25]
- “I appreciate the severance package offered, and I’d like to discuss a few adjustments to better reflect my contributions and tenure. Given my [number of years] years of service and [specific accomplishments], I’d like to explore increasing the severance pay and extending benefits coverage. Is there room to adjust these terms?”^[22]

Responding to employer tactics. If you’re told “This is our standard package,” acknowledge the point but explain why your circumstances warrant adjustments^[26]. If pressured to sign quickly, state that you need time to review^[27]. When told “We don’t negotiate severance,” ask whether there has been flexibility in similar cases and emphasize your desire for a mutually beneficial outcome^[28].

5. TIMING STRATEGY AND PROCESS

1. **Pause before signing.** Take time to evaluate the offer; All employees have 7 days from the termination date to sign. The law requires employers to provide older employees at least 21 days (45 days in group layoffs) to review^[6]. Even younger employees often have a week or more^[7].
2. **Review and compare.** Carefully read every clause, including release of claims, non-compete, non-disparagement and confidentiality provisions^[29]. Compare your offer with those of coworkers (where permissible)^[9].
3. **Consult professionals and prepare a counteroffer.** Discuss the offer with an attorney or trusted advisor. Draft a list of desired changes and be prepared to justify each request with reasons (tenure, accomplishments, legal risks, etc.)^[30]. Plan to send a written counterproposal summarizing your requests.^[31]
4. **Negotiate and document.** Conduct conversations via email or in meetings, maintaining a collaborative tone. After reaching agreement, ensure all terms are documented in writing^[32]. Do not rely on verbal promises.

6. INDIVIDUAL VS COLLECTIVE NEGOTIATION: COMPARISON

	Individual negotiation	Collective negotiation
Structure	One-on-one discussions with HR or management.	Group of affected employees (with or without a formal union) presents unified demands through designated representatives.
Leverage	Based on personal tenure, performance and potential legal claims.	Amplified by numbers and potential public scrutiny; employers may prefer a single settlement to avoid bad press.
Outcomes	May yield incremental increases in pay, extended benefits or release of restrictive clauses depending on negotiation skills and leverage ^[33] .	Can achieve broader improvements for all workers. For example, Kickstarter United secured four months' severance, extended healthcare coverage and recall rights for laid-off employees.
Risk	Lower visibility; you're less likely to be singled out, but outcomes are limited to your own package.	Greater visibility; potential for retaliation or blacklisting, especially if you are a public spokesperson. However, the group context offers solidarity and reduces individual exposure.
Suitability	Useful if you're negotiating a unique role or have distinct leverage.	Best when multiple workers face similar terms and want consistent improvements.

7. RED FLAGS AND PITFALLS TO AVOID

- **Signing under pressure.** Don't let "this is our standard package" or "you must sign today" force you into a quick decision; you typically have time to review and negotiate^[34]. All employees have at least 7 days and Employees over 40 must receive a 21-day review period and 7-day revocation window^[6].
- **Waiving rights unknowingly.** Severance agreements often require broad releases of claims^[29]. Ensure you understand what you're giving up, especially regarding discrimination, retaliation, unpaid wages or FMLA claims. Seek legal advice if necessary.
- **Overlooking restrictive covenants.** Non-compete and non-solicitation clauses can severely limit future job opportunities. Negotiate to eliminate or narrow them^[18].
- **Failing to negotiate bonuses, commissions and equity.** Employers may try to forfeit bonuses and commissions; these are earned wages and should be requested separately^[16]. Don't ignore unvested stock; negotiating a few months of accelerated vesting can be extremely valuable^[35].
- **Relying on verbal agreements.** All negotiated terms must be documented in writing^[32]. If it's not in the contract, it may not be enforceable.
- **Letting emotions dictate strategy.** Stay calm and professional^[36]. Expressing anger to HR may make negotiation harder. Vent outside the negotiation room if needed.

8. DECISION FRAMEWORK: SHOULD YOU NEGOTIATE AND AT WHAT LEVEL?

1. **Assess personal needs.** How long can you sustain yourself without pay? Do you need extended health coverage? Are you close to another vesting milestone? Understanding your priorities helps you decide what to negotiate^[37].

2. **Evaluate leverage.** Consider tenure, performance reviews, any legal claims and the company's financial or reputational concerns^[2]. High performers or long-tenured employees often have more leverage^[5].
3. **Decide on participation level.** If your goal is a modest change (e.g., extra weeks of pay or extended benefits), an individual negotiation may suffice. If you and colleagues want structural improvements (e.g., standardizing severance across teams or addressing visa issues), a collective approach may be more effective. Evaluate your comfort with visibility and potential career risks.
4. **Plan for professional support.** Complex negotiations involving non-compete clauses, stock vesting or discrimination claims warrant legal counsel^[10]. Lawyers can identify additional leverage and help you avoid hidden pitfalls^[11].

CONCLUSION

Negotiating your severance package is about more than securing a few extra weeks of pay; it's about safeguarding your financial stability and future career. Employers' first offers are rarely final^[1]. By understanding your leverage, preparing thoroughly and framing your requests professionally, you can often improve the terms. When multiple employees are affected, organizing collectively can achieve even greater gains, as demonstrated by campaigns like Kickstarter United^[3]. Whether negotiating alone or with others, take the time to review, seek advice and document every agreement—your next chapter starts with the exit you secure today.

[1] [5] [11] [12] [14] [16] [17] [18] [19] [20] [33] [35] Severance Negotiations: 7 Key Items to Maximize Your Payout

<https://macdonaldemploymentlaw.com/blog/hidden-money-severance-negotiation>

[2] [7] [8] [10] [13] [15] [22] [23] [24] [25] [26] [27] [28] [29] [32] [34] [37] How to Negotiate a Severance Package (Examples Included!) – Custom Career Content | Toppel Career Center | University of Miami

<https://customcareer.miami.edu/blog/2025/03/27/how-to-negotiate-a-severance-package-examples-included/>

[3] May Day Severance Agreement – Kickstarter United

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[4] [9] [30] [31] [36] How to Negotiate a Better Severance Payout - Synchrony Bank

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[6] [21] How to negotiate severance: 5 tips | Prudential Financial

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UNEMPLOYMENT BENEFITS & FINANCIAL PROTECTION: DEEP-DIVE GUIDE

1. OVERVIEW OF UNEMPLOYMENT INSURANCE (UI)

- **State-run program:** UI is not a federal benefit; each state runs its own program and pays benefits^[1]. States set their own eligibility rules, benefit amounts, work-search requirements and appeal procedures.
- **Where to file:** You usually file in the **state where you worked**. If you worked remotely or in a state different from where you live, contact your home state's unemployment office for help filing an interstate claim^[2].
- **Why state rules matter:** Because state law defines what counts as “wages” and “unemployment,” the way severance pay and other income affect benefits varies widely^[3].

