



Report 2016-12-31

NFU

NFU Balance sheet 31 December 2016 €

1€= 9,58 SEK (9,582)

Assets		<u>01-jan</u>	<u>2016</u>	<u>31-dec</u>
Non-current assets	€ 7 364			
Furniture and computer		7 944	-581	7 364
Financial assets	€ 133 486			
Shares & securities		143 774	-10 288	133 486
Current assets	€ 772 535			
Accounts receivables		0	0	0
Prepaid rent		0	0	0
Prepaid tax		0	9 877	9 877
Other current receivables		6 577	36 225	42 802
Bank deposits		768 780	-48 924	719 856
Total assets	€ 913 385			
Equity and liabilities				
Unrestricted equity	€ 850 952			
Retained earnings		806 772	0	806 772
Net earnings for the year		0	44 180	44 180
Purpose-bound equity	€ 10 779			
Uni-sponsor		29 129	-18 350	10 779
Liabilities	€ 51 654			
Payables		26 588	4 736	31 324
Current tax liabilities		2 318	-2 318	0
Non-interest bearing liabilities		9 929	-1 994	7 935
Other non-interest bearing liabilities		52 340	-39 945	12 395
Total equity and liabilities	€ 913 385			

NFU Income statement 31 December 2016 €

1€= 9,58 SEK (9,582)

*Utall NFU
2014*

Income	<u>Total</u>	<u>NFU</u>	<u>UNI</u>	
Member revenue				
Member revenue	458 091	458 091		477 229
Grants for Uni-sponsor	65 624		65 624	68 114
Other income				
Exchange gain	37 578	37 578		
Subsidies received	3 693	3 693		6 567
Other income				
Total income	€ 564 986	€ 499 362	€ 65 624	€ 551 910
Expenses				
Member meetings	-13 363	-13 363		-46 374
Office space	-11 019	-11 019		-13 776
Materials & products	-6 077	-6 077		-2 149
Travel expenses	-53 948	-48 704	-5 244	-51 532
PR & advertising	-209	-209		-418
Own writings				
Representation	-2 222	-2 222		-2 310
Office costs	-2 773	-2 773		-6 021
Management costs	-457	-457		-256
External services	-69 939	-69 939		-66 681
Other expenses	-22 842	-22 689	-153	-2 068
Wages, other remuneration and s	-341 894	-263 316	-78 577	-336 756
<i>Operating earnings</i>	40 244	58 594	-18 350	23 571
Depreciation	-3 021	-3 021		-5 994
Foreign exchange loss	-1 097	-1 097		-24 258
<i>Earnings before financial items</i>	36 126	54 476	-18 350	-6 681
Interest income	32	32		32
Interest expenses	-30	-30		
Financial asset valuation	-10 288	-10 288		
<i>Earnings after financial items</i>	25 840	44 190	-18 350	-6 649
Change in tax allocation reserve				
Taxes	-10	-10		-8 327
Total expenses	-€ 539 156	-€ 455 182	-€ 83 974	-€ 566 887
Net earnings for the year	<u>€ 25 830</u>	<u>€ 44 180</u>	<u>-€ 18 350</u>	<u>-€ 14 977</u>

UNI-sponsor 2016-12-31

	9132	9207	
	Arvid	Morten	TOTAL
101 Union Council		9 404	9 404
102 Management Board		19 540	19 540
205 Lobby trips		3 783	3 783
222 Seminars		7 123	7 123
223 Planning internal		18 628	18 628
331/332 Staff costs Brussels		746 163	746 163
Sum		804 640	804 640

Balance	279 110	
Revenues in 2016	628 811	
Costs 2016	<u>-804 640</u>	-175 829
Balance	<u>103 281</u>	



NFU

ACTIVITY REPORT

2016



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Introduction

2016 will in many ways be remembered as a turbulent year for Europe and for the world. It has been a year where principles that we have taken granted have been challenged, such as free movement, open borders and cross-border cooperation.

Europe was in June struck by the unexpected results from a referendum in the United Kingdom. The results meant that the UK is to leave the European Union after 43 years as a Member State to the EU. The Brexit negotiations between the EU and the UK are expected to be tough to set an example for other EU Member States. The Commission and the Council have been clear on that the European Union cooperation is not a menu where you can pick and choose. Either you are in or you are out. The Brexit vote has also meant an immense pressure on the EU concerning its legitimacy. This at a time where nationalistic movements are growing stronger across Europe.

From the perspective of finance, Brexit could also mean a transfer of Europe's financial centre in London to somewhere else in Europe. The same is true for the European Banking Authority that no longer can remain in its London offices. As a direct outcome of the Brexit referendum the European Commissioner for Financial Services, Jonathan Hill, stepped down from his commitment as Commissioner. This in turn was deemed to have an impact on the organisation and commitments of the Commission's General Directorate for financial services.

