



## Invitation - Nordea SE Project year 2

### Seminar on Exchange experiences in-between Non-Nordic Representatives

You are hereby invited to participate in the second seminar in the project "Preparing Nordea SE Employee Involvement".

**When:** Saturday, 5 November 2005, 13:00 – Monday, 7 November 2005, 13:00  
**Where:** [Hotel Prezydent](#), Spała, Poland. It's about 110 south of Warsaw and 60 km east of Łódź.  
**What:** The target group for this conference is representatives from Estonia, Latvia, Lithuania, Poland, Germany, Luxembourg and Great Britain.

#### Highlights from the program

Saturday, 5 November

- Status report from Nordea Union Board – Rauni Söderlund.
- Nordea in the non-Nordic countries – Thomas Neckmar, Head of Nordea in Poland and the Baltic countries.
- Your expectations on this seminar.

Sunday, 6 November

- Cooperation models in the non-Nordic countries – Per Karlberg, NFU.
- Models of cooperation from Nordea UK, Luxembourg and Denmark.
- Which initiatives can we make and what support is needed?

Monday, 7 November

- Making an activity plan for non-Nordic countries

**Language** The conference will be held on English with interpretation from and to Polish

**Registration:** Participants from each country of Estonia (3 participants), Latvia (3), Lithuania (3), Poland (10), Germany (2), Luxembourg (2) and Great Britain (2) need to state; Name; E-mail; Mobile Phone Number, Address and eventual food allergies or the like to Ayse Bulak Hagelia, [ayse.bulak.hagelia@finansforbundet.no](mailto:ayse.bulak.hagelia@finansforbundet.no). Telephone number +47 (22) 05 63 13.

**Registration has to be done no later than Friday 14 October 2005.**

**Bus transport:** Bus transport will be organised from Warsaw airport to Hotel Prezydent, and back..



## Cost Instructions–rules for booking of trips

### Preparing Nordea SE Employee Involvement Year 2

Due to the need to minimize the bureaucratic work in the project the following rules are valid for all costs for all participants in the project — Preparing Nordea SE Employee Involvement. Addresses and contact information are given in the end of this document.

- The project will only cover travel costs for air flights, from the nearest – to the nearest air port, or train trips, when most convenient, booked via Tranås Resebyrå. The ticket has, according to EU rules, to be the cheapest available, i.e. economy class.
- The project will not cover costs for local trips, i.e. taxi, private car or public transport to and from the airports. Eventual costs for local transports have to be covered by the traveller's base/home organization. (This is to avoid all the work with dealing with hundreds of receipts).
- Accommodation is taken care of at the conference hotel. Any other need for hotel has to be agreed on with the project administrator and booked at Tranås Resebyrå and paid via a Hotel Voucher.
- When you book our trip at Tranås Resebyrå you must.
  - State that you want to book a trip in the **NFU Nordea SE Project, Łodz**.
  - State the reference the project administrator's name: Per Karlberg.
  - The travel agency will have a list of names of the persons that will travel to each seminar. Contact Per Karlberg if there has been any misunderstanding.
- Accommodation and subsistence for the main seminar will be covered by the project via central billing. Any "private cost" as mini bar, bar bills, Pay TV and the like, will not be covered by the project.

 <p>Make the bookings at: Anders Göransson, Europaavdelningen <a href="mailto:anders.goransson@tranas-resebyra.se">anders.goransson@tranas-resebyra.se</a> or <a href="mailto:europe@tranas-resebyra.se">europe@tranas-resebyra.se</a> Tel. +46 140 37 50 00 Fax. +46 140 17 264</p> <p>Tranås Resebyrå AB Box 357 573 24 Tranås Sweden</p>	 <p>Nordiska Finansanställdas Union The Confederation of the Nordic Bank, Finance and Insurance Unions Per Karlberg Tel +46 8 614 03 06 Mobile +46 708 522 443 E-mail <a href="mailto:karlberg@nfufinance.org">karlberg@nfufinance.org</a> Homepage <a href="http://www.nfufinance.org">www.nfufinance.org</a> Fax +46 8 611 38 98 Visit adress Rosenlundsgatan 29 B Mail BOX 38151 SE-100 64 STOCKHOLM</p>
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## Background