STATE DIFFERENCES AND SEVERANCE INTERPLAY

Under the Social Security Act, states decide whether severance counts as “wages.” Three major approaches exist:

- **Non-deductible states:** Severance is treated as deferred compensation and does **not** reduce UI benefits. Examples include **California, Washington, Kentucky and West Virginia**^{[4][5]}.
- **Allocation/offset states:** Severance is prorated over a number of weeks. Benefits are reduced dollar-for-dollar above a threshold—e.g., **Pennsylvania's 40% rule** or **Ohio's 20% disregard**^{[6][7]}.
- **Strict disqualification states:** Severance is treated as wage continuation, so you cannot receive UI during the period covered by severance. Examples include **Texas** and **Connecticut**^[8].

2. FILING & ELIGIBILITY

WHEN AND WHERE TO FILE

- **File in the state where you worked.** Even if you moved or worked remotely, contact your home state's unemployment office to get help filing^[2].
- **No federal application:** There is no federal unemployment program; each state has its own online portal or phone system^[1].

BASIC ELIGIBILITY REQUIREMENTS

To qualify in most states, you must:

1. **Lose your job through no fault of your own** (e.g., layoff, reduction in force).
2. **Earn sufficient wages** in the “base period” set by your state.
3. **Be able and available to work**—you must be ready to accept suitable employment.

4. **Actively look for a new job** and keep records of your search^[9]. North Carolina, for example, requires contacting at least three employers each week and keeping a job-search log^[10].

COMMON MISTAKES THAT DELAY OR DENY CLAIMS

- **Not reporting earnings:** You must report all wages from part-time or temporary work each week. Failure to report income can result in overpayments, penalties or prosecution^[10].
- **Not looking for work:** Many states deny benefits if you don't actively seek work or keep records^[10].
- **Being unavailable:** You must be able and available for suitable work. Issues like lack of transportation, childcare conflicts or school schedules can affect eligibility and must be reported^[11].
- **Assuming automatic eligibility:** You must file a claim even if you paid into the system; only employees of covered employers may be eligible^[12].

3. SEVERANCE & UNEMPLOYMENT BENEFITS

HOW SEVERANCE AFFECTS UNEMPLOYMENT

- **Severance counts as remuneration:** Many states treat severance pay as “remuneration,” reducing benefits for the weeks to which the payment is allocated^[13]. If severance equals or exceeds **1.5 times** your weekly benefit amount, you may receive **no benefits** for that week^[14].
- **Lump-sum payments:** If a lump sum is allocated to future weeks, benefits are reduced in those weeks; if not allocated, the reduction applies only to the week of payment^[15].
- **Salary continuation:** Weekly or monthly severance payments can delay benefits until payments end^[16].

STATE CLASSIFICATIONS

1. **Non-deductible states:** Severance does not reduce benefits (California, Washington, Kentucky, West Virginia)^{[4][5]}.
2. **Allocation/offset states:** Severance is prorated and reduces benefits above a threshold (Pennsylvania, Ohio)^{[6][7]}.
3. **Strict disqualification states:** Severance fully delays benefits (Texas, Connecticut)^[8].
4. **WARN Act payments:** Wages in lieu of notice (PILON) under the WARN Act are typically disqualifying, whereas true severance (compensation for past service) may not delay benefits^[17].

FILING TIPS WHEN RECEIVING SEVERANCE

- **Report severance to your state agency:** Notify your state UI agency of any severance and how it is allocated. Misreporting can lead to overpayment or fraud.
- **Review your severance agreement:** Understand whether payments are lump sum or salary continuation. If possible, negotiate the allocation to minimize the impact on benefits.
- **Consult an attorney if unsure:** Employment attorneys can advise on state-specific rules and help challenge wrongful denials.

4. MAXIMIZING YOUR UNEMPLOYMENT BENEFITS

1. **File promptly:** Apply as soon as you become unemployed. Delays can reduce the number of weeks you receive benefits.
2. **Gather documentation:** Collect separation notices, pay stubs and severance agreements to verify wages and separation date.
3. **Keep meticulous records:** Maintain a log of job searches (dates, employers contacted, outcomes). States like North Carolina require at least three contacts per week^[10].
4. **Certify weekly:** Submit weekly (or biweekly) certifications on time, reporting any income and confirming your job-search efforts^[18].
5. **Attend reemployment services:** Participate in any required job-search workshops or reemployment programs; failure to attend can result in benefit suspension.
6. **Explore training programs:** Some states waive work-search requirements for approved training programs. Check with your state agency.

5. APPEALS: DON'T BE AFRAID TO CHALLENGE A DENIAL

- **Right to appeal:** If your claim is denied, you have a limited time (often 14–21 days) to file an appeal. Follow the instructions in your determination letter.
- **Success rates:** U.S. Department of Labor data show that **28.7%** of claimants succeed at lower-authority appeals and **10.7%** succeed at higher-authority appeals^[19]. While not guaranteed, appealing can make a significant difference.
- **Appeal process:** The typical process involves filing a written appeal, attending a hearing (in person, by phone or video), presenting evidence and witnesses, and waiting for a decision^[20].
- **Prepare thoroughly:** Bring documentation such as termination letters, severance agreements, pay stubs and job-search logs. Be honest and concise.
- **Seek help:** Consider legal aid clinics or employment attorneys if your case is complex or the amount at stake is substantial.

6. RESOURCES & HOW TO APPLY

- **USA.gov Unemployment Benefits Guide:** A comprehensive starting point that explains eligibility and links to state agencies^[21].
- <https://www.careeronestop.org/LocalHelp/UnemploymentBenefits/unemployment-benefits.aspx>
- **CareerOneStop – Find Unemployment Benefits:** Sponsored by the U.S. Department of Labor, this resource allows you to choose your state and find application links and eligibility rules^[21].
- **State Unemployment Websites:** Each state has an official site where you file claims, check requirements and view appeal instructions. Examples include:
- **California Employment Development Department (EDD)** – UI Online application site and step-by-step filing guide^[22].
- **Texas Workforce Commission** – Unemployment Benefit Services (apply online or by phone).
- **New York State Department of Labor** – Unemployment Insurance portal.
- **Washington Employment Security Department** – Apply for unemployment benefits.