The second unexpected vote in 2016 was the election of Donald Trump as the 45th President of the United States. The vote was a shock for people around the world and we are yet to see what impact the election will have on international relations, global trade and the political world map.

Coming back to Europe, one can say that the general economic outlook has changed in 2016 with every EU Member State reporting growth but Greece. Labour market gains and rising private consumptions have been key for growth but there are still challenges facing the European economy such as political uncertainty, slow growth outside the EU and weak global trade. Despite this, the moderate GDP growth for EU in 2016 was 1,8 % and the EU GDP is now higher than before the crisis even though there are big differences between the Member States. The employment rates in the EU have also showed an increase in 2016 and it is expected to continue to moderately grow under the coming years. Many European workers have however not had an adequate pay rise in many years. Trade unions in Europe are therefore calling for a pay rise for European workers to tackle rising inequality and to generate growth and recovery in Europe. Through higher wages, workers can afford to spend more, providing a boost to the European economy.

The NFU member unions have in 2016 been faced with new challenges, both Norway and Sweden are in a process with adopting a payroll tax for the finance sectors. A payroll tax in finance is something that already is in place in Denmark and Iceland. The fear is that the tax



will have a negative effect on employment and on local branches due to higher costs, a consequence seen in countries where such a tax already is in place. Another major issue for trade unions is digitalisation and how it is transforming the financial sectors in a rapid pace. Financial institutions, trade unions and employees need to adapt to this new reality which creates both opportunities and challenges.

2016 has been a busy year for the NFU member unions where 5 out of 7 have had congresses. Themes such as the digital transformation and the new world of work were topics that were discussed.

Agenda Setting

EU finance legislation in general

There has been a decrease in the amount of EU legislation for the financial sector since 2015. The general sense is that the Member States are now in the middle of an implementation phase concerning all the finance legislation that was passed after the financial crisis.

The flagship initiatives of this EU Commission, the Capital Markets Union and Retail Financial Services, are still being prioritized but no bigger legislative initiatives have been developed yet.

The Capital Markets Union should be in place by 2019 and is set to lower barriers to accessing capital markets, widening the investor base for SMEs, building sustainable securitization, boost long-term investment in infrastructure projects and develop European private placement markets.

The background to the Green Paper on Retail Financial Services is that the European Commission finds that retail services are not as integrated in Europe as they could be and therefore wants to change this. The aim is to oversee the retail market across Europe for products such as insurance, mortgages, loans, payments and bank accounts. No legislative initiatives have been introduced yet.

The political situation concerning Brexit has made a significant impact on the political leadership in the European Commission – and DG FISMA – leaving Valdis Dombrovskis to take over after Lord Jonathan Hill who resigned in July. Jonathan Hill was the Commissioner for financial services and the one who put forward both CMU and Retail Financial Services.

Because of less new legislative initiatives, there are also fewer consultations. However, the consultations that are launched are more extensive and often very technical, coming both from the European Commission and the European Supervisory Authorities (ESAs). The consultations from the ESAs are more demanding as they are focused on technical details in the legislation which requires more research to provide a response. The ESA's are also administrative authorities and not governed in the same democratic way as the EU institutions. It is therefore, in general, more difficult to reach out to them for a meeting or for giving input in other ways than through consultations. Again, this means that the consultation replies that NFU sends to the ESA's are very important and resource demanding.

The EBA case and the right to collective bargaining

The social partners' right to collective bargaining has been threatened during 2016 by the European Banking Authority. EU legislators are often not familiar with the Nordic model – which makes NFU's advocacy work even more important. This was evident in the EBA guidelines on sound remuneration policies (CRD4) that were published in late December 2015. NFU responded to the relevant consultation from EBA during spring 2015 and raised issues such as free collective bargaining and the importance of having employee representatives on

the relevant remuneration committees. In the final guidelines EBA analysed some of the specific points raised by the respondents. One of points was collective bargaining and the compatibility of EBA Guidelines on sound remuneration policies with other legal acts, namely Article 28 of the EU Charter of Fundamental Right and Article 153(5) of the TFEU. What EBA found was that *"Neither the CRD nor EBA GL on sound remuneration policies are contrary to Article 153(5) of the TFEU, since they do not set a uniform level of pay within the European Union or the equivalence of the constituent parts of pay."* With regards to article 28 of EU Charter of Fundamental Rights EBA means that *"...the right of collective bargaining should be exercised within the framework laid down by EBA GL on sound remuneration policies."*

After that reasoning, EBA decided to not make any changes to the guidelines and did not include a reference to collective bargaining as in CRD 4 and as under the previous guidelines. NFU meant that the guidelines showed a severe lack of understanding from the European supervisory authorities on how wages are formed and regulated – and the importance of social partners.