### Preparing Nordea SE Employee Involvement

The over all aim for this process is the best possible involvement system for the employees in Nordea SE. The project's aim is to promote this through training and education of the employee representatives in and around the SNB (Special Negotiating Body). The ambition is to make sure that the employee representatives will become qualified and respectable partners to management on top and business area level in the bank and that this will work in a transnational environment with involvement of all employee representatives from all countries involved. There are also an expectation that the project will generalise knowledge and experience from the process of forming employee involvement in a European Company. Aim

### Inclusiveness

Our experiences from transnational employee influence are up till now that the influence is given and taken only among the few actually involved in this task. It is rare that the discussions engage more than the members of the EWC or in the Nordic tradition – members of the company board. Our ambition in this project is to reach deeper down in the structure of employee representation. In this way, we strongly believe that the employee involvement will contribute to create a added value to the company for the benefit of the company as a whole, all employees and other stake holders.

### Cultural understanding

The experience from the years with the Nordic company has proven that the differences between the four countries in the working life culture and in Industrial Relations creates misunderstandings that leads to unnecessary conflicts. One can therefore say that there is a need for awareness of the existing traditions and experiences from culture in working life and different industrial relations.

It is one thing to be aware of the formal differences in the national systems of employee involvement and another thing to know them and have experience from them. The negotiations will probably go smoother if representatives from different cultures and countries know each other. It is therefore very important that the training offers possibility for meetings over the cultural boundaries and language barriers. The fact that Nordea already has decided to use English as the business language on the international level in the company is an advantage for transnational networking.

But the decision to make English the business language in the company creates both possibilities and barriers. Still there is a need for training the English skills for most employees' including the employee representatives. This is obvious given the reality described in the paragraph Background employee involvement, above. This project application does not include language training. English studies will be organised by the local trade unions and they will seek as much financing from the company as possible.

Training non-Nordic representatives Target group: 4 + six representatives from the Nordic Nordea Trade Unions (see Target groups, above) Venue: Lodz, Poland.<sup>4</sup> During the preparatory phase in the project year 1, representatives from the Nordic transnational union structure went to visit all other countries within the EU where Nordea operates. This turned out to be a success. Two representatives for employees in Estonia, Latvia, Lithuania, Germany, Luxembourg and Great Britain and five from Poland participated in the main seminar and all countries apart from Estonia participated in the follow up seminar. Now we are missing good contacts with colleagues in USA and in Singapore. However, that need cannot be met under



budget heading 04.03.03.03. The cost to open contacts with these colleagues needs to be covered either by the Bank or by the Nordea Union. There are differences in tradition and knowledge of the Nordic culture of Industrial Relations. Employee representatives from Estonia, Latvia, Lithuania, Poland, Germany, Luxembourg, and Great Britain need to exchange their own experiences on how to influence in a Nordic dominated bank. They need to learn from each other how they can develop local influential systems and learn how to win the trust from colleagues from their own branch and build a fellowship with all employees in the company. This also goes for the national management. They are not just managers but also employees and therefore colleagues and in addition to this employer's representative. It is of importance that the development is done in a spirit of transparency, inclusiveness and partnership in-between employee representatives and the managers. To achieve this in an integrated system for the whole bank their systems will best be developed in accordance with the existing employee involvement systems in the bank. For this purpose, there is a need for a seminar to train non-Nordic representatives in employee involvement – exchange of experiences from Nordic countries – on the theme – How do the Industrial Relations works in Nordea in practise?

I sincerely look forward to meet you in Łodz.

Per Karlberg  
Project administrator  
NFU