- **Florida Department of Economic Opportunity** – Reemployment Assistance claims.
- **Job centers and hotlines:** Contact your local American Job Center or state workforce agency for in-person assistance. The national toll-free number is 1-877-US2-JOBS.
- **Legal aid and worker centers:** Organizations such as the National Employment Law Project and local legal aid offices can provide free or low-cost guidance, especially if you face a denial or an appeal.

7. SUMMARY & NEXT STEPS

1. **Check eligibility:** Review your state’s requirements for wages, job-search activities and availability for work.
2. **File promptly:** File in the state where you worked, or consult your home state if you worked remotely^[2].
3. **Disclose severance:** Tell your state agency about any severance pay and how it is allocated to avoid overpayment or fraud^[13].
4. **Certify weekly and keep records:** Report earnings and job searches accurately; maintain documentation^[18].
5. **Appeal if necessary:** Appeals can overturn denials; success rates show they are worthwhile^[19].
6. **Seek support:** Use job centers, legal aid and training programs to improve your employment prospects and maintain eligibility.

This guide aims to demystify unemployment benefits, highlight state differences, and empower you to protect your financial stability during a layoff. For complex situations—such as severance allocation disputes, out-of-state work or contested eligibility—consult an attorney or a qualified unemployment advocate.

^[1] ^[2] ^[21] Unemployment benefits | USAGov

<https://www.usa.gov/unemployment-benefits>

^[3] ^[4] ^[5] ^[6] ^[7] ^[8] ^[17] Severance and Unemployment Insurance - TimeTrex

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^[9] ^[10] ^[11] ^[12] ^[18] open

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^[13] ^[14] ^[15] ^[16] LEO - Fact Sheet 125 - How Severance Pay Affects Unemployment Benefits

<https://www.michigan.gov/leo/bureaus-agencies/uia/tools/fact-sheets/severance-pay>

^[19] ^[20] How Often Do Employees Win Unemployment Appeals? - Employer Services Insights

<https://www.experian.com/blogs/employer-services/how-often-do-employees-win-unemployment-appeals/>

^[22] Unemployment Benefits

<https://edd.ca.gov/en/unemployment/>

MENTAL HEALTH & STABILIZATION GUIDE

INTRODUCTION

Job loss can bring a cascade of emotions. Even when layoffs are expected, they often trigger shock, anger, sadness, relief or a mix of all four. Physical reactions such as fatigue, headaches, changes in appetite and sleep problems are also common^[1]. You may feel irritable, anxious, frustrated or helpless. These responses are not a sign of weakness; they are normal reactions to a major life disruption^[2]. This guide is designed to help you take care of yourself in the immediate aftermath of a layoff, understand the stress you may experience, access appropriate support and plan for long-term well-being.

WHEN TO USE THIS GUIDE

You do **not** need to read this document cover to cover.

Use the "**Immediate stabilization**" section if you've been laid off in the past few days and are feeling overwhelmed.

Use "**Where to go for help**" if you are looking for free, low-cost or professional mental health services.

Use "**Social vs professional support**" and "**How to ask for help**" if you're unsure how to reach out to others.

Use "**When to seek professional help**" if your emotional reactions persist or interfere with daily life.

IMMEDIATE STABILIZATION (FIRST 72 HOURS)

The first few days after a layoff can feel like a free fall. Many people experience shock or denial followed by anger and sadness^[2]. These steps are designed to help you stabilize emotionally and physically during this period:

1. **Acknowledge your feelings.** Allow yourself to experience whatever comes up—anger, frustration, relief. Suppressing emotions can prolong distress^[2]. Talk to a trusted person or write in a journal to process your reactions. Journaling can help you name feelings and see patterns^[3].
2. **Limit major decisions.** If possible, avoid making big financial or life decisions in the first few days. Give yourself time to absorb the news^[2].
3. **Take care of your body.** Eat regular meals, stay hydrated and aim for consistent sleep. Gentle exercise (walking, stretching) can reduce anxiety and improve mood. Avoid excessive alcohol or drug use; substances may temporarily numb feelings but can exacerbate depression and anxiety^[4].
4. **Stay connected.** Reach out to family, friends or colleagues. Isolation can magnify stress. Consider sending a simple message like, "*I've just been laid off and feeling overwhelmed; could we talk later?*" Maintaining supportive relationships is a key coping strategy^[3].

5. **Ground yourself in routine.** Even small daily tasks—making coffee, tidying up—can provide a sense of control when everything else feels chaotic.

UNDERSTANDING LAYOFF-SPECIFIC STRESS

Losing a job is more than a financial blow. It can challenge your identity and sense of security. Experts note that people typically move through stages of grief—shock/denial, anger/resistance, sadness and eventual acceptance. You may notice physical symptoms (headaches, stomach upset, fatigue) or emotional ones (anxiety, irritability, confusion). These experiences are normal and often temporary.

COMMON EMOTIONAL REACTIONS

- **Shock/denial:** You may feel numb or find it hard to believe what happened. This is a protective response.
- **Anger/irritability:** Anger towards your employer, co-workers or yourself can surface. It often masks fear or hurt.
- **Sadness/grief:** Feelings of loss are natural; a job provides structure, social connection and identity^[2].
- **Anxiety/fear:** Worrying about finances, your career and the future is common. Anxiety can lead to physical symptoms like racing heart and sweating.
- **Relief:** Some people experience relief—especially if the job was stressful. This can coexist with other emotions.

COMMON PHYSICAL REACTIONS

- **Fatigue/low energy**
- **Sleep disturbances** (insomnia or oversleeping)
- **Changes in appetite/weight**
- **Headaches, stomach upset, muscle tension**^[1]

If symptoms persist for more than a couple of weeks or interfere with your ability to function, consider seeking professional support (see **When to seek professional help**).

COPING STRATEGIES

MAINTAIN SUPPORTIVE RELATIONSHIPS

Spending time with people who care about you is one of the most effective ways to cope^[3]. Share your feelings openly; if you feel ashamed or embarrassed, remind yourself that layoffs are often beyond your control^[2]. Support groups for job seekers can provide connection and validation^[5].

TAKE CARE OF YOUR BODY

Physical health and mental health are deeply connected. Regular exercise (even light activity) lowers stress and improves mood^[3]. Aim for balanced meals, limit caffeine and sugar, and maintain a consistent sleep schedule. Avoid using alcohol, drugs or excessive screen time to cope^[4].