NFU requested a meeting with the EBA but the request was denied and it was made clear in the correspondence that the EBA had no plans on changing their interpretation of the right to collective bargaining. NFU therefore decided to take this issue further. NFU and UNI Europa Finance (UEF) worked together to highlight the importance of free collective bargaining and that the guidelines should not overrule this principle. NFU and UEF met with the EU Commission- DG JUST as well as the European Banking Federation who supported UEF and NFU in this issue.

During the same period, EBA released another piece of Draft Guidelines on Remuneration requirements for sales staff. These guidelines are more general and cover all sales staff in finance (not insurance). NFU responded to the consultation and put a lot of effort into the consultation to again explain the specificities of collective bargaining and the problems with EBA's interpretation in the earlier referred to guidelines on remuneration. In September 2016, the EBA published the final guidelines based on the consultation replies and writes that *"...the EBA underlines that these Guidelines, like any other Guidelines, apply notwithstanding any other applicable rules, including social and labour law, and therefore do not prevent the right for collective agreement to take place."*

This clearly shows that the EBA finally took our concerns into consideration and changed their interpretation of collective bargaining based on our work and it should be seen as a great success for NFU and for the right to collective bargaining.

- Work Plan Goals: 1.1, 3.1, 3.2 , 4.2, 5.1, 5.2
- Policy Platform Goals: 3.1

Consultation replies by NFU

The number of consultations has decreased – however the consultations have been more extensive and overarching than before and foremost come from the European Supervisory Authorities (ESAs).

The Commission launched the Call for evidence on EU regulatory framework for financial services in September 2015. The consultation concerned the cumulative impact of EUs finance legislation and respondents were asked to provide evidence of gaps, inconsistencies and other unexpected impacts of the legislation. NFU provided a reply on over 20 pages. The consultation period ended on 31 January 2016 and it is estimated that about 400 replies were received. The outcome showed the need for more proportionality and reducing undue regulatory burdens among other things. No reference has been made by the Commission to responses and evidence provided by civil society and trade unions which has been much criticised during the year.

NFU has responded to the EBA Draft Guidelines on remuneration policies and practices for sales staff where a lot of emphasis was placed on explaining collective bargaining and the right of social partners to decide on remuneration in the Nordic countries.

NFU replied to the joint ESAs Consultation on Guidelines on risk factors and simplified and enhanced customer due diligence. NFU there highlighted the need of adequate training for employees concerning the anti-money laundering rules as well the issue of threats against employees reporting possible money laundering cases.

DG JUST launched a consultation on Maximum remuneration ratio under CRD 4 that NFU responded to and highlighted several different aspects of the CRD 4 remuneration rules and stressed again the problems with EBA´s interpretation of collective bargaining.

NFU also responded to the ESA´s Joint Committee Discussion paper on automation in financial advice. The discussion paper focused on risks and opportunities caused by automated financial advice tools from the industry and consumer perspective. NFU focused in the consultation response on including the employee perspective in the discussion as this perspective was missing in the ESA´s discussion paper.

NFU contributed to the DG FISMA consultation on the Green Paper on Retail Financial Services through UNI Europa Finance and highlighted the importance of a level playing field in the finance sectors, between traditional actors and newcomers as well as the issue of digitalization.

- Work Plan Goals: 1.1, 1.4, 3.1, 4,2
- Policy Platform: 1.4, 1.5, 1.6, 1.8, 1.9, 2.1, 2.5, 2.8, 3.1, 3.4, 3.5

Nordic Implementation of EU Financial Rules

The Nordic Council of Ministers confirmed the funding of a project on the implementation of EU financial rules in the Nordic countries in 2016 after a 15-month long process. The final contract

was signed by NFU and Nordic Council in April and the project will run for a year. As part of the contract it is the Copenhagen Business School that will carry out the study and produce the report. Initial findings will be produced in spring 2017.

The implementation project will look at the implementation of EU financial legislation from several angles such as effects on the Nordic labour model, collective bargaining rights, consumer protection, sales and advice including information and documentation requirements in all the Nordic countries.

- Work Plan Goals: 2.6
- Policy Platform Goals: 3.6

Performance Measurement Systems

The NFU study “Do you measure up? – a study on performance measurement systems (PMS) in the Nordic financial sectors” was published in the beginning of 2016. The study was based on a survey made in the autumn of 2015 among Nordic trade union representatives. The survey had 126 respondents from 66 companies. To follow-up on the report NFU published Guidelines on Performance measurement systems in December 2016. The purpose of the Guidelines is to support the NFU member unions and their trade union representatives with points to consider and discuss when/if using, implementing or designing PMS.

The Guidelines were developed in cooperation with the NFU member unions and was adopted at the Management Board meeting in November 2016. To spread awareness of the published Guidelines, NFU has also distributed a press release to the member magazines together with the Guidelines and the report “Do you measure up?”.

A seminar on PMS in Brussels on 24th May was planned and prepared for with high-level panellists and a full room of participants. Unfortunately, the seminar was cancelled due to national manifestations by trade unions in Belgium the same day. The impact on traffic was expected to be big. A new seminar on PMS and compliance is considered for 2017.

- Work Plan Goals: 2.1, 3.2, 4.2, 4.3, 5.1
- Policy Platform Goals: 1.4, 1.5, 3.8

Study on documentation and administration

The report “Do you measure up?” showed that performance measurement systems can increase the administrative workload for finance employees. In addition to this, the regulatory pressure on the financial sector has also increased the amount of work related to reporting, control and compliance. Therefore, NFU has started to work on a new research study on the topic of the impact of more administrative work, meaning for example high demands on documentation and information for the employees. The aim is to investigate the effects of documentation and information requirements and administration on Nordic finance employees’

work and well-being. In 2016, the NFU Secretariat drafted a project plan and started to work on a draft survey. The work with the study will continue and the survey will be disseminated to the affiliates' members during spring 2017.

- Work Plan Goals: 2.1
- Policy Platforms Goals: 1.5, 1.6, 1.9, 2.4, 3.8

Finance watch - Citizens' dashboard

NFU's contribution to the project the "Citizens' Dashboard" continued in 2016. The Citizens' Dashboard is a project that started in 2013 and regards key indicators in the financial sector to identify and highlight sustainable practices. The NFU secretariat is part of the steering group of the dashboard project, focusing on giving our input to the work.

- Work Plan Goals: 2.1, 4.2, 4.4
- Policy Platform Goals: 2.2, 3.8

Monitoring

The NFU Secretariat regularly monitors the development in the finance sectors through the tool called Awareness and holds monthly internal intelligence meetings. At the meetings, the secretariat discusses topical issues and evaluates the potential impact on the sector and the NFU member unions.

In 2016, NFU started a discussion on how to share the NFU monitoring and intelligence work with the affiliated unions. It was decided by the Management Board that the NFU monitoring and intelligence should be shared in a report to the affiliates. The goal with the report was to support the member unions with intelligence and spread knowledge concerning the sector development by identifying trends and challenges and analysing their potential impact on the sector. Three reports under the heading "NFU Insights" were sent to the affiliates during autumn.

- Work Plan Goals: 2.1, 5.1

Nordic Finance and the Good Society

NFU has continued to support the project by Copenhagen Business School (CBS) on corporate governance and strategy in the Nordic financial sectors. Besides assisting in funding the project NFU also participates in all the steering committee meetings of the research project.

- Work Plan Goals: 2.6, 4.4
- Policy Platform Goals: 2.2, 2.3, 3.8

Union Cooperation

Internal Working Group Meetings

NFU hosted one working group meeting for the affiliates in 2016 and this was a joint European and Legal affairs meeting in Stockholm on 27 April. The target group for the meetings were the lawyers and policy advisors at the affiliates' secretariats. The meeting discussed issues such as sales targets, EU's remuneration rules, national implementation of EU rules and other relevant national activities amongst the affiliates.

- Work Plan Goals: 1.3

The European Sectorial Social Dialogue on Insurance and Bank

In the Social Dialogue on Insurance a joint declaration on the social effects of digitalisation was signed in October 2016. NFU has worked actively to provide input to the declaration and many of the NFU points were included in the text. The dissemination of the booklet on the demographic challenge has also continued within the Insurance Social dialogue. In May, NFU attended the dissemination conference in Bucharest, Romania, where the result was presented and discussed.

In the Bank Social Dialogue, a follow-up meeting on the joint declaration on CSR (2014) was held in November to evaluate the implementation and decide on follow-up measures. The bank social dialogue has also continued the work with the mapping exercise on financial regulation's impact on employment. A formal project plan and request for funding has now been submitted to the European Commission. If the project plan is approved, the work will start in 2017. NFU has worked actively to provide our input to the project plan from the beginning.

In October 2016, NFU was invited to participate as the chair of the workers' group at the ILO Global dialogue forum on telework in the financial services and ICTS sectors. The topic of discussion was the challenges and opportunities of telework as-well recommendations to the ILO on how to work with the issue. NFU provided the Nordic input to UNI Finance before the meeting, resulting in that the NFU view was reflected in the discussions from the start. The outcome was a document of consensus points that will be presented to the ILO Governing Body for its considerations in 2017. The consensus points take the NFU input in to consideration, including a wording that telework must be understood in the light of new trends in the world of work in addition to its traditional forms.