PRACTICE MINDFULNESS AND RELAXATION

Mindfulness practices (deep breathing, meditation, yoga) reduce anxiety and bring attention to the present moment. Guided meditation apps or free videos can assist. Regular practice can help you stay grounded when anxiety spikes.

WRITE OR JOURNAL

Writing down thoughts and feelings provides clarity and can reduce rumination^[3]. Consider listing what you can control (e.g., updating your resume, applying for unemployment benefits) and what is uncertain (e.g., company decisions). This can help you focus on actionable steps.

ENGAGE IN MEANINGFUL ACTIVITIES

Pursue hobbies, volunteer work or creative projects that give you purpose and structure. These activities can build confidence and provide a sense of accomplishment.

SET SMALL GOALS

During a stressful time, big goals (like finding a new job quickly) can feel overwhelming. Break tasks into smaller, manageable steps: updating your LinkedIn profile, identifying two positions to apply for each day, attending one networking event per week.

WHERE TO GO FOR HELP

URGENT OR CRISIS SUPPORT

If you or someone you know is in crisis or thinking about suicide, contact a crisis hotline immediately:

- **988 Suicide & Crisis Lifeline:** Call or text 988 for free confidential support 24/7^[6].
- **Veterans Crisis Line:** Veterans can call 988 and press 1, text 838255 or chat online^[6].
- **Maternal Mental Health Hotline:** Pregnant and postpartum individuals can call or text 1-833-TLC-MAMA for free support^[6].
- **SAMHSA Disaster Distress Helpline:** Call or text 1-800-985-5990 for 24/7 crisis counseling related to trauma or disasters; services are available in multiple languages and for deaf/hard of hearing individuals via ASL^[6].

FREE AND LOW-COST THERAPY AND SUPPORT

- **Employee Assistance Programs (EAPs):** Many employers offer EAPs, which provide free, confidential counseling and referrals to specialists. EAPs may also offer financial or legal advice and support for caregivers^[7]. Ask your HR department for contact details.
- **Community mental health centers:** Local government or nonprofit clinics often offer sliding-scale counseling based on income.
- **Nonprofit helplines and support groups:** Organizations such as the National Alliance on Mental Illness (NAMI), Mental Health America, and local job-search support groups provide peer support and educational resources.
- **Online therapy platforms:** Teletherapy services may offer lower costs than in-person therapy and can be more flexible for scheduling.

PROFESSIONAL SUPPORT AND DIRECTORIES

- **FindSupport.gov:** Provides a directory of mental health providers and guidance on choosing a therapist^[6].
- **Psychology Today Therapist Directory:** Allows you to search for licensed therapists by location, specialty and insurance coverage.
- **Behavioral health benefits:** Check your health insurance (or COBRA plan) for coverage of therapy sessions. Many plans cover a set number of sessions per year after a copay.

SOCIAL VS PROFESSIONAL SUPPORT

SOCIAL SUPPORT

Connecting with friends, family and peers helps reduce isolation, provides validation and can lighten the emotional load. Social support might include:

- **Talking openly with trusted people:** Share your experiences and allow them to listen without trying to "fix" you. This can reduce shame and strengthen relationships.
- **Peer groups:** Join job-search support groups, mutual aid circles or online communities for laid-off workers. Secure communication tools like Signal can help you discuss sensitive topics without fear of surveillance, as suggested by tech worker organizing guides^[8].
- **Reciprocity:** Offer help to others where possible; mutual support can foster a sense of purpose and connection.

PROFESSIONAL SUPPORT

Professional mental health care is appropriate when:

- **Symptoms persist or worsen:** If anxiety, depression, anger or grief interfere with daily life for more than a couple of weeks, professional intervention can help^[9].
- **You experience thoughts of self-harm or suicide:** Contact a crisis hotline immediately (see **Urgent or crisis support**) and seek professional help.
- **You need a neutral perspective:** Therapists can provide coping strategies, challenge negative thought patterns and help you plan next steps.
- **You prefer confidentiality:** Conversations with friends can be valuable, but a therapist provides an impartial space without worrying about burdening loved ones.

HOW TO ASK FOR HELP

Asking for help can feel vulnerable, especially if you pride yourself on independence. Here are some suggestions:

1. **Identify who to ask.** Consider people who are empathetic, non-judgmental and trustworthy. This could be a close friend, family member, mentor, former colleague or support group.
2. **Be specific about your needs.** Are you looking for someone to listen, practical advice, a distraction or a referral? Example: *"I'm struggling with feeling anxious about this layoff and could use someone to talk to—do you have time later this week?"*

3. **Use clear language.** Stating "I need help" or "I'm having a hard time" allows others to understand that you're reaching out.
4. **Set boundaries.** If certain topics (like job leads) feel overwhelming, be honest: *"I appreciate your support; for now I don't want to talk about job applications."*
5. **Accept support.** Let people help without feeling guilty; most people want to be there for you.

EMPLOYEE ASSISTANCE PROGRAMS (EAPS)

EAPs are employer-sponsored benefits that provide confidential counseling and a broad range of services^[7]. They may include:

- **Mental health counseling and crisis support** available 24/7 via phone or video^[7].
- **Financial and legal services** to help with budgeting, debt management, landlord disputes or estate planning^[7].
- **Dependent care resources** to assist with childcare, eldercare or special needs caregiving^[7].
- **Substance use counseling** and treatment referrals^[7].
- **Workplace conflict resolution** and coaching^[7].

Ask your former or current employer's HR department if you have access to an EAP and how to contact them. Using EAP services does **not** typically affect your employment record, and all conversations are confidential.

COMMUNITY CONNECTION & PEER SUPPORT

Talking with peers who are experiencing similar challenges can reduce isolation and provide practical tips. Many labour and worker-support organizations host confidential group chats and calls to share experiences and advice. Secure messaging platforms like Signal allow for private communication. Tech worker groups and mutual aid networks often run online forums, weekly check-ins and workshops; consider joining if available in your area or industry.

WHEN TO SEEK PROFESSIONAL HELP

While most people adjust to layoffs with time and support, professional help can be crucial if:

- **Symptoms persist:** If sadness, anxiety, anger or hopelessness last more than two weeks or interfere with daily activities, see a mental health professional^[9].
- **You have a history of mental health conditions:** Pre-existing depression, anxiety or trauma may be exacerbated by job loss. Early intervention can prevent worsening symptoms.
- **You experience thoughts of suicide or self-harm:** Contact a crisis hotline immediately and seek professional care.
- **Physical symptoms worsen:** Chronic pain, gastrointestinal problems, high blood pressure or other stress-related conditions may require medical attention.