- Work Plan Goals: 1.4, 3.2, 4.2
- Policy Platform Goals: 3.7

Nordic High Level Training

NFU launched a high level training for Nordic trade union representatives in 2016 to strengthen Nordic trade union cooperation. The training programme consists of two parts; the first focusing on Nordic and international trade union structures and work as well as factual

knowledge about the financial sector and the second part on strategic and inter-cultural communications. The first part was carried out by NFU during autumn/winter 2016-2017 and the second part will be carried out by the consultants from Rhetorica during spring 2017.

Approximately 40 trade union representatives from the NFU member unions have participated or will participate in the training program. In 2016, Part 1 was carried out in Stockholm, Helsinki and Copenhagen. The last session of Part 1 will be carried out in Oslo in January 2017. The participants' evaluation of the days was overall very positive. A clear majority of the participants stated that the course lived up to their expectations to a high or very high degree and they appreciated the external keynote speakers on digitalisation and corporate governance.

During the year, NFU has also worked in close cooperation with Rhetorica to develop the programme for Part 2. The programme has a clear connection to the NFU sessions, covering themes like differences and similarities across the Nordics, communicating the Nordic agenda, mediating the Nordic perspective to local members as-well as exploring the rhetorical challenges in the field of compliance. In addition to Part 1 and 2, optional one-to-one sessions will be carried out for the 16 participants that have requested this.

- Work Plan Goals: 2.4, 2.5

Baltic Organising Academy (BOA)

The agreement between NFU, ESTAL and EFL was signed in June this year and Risto Raudkivi took up his position as organiser for the Estonian finance sector in mid-August. The goal is to create EFL union clubs at Swedbank and SEB and to strengthen the EFL union club at Nordea through recruitment and leadership development to increase the activity and bargaining power of the unions to negotiate strong collective agreements. During the project period, the organiser will also work together with EFL to develop the union's infrastructure to further strengthen organising capacity on the longer term.

The progress with recruiting members in Nordea has been significant during the autumn. There is however no membership fee in place yet but will be introduced when the first collective agreement is signed.

NFU has participated in two BOA-meetings with other sectors, met with the parties in Estonia as well as have had several skype meetings with the organiser during autumn 2016.

- Work Plan Goals: 4.2
- Policy Platform Goals: 3.7

FISAC-CGIL European Project: EWCs and European Companies in the Finance Industry

NFU has participated in three meetings of the Italian EU-project by FISAC-CGIL about EWC's and how to foster the employees' participation and the anticipation of change. NFU assisted FISAC-CGIL in organising one of the meetings in Stockholm in June. Besides Italian trade unions, several EWCs from across Europe take part in the project meetings, as well as NFU and UEF. A handbook for EWCs will be developed within the project.

- Work Plan: 2.5, 4.2

Communication

The NFU web

In 2016, NFU launched a project to redesign the NFU website. The redesign aims to give the website a fresh and modern feel, make it easier to use and be more purpose-oriented and adapted to new technology (such as smartphones and tablets). The project also includes a touch up of the NFU graphic profile, hosting, a service agreement and a SSL-certificate.

In June, NFU commissioned the agency The Generation to build and design the new website. The new website will be launched in early 2017.

- Work Plan Goals: 5.1

Governance

NFU Union Council

NFU held its Union Council in Copenhagen on 13-14 October. The Union Council, which consists of 24 delegates from the NFU member unions, is the highest decision making body of NFU. The Union Council meets physically every second year.

At the Union Council the delegates adopted a revised Policy Platform and a new Work Plan for 2017-2018. The Union Council also decided to increase the membership fee in 2017 according to the rules on index regulation. Michael Budolfson was re-elected as President and Pål Adrian Hellman was elected as new Vice President of NFU by the Union Council. At the meeting the participants discussed issues such as digitalisation and relocation of jobs.

On the second day of the Union Council, NFU was visited by Lars Ohnemus from Copenhagen Business School. Lars Ohnemus presented the research project "The Finance sector and the Prosperous Society" which is partly funded by NFU.

NFU Management Board

The Management Board composition was rather stable during the year. Jimmy Johnsson from FTF stepped down from the NFU Management Board in October and was replaced by Susanne



Lindberg, Pål Adrian Hellman was elected as new Vice President of the NFU Management Board in October at the Union Council.

NFU Secretariat

There have been changes within the secretariat during 2016. Annika Stenström started her temporary position to cover for Martin Hassel who went on parental leave from January 2016. When Martin resigned from his position at NFU in August, Annika was given a permanent position as Policy Advisor at NFU.

Arvid Ahrin went on a nine months parental leave from the 1st of September why Ella Sjödin took the temporary role of Acting General Secretary to cover for Arvid on his leave. Thus, Ann-Helen Hopland was hired from September 1 on a temporary position as European Coordinator to cover for Ella's work with EU affairs until June 2017.

NFU also had its first trainee in 2016. Elin Holmqvist, a student in European sciences at Göteborgs universitet had her internship at the NFU secretariat between January-June with Ella Sjödin as her supervisor.