FINDING PROFESSIONAL HELP

Use directories like **FindSupport.gov** or **Psychology Today** to locate licensed therapists and counselors. If cost is a concern, ask about sliding-scale fees or community clinics. Teletherapy may offer more flexibility and lower costs. Your insurance (or COBRA coverage) may cover mental health services; contact your insurer for details.

ADDITIONAL SELF-CARE SUGGESTIONS

- **Structure your day.** Create a daily schedule that balances job-search activities with self-care, social connection and relaxation. This can help you regain a sense of control.
 - **Limit news consumption.** Constantly checking news about layoffs can increase anxiety; choose specific times to stay informed and avoid doomscrolling.
 - **Practice gratitude.** Writing down three things you're grateful for each day can help reframe negative thoughts and boost resilience.
 - **Explore new skills.** Use free or low-cost online courses to learn something that interests you. Learning can restore confidence and provide a constructive focus.
-

This guide is not a substitute for professional mental health care. If you or someone you know is in crisis, contact emergency services or a crisis hotline immediately. Layoffs are challenging, but with support and self-care, it's possible to navigate this period and emerge stronger.

[1] [3] [9] Coping with the Emotional Impact of a Layoff | Faculty Staff Help Center

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[7] Employee Assistance Programs

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[8] A Layoff Guide - Collective Action in Tech

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IMMIGRATION SURVIVAL MANUAL: NAVIGATING LAYOFFS ON H-1B & F-1 VISAS

1. IMMEDIATE TIMELINE OVERVIEW

Last day of employment → triggers the critical countdown. The following chart summarizes the grace periods for common visa categories:

Visa Category	Grace Period After Termination	Notes
H-1B (specialty occupation)	Up to 60 days from last day of work or until the current I-94 expiration date, whichever is shorter ^[1] .	Discretionary; USCIS may shorten it. Leaving the U.S. ends the grace period immediately ^[2] .
E-1/E-2/E-3, L-1, O-1, H-1B1, TN, etc.	Up to 60 days under the same regulation that applies to H-1B ^[1] .	Always check your I-94; the grace period cannot extend beyond the Admit Until Date .
F-1 OPT (12 months)	90 days total unemployment permitted ^[3] .	Unpaid internships and certain contract work count as employment if related to field ^[4] .
F-1 STEM OPT Extension (24 months)	Additional 60 days, for a total of 150 days of unemployment across the entire 36-month OPT period ^[5] .	Only paid employment with E-Verify employers counts; unpaid work is not allowed ^[6] .
Other student visas (e.g., J-1 academic training)	Varies; consult program sponsor.	

WHEN DOES THE H-1B 60-DAY CLOCK START?

- The most conservative assessment is that it begins on **your last day of work** aka your notice date, **not** when severance or garden-leave pay ends^[7].
- There is no clear, definitive answer here, and there are outstanding legal cases adjudicating this. **Contact an employment lawyer ASAP.**
- The grace period cannot extend beyond the expiration date on your **Form I-94**^[7]. If your I-94 expires 25 days after job loss, your grace period is only 25 days.
- **Leaving the U.S. ends the grace period.** If you exit the country, you cannot re-enter on the same H-1B to use the remainder^[2].

VISUAL TIMELINE EXAMPLE (H-1B)

1. **Day 0 – Last day of work** / Notice of Termination: Grace period starts.
2. **Day 0–30:** Begin job search; contact recruiters; gather documents.
3. **Day 30:** If no job prospect, file change-of-status or departure plan.

4. **Day 60 (or I-94 expiration):** Deadline to file a new petition, change status or leave the U.S.

2. STRATEGY OPTIONS

You have several pathways to maintain lawful status or minimize disruption. The suitability depends on your timeline, qualifications and long-term plans.

2.1 TRANSFER TO A NEW EMPLOYER (H-1B PORTABILITY)

- **Deadline:** A new employer must file a **Form I-129** within the 60-day grace period^[8]. Once the petition is filed and receipt is issued, you may begin working for the new employer (H-1B portability).
- **Avoid mistakes:** Employers often lose candidates by **waiting too long** or submitting incomplete petitions^[9]. Clarify the start date, ensure prevailing wage compliance and verify that the employer has experience with H-1B transfers^[10].
- **Do not work early:** Starting work before the petition is filed counts as unauthorized employment^[11].

2.2 CHANGE OF STATUS

If new H-1B employment is not possible, you may apply to change to another non-immigrant status:

- **Student (F-1) or dependent (H-4, L-2) visas:** File a change-of-status application before the grace period ends^[12]. You must stop working when your H-1B ends and cannot start the new activity until the change is approved.
- **Visitor (B-1/B-2) visa:** A temporary bridge to prepare for departure or future plans^[12]. You cannot work on a visitor visa.
- **Adjustment of status (green card):** If you're in the Green Card process and eligible to file an adjustment of status, this may be possible, but only if you have an approved immigrant petition (Form I-140) and a current priority date^[13]; and if your I-140 was sponsored by Meta or a previous employer, and the sponsoring employer didn't withdraw the I-140. Filing Form I-485 before the grace period ends may allow you to remain in a period of authorized stay and apply for work authorization, but **you should consult an immigration lawyer.**^[13] It could be considered misrepresentation to file an I-485 after being laid off, even during the garden leave period. If you already have a pending I-485 based on an employer-sponsored I-140, you may get an interview/RFE where USCIS asks if you're still employed by the original sponsor. At this time, you'll have to have a job that can file an I-485J on your behalf, or your AOS will be denied. With a pending I-485, you can remain in the U.S. in a period of authorized stay and apply for a work permit. You can't travel before getting advanced parole, or USCIS may treat the case as abandoned.

2.3 RETURN HOME AND PREPARE FOR REENTRY

Departing the U.S. within the grace period avoids unlawful presence. You may later return with a new petition from another employer—often without going through the H-1B lottery if you were previously counted^[14]. However, you may need consular processing and a valid visa stamp to re-enter^[14].

2.4 CHANGE EMPLOYERS OUTSIDE THE U.S.

If you cannot find a U.S. sponsor, consider remote roles with global firms or returning to a branch abroad. This avoids accruing unlawful presence and keeps your career progressing.