ANNEX 1 Way forward

Agenda Setting

NFU has during 2015-2016 found a successful working method on building up a knowledge hub and using the knowledge in its agenda setting work. By having clear policy priorities NFU can perform studies that can be used for putting an item on the policy agenda on European level, following up with concrete lobbying activities. After the report and work done on performance measurement, a report on compliance and administration is also underway in 2017, again corresponding to the overarching theme of trust.

The Management Board decided to prioritize ***Finance in Society*** as an overarching policy priority for agenda setting for 2017-2018, relating to the role of the finance sector in society. The topic is closely connected to sustainability and trust in the finance sector and will be a good way to continue and follow up on that priority, taking a broader perspective but still keeping trust as a key component.

Working with the overarching topic of Finance in Society therefore gives NFU the possibility to raise both the important role of the finance sector *in* society as well as its responsibility *towards* the society. The aspiration is that NFU could contribute to a more constructive discussion on why and how the finance sector and its employees play an important role to society. Discussing and promoting the important role of the finance sector is a way to take the issue of trust even further by raising how important the sector is for local and regional growth and development.

Union Cooperation

NFU's policies and activities rely on a strong cooperation among the member unions. To support this, NFU should keep working to strengthen the networks within NFU for a deeper exchange of knowledge and strategy. For all internal networking activities planned, this should be considered.

NFU will also work more to strengthen the cooperation with union colleagues in other sectors and regions. By drawing closer ties to other union organizations in the Nordic and European settings, NFU can gain stronger impact for our policies. At the same time, we can take part in shaping cross-sectoral union strategies on the long term to benefit finance sector employees as well as the wider services sector.

Communication

NFU should strive to be recognized as a competent and influential dialogue partner at all levels, and the communication efforts should support this aim.

NFU should constantly try to improve the methods for internal communication of plans and results. The member unions should be able to see and understand the consequences of regulation and the importance of international trade union work and lobbying activities.



For the external visibility, NFU should strive to increase our visibility, both in terms of how NFU is visible and towards what actors. NFU should increase our visibility towards other organisations who share our focus on sustainable finance. Launching new NFU website in 2017 will play a big role in improving the communication of NFU.

ANNEX 2 Travels and meetings 2016

The NFU secretariat participated in the following meetings involving external parties and/or member unions in 2016. Participants from the NFU secretariat are listed under each.

January

20: Presidium meeting, Stockholm

Arvid Ahrin

28-29: UNI Europa CPC meeting, Brussels

Arvid Ahrin

February

1: Seminar Europahuset Inflytande i EU, Stockholm

Ella Sjödin, Elin Holmqvist

1: STEERCO conference call Citizens' Dashboard, Stockholm

Annika Stenström

3: Social Dialogue Insurance pre-meeting, Brussels

Annika Stenström

4: Social Dialogue Insurance meeting, Brussels

Annika Stenström

9: Meeting with Nordic sector federation general secretaries, Stockholm

Arvid Ahrin

12: Norden-seminar, Finlandshuset, Stockholm

Ella Sjödin, Elin Holmqvist

15-16: NFU Management Board, Helsinki

Arvid Ahrin, Annika Stenström, Ella Sjödin

17: Seminar Green Finance, Fores, Stockholm

Ella Sjödin, Annika Stenström, Elin Holmqvist

17: Roundtable on Green Finance, Fores, Stockholm

Ella Sjödin

18: NFU General Secretaries meeting, Copenhagen

Arvid Ahrin

24: CBS Advisory Board meeting, Copenhagen

Arvid Ahrin

25: Meeting with Rhetorica, Copenhagen

Annika Stenström

25-26: EWC-project by Fisac C-GIL, Rome

Ella Sjödin

26: Seminar at Svensk Försäkring

Arvid Ahrin, Elin Holmqvist

March

1-2: Hearing on Retail Financial Services, Brussels,

Ella Sjödin

4: Meetings with FSU-NO, Oslo

Arvid Ahrin, Annika Stenström, Ella Sjödin

10-11: SSF Congress, Selfoss

Arvid Ahrin

11: Seminar EU Social pillar, Europahuset, Stockholm

Annika Stenström, Ella Sjödin

13-16: UNI Europa Conference, Rome

Arvid Ahrin, Annika Stenström

April

12: Meeting with CBS, Copenhagen,

Ella Sjödin, Arvid Ahrin

19: NFS meeting with the Nordic sector federations, Stockholm

Arvid Ahrin

21: Meeting with Unionen on Baltic organising, Sundbyberg

Arvid Ahrin

27: Joint European/Legal Affairs meeting, Stockholm

Arvid Ahrin, Ella Sjödin, Annika Stenström, Elin Holmqvist

29: Meeting with EBF, Brussels

Ella Sjödin

28-29: Social dialogue Insurance meeting and pre-meeting, Brussels

Annika Stenström

May

3: Conference call about Call for Evidence with Finance Watch, Stockholm

Ella Sjödin

11: Conference; Transforming Finance, ShareAction, London

Ella Sjödin

11: Presidium meeting, Stockholm

Arvid Ahrin

11-13: Conference on the demographic challenge, Social dialogue insurance, Bucharest

Annika Stenström

12-13: Forskringsförbundet congress, Kobaek Strand

Arvid Ahrin

17: Competence development: monitoring and Awareness, Stockholm

Annika Stenström

17: Hearing on Call for Evidence, EU Commission, Brussels

Ella Sjödin

18: Meeting with DG Just, Brussels

Ella Sjödin, Morten Clausen

23: UNI Norden meeting, Stockholm

Arvid Ahrin

24: DI Bank conference, Grand Hotel, Stockholm

Annika Stenström

24: Meetings with UNI Europa Finance, Brussels

Arvid Ahrin

25: Meeting with Finance Watch, Brussels

Arvid Ahrin

30: NFU Management Board, Saltsjöbaden

Arvid Ahrin, Ella Sjödin, Annika Stenström

31: FTF congress, Saltsjöbaden

Arvid Ahrin

June

1: FTF congress, Saltsjöbaden

Arvid Ahrin

1: Finance Watch conference, Brussels

Ella Sjödin, Elin Holmqvist

1: TCO EU network, Stockholm

Annika Stenström

7-8: NFU planning days, Stockholm

Annika Stenström, Ella Sjödin, Arvid Ahrin, Morten Clausen

9-10: Finance Watch AGM, Brussels

Arvid Ahrin

14: Meeting with the Generation, Stockholm

Annika Stenström, Arvid Ahrin, Ella Sjödin

15: EWC meeting FISAC C-GIL, Näsby Slott, Stockholm

Annika Stenström, Ella Sjödin

15: Meeting with EFL and ESTAL, Tallinn

Arvid Ahrin

20: Social dialogue Bank pre-meeting, Brussels

Annika Stenström

21: Social dialogue Bank meeting, Brussels

Annika Stenström

21: NFU General Secretaries meeting, Oslo

Arvid Ahrin

27-29: ETUI-ETUC conference - The new world of work, Brussels

Annika Stenström

28: Regulation Working Group, UEF, Brussels

Ella Sjödin

29: DG Fisma meeting, Brussels

Ella Sjödin

July

3-6 Almedalen, Visby, Sweden

Annika Stenström, Arvid Ahrin

August

16: Design workshop with Rhetorica, Stockholm

Annika Stenström, Ella Sjödin, Arvid Ahrin

29: NFU Presidium, Stockholm,

Ella Sjödin

30: UNI EU policy making working group, Brussels

Annika Stenström

September

1: TCO-network for EU-issues, Stockholm

Ann-Helen Hopland

5-6: PRO meeting, Tallinn

Ella Sjödin

8: EWC-meeting with FSU-NO, Oslo

Ella Sjödin

8: STEERCO conference call Citizens' Dashboard, Stockholm

Annika Stenström

9: NFU presentation for FTF, Stockholm

Annika Stenström, Ann-Helen Hopland, Ella Sjödin

14-15: NFU Management Board, Oslo

Ann-Helen Hopland, Ella Sjödin, Annika Stenström

19: Debate on the EU State of Play: Junker's annual speech, Stockholm

Ann-Helen Hopland

22: IDD-hearing hosted by EIOPA, Frankfurt

Ann-Helen Hopland

22-23: General Secretaries' meeting, Helsinki

Ella Sjödin

24: NBU Veterans, Helsinki,

Ella Sjödin

27: Meeting with CBS + Advisory Board CBS, Copenhagen,

Ella Sjödin

27: EFTA-secretariat, Seminar: Inside the internal market, outside the banking union, Brussels

Ann-Helen Hopland

27: Meeting with the European Consumer Organization, Brussels

Ann-Helen Hopland

28: Lunch meeting with Finance Watch, Brussels

Ann-Helen Hopland

29: European Banking Association annual summit, Brussels

Ann-Helen Hopland

October

6: High level training for union representatives, Stockholm

Annika Stenström, Ann-Helen Hopland, Ella Sjödin

7: Meeting with the Generation, Stockholm

Annika Stenström, Ella Sjödin, Ann-Helen Hopland

11: Social dialogue Insurance pre-meeting, Brussels

Annika Stenström

12: Social dialogue Insurance meeting and internal meeting, Brussels

Annika Stenström

13-14: NFU Union Council, Copenhagen

Ann-Helen Hopland, Ella Sjödin, Annika Stenström

24-26: ILO global dialogue forum on telework in the ICTS and Financial services sectors, Geneva