3. EMPLOYER TACTICS VS WORKER OPTIONS

New Employers

- **File quickly:** Employers should gather documents and file the **I-129** promptly. The grace period cannot be paused^[15].
- **Don't allow early work:** Work may begin only after filing; employers risk compliance penalties otherwise^[11].
- **Verify wage and role:** A Labor Condition Application (LCA) must be filed and approved before the H-1B petition^[16].

Workers

- **Track your I-94:** Your authorized stay governs how long you can remain, not the 60 days alone^[7].
- **Document everything:** Keep copies of job offer letters, termination notices and I-129 receipts. You may need to prove lawful presence later.
- **Beware of scams:** Do not pay employers to issue fake pay slips; USCIS treats this as immigration fraud^[17].

4. WHAT NOT TO DO

To protect future immigration options, avoid these common pitfalls:

1. **Don't overstay the grace period:** Remaining beyond 60 days (H-1B) or the I-94 date creates unlawful presence and can trigger three- or ten-year reentry bars.
2. **Don't work without authorization:** Working for a new employer before filing the petition is unauthorized employment^[11].
3. **Don't rely solely on severance:** The grace period begins on the last work day aka termination date, not the end of severance pay^[7].
4. **Don't leave and attempt to re-enter on the same visa during the grace period:** Exiting the U.S. ends the H-1B grace period^[2].
5. **Don't engage in fraudulent practices:** Paying an employer to create fake pay slips during unemployment is immigration fraud^[17].
6. **Be careful with specific laws for dependents:** H-4 and F-2 dependents' status are tied to the principal visa holder; they must also depart or change status. H4 dependents are tied to H1B visa holders, and share the same 60-day grace period; however, H-4 EAD is automatically revoked upon H-1B termination, so a spouse who is a dependent can not continue working after the termination date of the H1B holder. If the H1-B worker transfers to a new job within 60 days, the H-4 status can be reinstated.

5. REAL SCENARIOS AND ACTION PLANS

SCENARIO A: “I HAVE 30 DAYS LEFT IN MY H-1B GRACE PERIOD.”

1. **Evaluate job prospects:** If interviews are progressing, ensure the new employer can file the I-129 within 30 days. Request expedited internal review.
2. **Prepare a change-of-status backup:** File a B-1/B-2 or F-1 change-of-status application. This must reach USCIS before the 60-day window closes^[12].
3. **Gather documents:** Save your termination letter, pay stubs and I-94 record. You’ll need them for any filing.
4. **Consult an attorney:** Each option carries risks; professional guidance can help you choose the best path.

SCENARIO B: “I’M ON STEM OPT AND HAVE BEEN UNEMPLOYED FOR 140 DAYS.”

1. **Find paid employment immediately:** Only paid roles with an E-Verify employer stop the unemployment clock^[6].
2. **Consider transferring programs:** If you can’t secure a job, transfer to another degree program to regain student status.
3. **Depart before day 150:** Exceeding 150 days of unemployment results in loss of status and possible future visa issues^[5].

SCENARIO C: “MY VISA EXPIRES IN TWO WEEKS.”

- The grace period cannot extend beyond the visa/I-94 expiration^[7]. You must file a new petition or change of status before that date or depart the U.S.

6. ACTION STEPS & RESOURCES

1. **Check your I-94 expiration and calendar deadlines immediately.** Use the CBP online portal to download your I-94 record^[20].
2. **Contact an immigration attorney.** Timely, case-specific advice is essential. Many firms offer consultations for H-1B layoff situations.
3. **Notify your Designated School Official (DSO)** if you are on F-1 OPT or STEM OPT and experience any employment change. SEVIS reporting is mandatory^[21].
4. **Prepare documents for new employers:** Resume, copies of prior H-1B approval notices, passport biographic page, visa stamp, I-94, and pay stubs. This speeds up petition filing.
5. **Monitor USCIS announcements.** Immigration policy evolves; stay current on grace period rules and employment authorization provisions.
6. **Join support communities.** Connect with other visa holders who have navigated layoffs for peer advice and emotional support.

FINAL NOTE

Losing a job on an H-1B or F-1 visa can be frightening, but you have options. Act quickly, stay informed and seek legal counsel. This manual equips you with the timelines and strategies needed to make informed decisions and protect your immigration future.

[1] [2] [7] [8] [10] [12] [13] [14] [20] H-1B Grace Period Rules and Risks Explained (2025)

<https://manifestlaw.com/blog/h1b-grace-period/>

[3] [4] [6] [17] [18] [19] [21] OPT Unemployment Limits: Essential Guide for International Students - Immigration Analytics

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[5] STEM OPT: Frequently Asked Questions | Harvard International Office

<https://www.hio.harvard.edu/stem-opt-frequently-asked-questions>

[9] [11] [15] [16] H-1B Visa Layoffs: What Talent Teams Need to Know

<https://www.ellis.com/resources/h1b-visa-layoffs>

COLLECTIVE ACTION AND ORGANIZING PLAYBOOK

1. WHY ORGANIZE?

Layoffs often leave workers feeling powerless. Acting together can change that. Under U.S. labor law, workers have the right to join together to improve wages and working conditions—this is called **concerted activity**^[1]. Even without a formally recognized union, employees can petition management, march on their boss or raise issues collectively. This playbook explains how to do that and what protections exist^[1]. It also shows where informal efforts end and formal union organizing begins.

2. WHAT IS COLLECTIVE ORGANIZING?

2.1 CONCERTED ACTIVITY

Concerted activity refers to actions taken by workers together or by a single worker on behalf of a group to improve wages, hours or working conditions^[1]. Examples include signing a petition for better conditions or organizing a march on the boss^[2]. These activities are protected under section 7 of the National Labor Relations Act (NLRA) for most private-sector employees^[1]. Government employees, agricultural workers, independent contractors and supervisors are excluded from these protections^[3].

2.2 INFORMAL VS. FORMAL ORGANIZING

- **Informal organizing** – Without a union contract, workers rely on petitions, open letters, spreadsheets and public pressure to negotiate. Such campaigns can succeed—workers at Kickstarter secured generous severance after layoffs by leveraging their newly formed union (see §8.1)—but informal efforts typically have no legally binding process. Demands may be met voluntarily or ignored.
 - **Formal organizing** – Forming or joining a union brings the right to bargain collectively. This process involves signing authorization cards, filing with the National Labor Relations Board (NLRB), holding a secret-ballot election and negotiating a contract. A recognized union can compel management to negotiate and can enforce agreements through legal means.
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3. STEP-BY-STEP ORGANIZING GUIDE

The steps below outline how workers can move from individual frustration to collective power. Not every campaign follows the same order, and some actions will overlap, but the overall arc is consistent.