Annika Stenström

27: Seminar The platform economy: opportunities and risks – what implications for the labour market? , Stockholm

Ann-Helen Hopland

27: Meeting with EFL and ESTAL, Tallinn

Ella Sjödin

November

1: NFU Presidium, Copenhagen

Ella Sjödin

3: UNI Norden, Oslo

Ella Sjödin

7-8: EWC-project FISAC-C-GIL, Belgrade,

Ella Sjödin

8: Meeting with FSU-DK, Copenhagen

Ann-Helen Hopland

9: FSU-SE Congress, Nynäshamn

Ella Sjödin

9: High level training for union representatives, Copenhagen

Annika Stenström, Ann-Helen Hopland

14: Meeting with PRO-secretariat, Helsinki

Ann-Helen Hopland, Annika Stenström

15: High level training for union representatives, Helsinki

Ann-Helen Hopland, Annika Stenström

15-16: FSU-NO Congress, Gardemoen

Ella Sjödin

16: Pre-meeting Social Dialogue Bank, Brussels

Annika Stenström

17: Follow-up meeting on CSR declaration SSDB, Brussels

Annika Stenström

18: Plenary meeting Social Dialogue Bank, Brussels

Annika Stenström

21: BOA meeting, Tallinn

Ella Sjödin

22: UNI Europa Finance Conference, Nyon

Ann-Helen Hopland Annika Stenström, Ella Sjödin

23: NFU Management Board meeting, Nyon

Annika Stenström, Ann-Helen Hopland, Ella Sjödin

25: Meeting with European Responsible Investment Network, Stockholm

Ella Sjödin

29: Internal working group meeting UNI Europa Finance, Brussels

Ann-Helen Hopland

30: DG Fisma meeting, Brussels

Ann-Helen Hopland

December

7: Panel at Finance Watch conference on Public Interest in Banking, Brussels

Ella Sjödin (panellist), Annika Stenström

12: BOA Faciliators' Group, Stockholm

Ella Sjödin

13: Finance Watch AGM, Brussels

Ella Sjödin, Ann-Helen Hopland

ANNEX 3 Internal NFU meetings

Management Board members

President:	Michael Budolfson/FSU-DK (MB)
Vice-President:	Pål Adrian Hellman/FSU-NO (PAH) From October 2016
Titular members:	Ulrika Boëthius/FSU-SE (UB) Anna Karen Hauksdottir/SSF (AKH) Susanne Lindberg/FTF (SL) From October 2016 Jimmy Johnsson/FTF (JJ) Until October 2016 Rauni Söderlund/Pro (RS) Charlotte Hougaard/Forsikringsforbundet (CH) Bente Hornsrud Espenes/FSU-NO (BHE)

Management Board meetings

1. Helsinki, 16 February (Host: Pro)

Participants: MB, PAH, UB, AKH, JJ, RS, CH, BHE

From the secretariat: Arvid Ahrin, Ella Sjödin, Annika Stenström, Morten Clausen, Elin Holmqvist

External speaker: Antti Hakala from Trade Union Pro presented the Finnish government's anti-trade union actions and the responses to it by the trade union movement.

2. Stockholm, 30 May (Host: FTF)

Participants: MB, PAH, UB, AKH, JJ, RS, CH, BHE

From the secretariat: Arvid Ahrin, Ella Sjödin, Annika Stenström, Morten Clausen

External speaker: cancelled

3. Oslo, 15 September (Host FSU-NO)

Participants: MB, PAH, UB, AKH, RS, CH, BHE, Anders Johnsson (replacing JJ)

From the secretariat: Arvid Ahrin, Ella Sjödin, Annika Stenström, Morten Clausen

External speaker: Kaj-Martin Georgsen, Head of corporate responsibility and public affairs (DNB) visited the board to give a presentation on the implementation of the EU financial regulation for the biggest bank in Norway DNB.

4. Nyon, 23 November

Participants: MB, PAH, UB, AKH, SL, CH, BHE, Antti Hakala (replacing RS)

From the secretariat: Arvid Ahrin, Ella Sjödin, Annika Stenström, Morten Clausen

External speaker: Erkan Ersoy, Director of Organising for Europe at Uni Global Union, presented UNI's organizing work in Central and Eastern Europe.

Presidium meetings

The main task of the Presidium is to prepare the forthcoming Management Board and Union Council meetings.

1. 20 January, Stockholm. Michael Budolfson, Ulrika Boëthius, Arvid Ahrin
2. 11 May, Stockholm. Michael Budolfson, Ulrika Boëthius, Arvid Ahrin
3. 29 August, Stockholm. Michael Budolfson, Ulrika Boëthius, Ella Sjödin
4. 1 November, Copenhagen. Michael Budolfson, Pål Adrian Hellman, Ella Sjödin