3.1 IDENTIFY SHARED GRIEVANCES

1. **Talk to co-workers** – Discuss wages, severance terms, working conditions and layoffs. Conversations about pay and conditions are protected concerted activity^[1]. Make sure you tie the issue to the group (e.g., “We deserve better severance,” not “I deserve”^[4]).
2. **Find common goals** – List what everyone wants: higher severance, extended health benefits, immigration accommodations or protection from retaliation. Knowing what you want helps keep the campaign focused.

3.2 BUILD A CORE GROUP

1. **Designate representatives** – Nominate 3–5 trusted colleagues to coordinate communication and liaise with supportive organizations. Having spokespeople prevents mixed messages when presenting demands.
2. **Decide on structure** – Determine whether to remain an informal committee or begin signing union authorization cards. Formal union campaigns require majority support.

3.3 SECURE YOUR COMMUNICATIONS

1. **Use private channels** – Do not organize via company email, Slack or internal chat. As the Twitter layoff guide notes, employers monitor these tools and may cut off access; workers should use encrypted apps like Signal, ProtonMail or personal phones^[5].
2. **Gather personal contact info** – Collect phone numbers and non-work emails so you can stay in touch if accounts are disabled^[6].
3. **Avoid company devices** – Back up personal files and conversations on your own devices. Assume that any company laptop or phone is monitored^[5].

3.4 DEVELOP CLEAR DEMANDS

1. **Be specific** – Demands should be concrete (e.g., “12 weeks severance per year of service,” “extended COBRA for 6 months,” “recall rights for laid-off staff”). Vague wish lists are easier to dismiss.
2. **Tie demands to leverage** – For informal campaigns, trade-offs might include agreeing not to sue or speak publicly in exchange for better terms. For union campaigns, demands become bargaining proposals.

3.5 DOCUMENT EVERYTHING

1. **Record meetings and requests** – Keep notes on who said what, when and where. Under the NLRA, it helps to show that you raised issues collectively^[7].
2. **Collect evidence of retaliation** – If performance reviews suddenly change after you organize, document dates, comments and who delivered them. Evidence of retaliation will support an unfair labor practice charge^[8].

3.6 CHOOSE YOUR ACTION

Actions range from low-risk to high-risk. Choose based on your group’s capacity and appetite for escalation.

- **Petitions and open letters** – Gather signatures and present your demands to management. Open letters can be signed anonymously or collectively (see §8.2 for a Google example). They are protected as concerted activity when they address workplace conditions^[1].

- **Public spreadsheets** – Sharing information about severance terms, wages or layoffs helps build solidarity. However, be mindful of confidentiality agreements.
- **Work-to-rule or sick-outs** – Groups may decide to strictly follow job descriptions or take coordinated time off. These tactics increase pressure without a full strike.
- **Walk-outs and strikes** – Temporarily withholding labor is among the strongest tactics but carries higher risk. Strikes for better severance may be protected, but employer responses vary.
- **Union election and bargaining** – If the group wants a binding agreement, sign cards, file with the NLRB and hold an election. Once recognized, bargain a contract.

3.7 EVALUATE AND ADJUST

1. **Assess management’s response** – Did they offer concessions? Did retaliation increase? Adjust your tactics accordingly.
2. **Decide whether to formalize** – If informal efforts stall, consider unionization or legal action. You must file unfair labor practice charges within six months of an adverse action^[8].

4. COMMUNICATION AND SAFETY

Organizing is most effective when workers protect themselves and each other.

- **Assume surveillance** – Employers often monitor email, Slack and Zoom. The Twitter layoff guide recommends moving conversations to private channels and collecting personal contact details^[5].
- **Avoid company property** – Do not store organizing documents on company devices. Back up personal data on your own computer or cloud service^[5].
- **Maintain anonymity when needed** – Use pseudonyms on public forums or spreadsheets if you fear retaliation. Anonymous signatures still show solidarity.
- **Keep consent clear** – Before sharing someone’s story or contact info, ask their permission. The Twitter guide stresses the importance of clear consent and secure sharing^[5].

5. RIGHTS AND PROTECTIONS UNDER U.S. LAW

Section 7 of the NLRA protects employees’ right to engage in “concerted activities for the purpose of collective bargaining or other mutual aid or protection”^[1]. This protection applies to most private-sector workers, even if there is no union. Key points:

- **Protected acts** – Petitions, group discussions about pay or severance, open letters, marches on the boss and strikes are typically protected when tied to working conditions^[1]. Actions by a single worker on behalf of a group can also be protected^[9].
- **Excluded categories** – Government employees, agricultural workers, independent contractors and supervisors are generally excluded^[3].
- **Conduct that loses protection** – Using racial slurs, making knowingly false statements or disparaging the employer’s products without linking the complaint to working conditions can void protections^[10].
- **Documenting retaliation** – Keep records of adverse actions like firing, demotion or reduced hours. These can form the basis of an unfair labor practice charge^[8].

- **Filing a charge** – You can file a charge with the NLRB without a lawyer within six months of the retaliation^[8]. The regional director will investigate and may seek settlement or a hearing^[11].

5.1 RETALIATION AND BLACKLISTING

Retaliation is illegal, but it happens. Mapbox workers reported that after a failed union election, organizers were fired or given poor performance reviews; the union planned to file an unfair labor practice charge^[12]. In another case, Mozilla agreed to pay \$300,000 to settle allegations that it refused to hire Cher Scarlett because of her labor activism; her lawyer said the settlement should warn employers not to retaliate against applicants for protected activity^[13]. Apple is facing related complaints for allegedly pushing Scarlett out after she created an anonymous pay-sharing survey^[14]. These cases highlight that while legal remedies exist, activism can impact career prospects.

6. CASE STUDIES

6.1 KICKSTARTER UNITED – A UNION SUCCESS STORY

Kickstarter staff formed **Kickstarter United**, a union affiliated with the Office and Professional Employees International Union (OPEIU). Within two months of forming, they negotiated a severance agreement that won four months of salary for laid-off employees, four to six months of continued health insurance (longer for those with lower salaries), recall rights for a year and release from non-compete clauses^{[15][16]}. This case shows the power of formal collective bargaining: management agreed to generous terms in exchange for employees signing the agreement.

6.2 GOOGLE EMPLOYEES' OPEN LETTER

In March 2023, more than 1,300 Google (Alphabet) employees signed an open letter to CEO Sundar Pichai demanding a humane layoff process^[17]. The letter called for freezing new hiring before layoffs, offering voluntary redundancies, giving laid-off workers priority for open roles and allowing them to complete paid leaves^[18]. Signers also urged Alphabet to avoid terminating employees in countries experiencing conflicts and to support visa-dependent workers^[19]. This campaign was organized via a Discord channel and supported by the Alphabet Workers Union and other unions^[20]. While there is no public record of management granting all demands, the open letter demonstrates how workers can coordinate and publicize their expectations without a formal union.

6.3 MAPBOX WORKERS UNION – RISKS OF ORGANIZING

Mapbox workers attempted to form a union in 2021. During the election, 81 workers voted in favor while 123 voted against^[21]. After the union lost, organizers alleged that management retaliated by firing or intimidating union supporters, leading them to file an unfair labor practice charge^[12]. This case shows that union campaigns can face aggressive anti-union tactics and may fail if the employer persuades or pressures employees. Workers considering organizing should be prepared for resistance and should document any retaliation.

6.4 MAKE AMAZON PAY – GLOBAL PROTEST

On **Black Friday 2022**, thousands of Amazon warehouse workers across more than 30 countries walked out or protested as part of the “Make Amazon Pay” campaign^[22]. Campaigners demanded better pay and safer working conditions, and the strikes were coordinated by unions and advocacy

groups such as UNI Global Union, Progressive International, Oxfam and Greenpeace^[23]. In Germany, the Verdi union used the protest to pressure Amazon to recognise collective bargaining agreements and improve workers' wellbeing^[24]. Although these protests did not immediately change corporate policies, they illustrate how coordinated action across multiple locations can draw public attention and build momentum for longer campaigns.

7. RISK ANALYSIS

Organizing can lead to significant gains, but it is not without risk. When deciding whether to participate and at what level, consider the following:

- **Retaliation** – Employers may respond with firings, demotions, poor performance reviews or threats. Mapbox organizers reported being fired and intimidated^[12]. Public activism can make you a target.
- **Blacklisting** – Prospective employers may avoid hiring known activists. Cher Scarlett's case shows that companies sometimes refuse to hire activists and that legal remedies can be protracted^[14].
- **Visibility trade-offs** – Highly visible roles (e.g., media spokespeople) carry more risk. Support roles (e.g., research, outreach, anonymous petition signatures) contribute to the campaign with less exposure.
- **Immigration status** – Workers on visas may have limited time to find new employment; activism might jeopardize a job search. Consider speaking with an immigration attorney before taking public action.
- **Financial cushion** – Assess whether you can withstand a period without income if retaliation occurs. Building a personal emergency fund can mitigate this risk.

8. DECISION FRAMEWORK: SHOULD YOU PARTICIPATE?

Use the questions below to decide how and whether to engage:

1. **What is your priority?** If securing immediate severance is your only goal, an open letter or petition may suffice. If you seek long-term bargaining power, unionization might be necessary.
2. **How public do you want to be?** There are many ways to contribute: sign petitions anonymously, collect research, mobilize co-workers or serve as a spokesperson. Choose a role that matches your risk tolerance.
3. **Are you prepared for potential retaliation?** Review the risks and decide whether you can handle setbacks. If you cannot afford to lose your job or visa status, consider low-visibility support roles.
4. **Do you have support?** Connect with external organizations (see §9) that can provide training, legal guidance and community. Collective support reduces individual risk.
5. **What is your time horizon?** Informal campaigns can yield quick wins but may not protect you long-term. Formal unionization is a longer process but can create enforceable contracts.

9. EXTERNAL ORGANIZATIONS AND RESOURCES

- **Tech Workers Coalition (TWC)** – An international network of tech workers supporting solidarity and organizing. They offer resources, webinars and peer support.
- **Emergency Workplace Organizing Committee (EWOC)** – A joint project of the Democratic Socialists of America and the United Electrical workers. EWOC provides mentoring and tools for workers starting organizing campaigns and has published guidance on concerted activity^[1].
- **Kickstarter United / Office and Professional Employees International Union (OPEIU)** – The union representing Kickstarter workers; they share insights from their successful severance negotiation^[15].
- **Alphabet Workers Union** – A minority union of Google employees supporting campaigns such as the open letter to Sundar Pichai^[20].
- **Mapbox Workers Union** – Although their unionization effort failed, they share lessons about anti-union tactics and retaliation^[12].
- **Amazon Employees for Climate Justice / Make Amazon Pay** – Groups organizing Amazon workers and allies for better pay, safety and environmental responsibility^[23].
- **Traditional unions (e.g., CWA, OPEIU, SEIU, Unite Here)** – Many national unions have tech worker locals or campaigns. They can provide organizers and legal expertise.

10. SUMMARY

Collective action is a powerful tool for workers facing layoffs. By organizing with co-workers, you can negotiate better severance, influence company policies and build long-term worker power. Successful campaigns like Kickstarter United show that formal unionization can win significant gains^[15], while informal efforts like the Google open letter demonstrate the potential of petitions and open letters^[18]. However, organizing carries risks—retaliation, blacklisting and legal battles are real^{[12][14]}. Use this playbook to navigate those challenges, evaluate your options and connect with organizations that can help you and your co-workers build solidarity.

^[1] ^[2] ^[3] ^[4] ^[7] ^[8] ^[9] ^[10] ^[11] Fact Sheet: What is Concerted Activity? - National Institute for Workers' Rights

<https://niwr.org/2025/08/07/fact-sheet-what-is-concerted-activity/>

^[5] ^[6] A Layoff Guide - Collective Action in Tech

<https://collectiveaction.tech/2022/a-layoff-guide-for-tweeps/>

^[12] ^[21] Following a vote against unionizing, Mapbox workers say they're experiencing harassment. Here's everything we know

<https://technical.ly/company-culture/mapbox-union-challenge/>

^[13] ^[14] Mozilla will pay \$300K for refusing to hire activist Apple engineer | Reuters

<https://www.reuters.com/legal/government/mozilla-will-pay-300k-refusing-hire-activist-apple-engineer-2025-01-15/>

^[15] May Day Severance Agreement – Kickstarter United

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[17] [18] [19] [20] Google workers hits back at CEO over layoffs | Fortune

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