

Finnish Commerce Federation’s pay rise guidelines for the collective agreement period from 1 February 2025 to 31 January 2028

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Personnel entitled to a pay rise

Only employees covered by the collective agreement are entitled to a pay rise in accordance with the collective agreement. Pay rises do not apply to employees outside the scope of the Working Hours Act, such as sales staff under the Act on Commercial Representatives and Salesmen (irrespective of their remuneration scheme).

Moreover, pay rises do not apply to wholesale salespersons who are fully or partially paid on a commission basis. The protocol concerning wholesale salespersons and buyers will be removed from the Collective Agreement for the Commerce Sector on 30 September 2026. **Employees who previously fell under the scope of that protocol will, as of 1 October 2026, be covered by the revised remuneration system of the Commerce Sector Collective Agreement. From that point onward, they will be subject to both the general job requirement classification and the standard wage increases agreed upon in the collective bargaining agreement.**

A new provision, Section 17 paragraph 2, will be added to the collective agreement, stipulating that as of 1 October 2026, pay rises will not apply **to employees working in particularly demanding sales and purchasing positions classified as professional expert roles in the job requirement levels listed in the wage annex of the collective agreement for the commercial sector**, and whose pay consists partially or entirely of commission.

These guidelines apply to employees covered by the following collective agreements:

- Collective Agreement for the Commercial Sector, including salaried ICT employees in the commercial sector
- Collective Agreement for Retail Supervisors
- Collective Agreement for Retail Logistics Supervisors

Pay rises in 2025

In addition to the pay rises, the labour market organisations have agreed to reform the remuneration system for sales staff as a follow-up to the reform of the remuneration system for logistics and clerical employees, which took effect on 1 January 2024. The updated job requirement levels shall become part of the collective agreement. The reform removes the provisions on matters such as responsibility bonuses for sales staff and shop manager's stand-in bonuses from the collective agreement. Section 10 of these guidelines includes examples related to bonuses.

The reformed remuneration system for sales staff shall take effect on 1 October 2026. The labour market organisations have updated the application guidelines for the reformed remuneration system.

1. Pay rises in the Collective Agreement for the Commercial Sector in 2025

1.1. Pay rises as of 1 May 2025

The monthly salaries and hourly wages of all employees in an employment relationship on 30 April 2025 shall increase by 2.9% from 1 May 2025.

1.2. Pay scales as of 1 May 2025

The new pay scales are on the Finnish Commerce Federation's website, and they take into account the pay rises applying as of 1 May 2025 in full. If an employee is remunerated according to the pay scale, the employer shall implement the pay rise by paying the employee the new pay scale rate. There is no need for any further increases.

Example: A company in Espoo has a salesperson who began working for them on 1 January 2018. The employee's monthly salary is currently €2,300 (pay scale B for sales staff in the Helsinki metropolitan area, previously for 5th-year employees but now for 6th-year employees: €2,271). On 1 May 2025, their salary shall increase by 2.9% to €2,366.70 (€2,300 + 2.9%).

When the employee reaches 8 full years of employment on 31 December 2025, the employer must increase the employee's salary to the amount for a 9th-year (formerly 8th-year) salesperson according to the new pay scale. After the increase, the employee's salary shall be €2,441 (9th-year pay scale B, in the Helsinki metropolitan area as of 1 May 2025).

1.2.1. Monthly salaries

The pay scales in the Collective Agreement for the Commercial Sector that took effect on 1 May 2025 have been increased by 2.9%.

The pay scales of salaried ICT employees have also been increased by 2.9%.

1.2.2. Hourly wages

The new pay scale wages have been calculated in the foregoing manner by taking the increased pay scale salaries and dividing them by 160 (the monthly salary divisor in accordance with the Collective Agreement for the Commercial Sector). Due to the rounding rules used for pay scale wages, the increase is from €0.29 to €0.52 per hour.

[Pay scales as of 1 May 2025 to 31 July 2026](#)

1.3. Sales assistants working on commission

In this section, "sales assistants working on commission" are sales assistants in retail and specialist stores. As of 1 May 2025, the personal **fixed salary component** of a full-time salesperson working on commission shall increase by €66 (or €0.41 per hour). If a part-time salesperson working on commission is paid a pro rata monthly salary, the employee's personal salary shall increase proportionally by the same increase.

*Example: A sales assistant working on commission with a pro rata monthly salary has an employment contract to work 20 hours per week. Therefore, their pro rata monthly salary shall increase by €35.20 (€66 * 20 / 37.5).*

It is not necessary to increase the variable component of the remuneration. Commission refers to a form of remuneration whereby the variable component of the remuneration is based on sales, the sales margin or similar.

The pay rise guidelines do not apply to wholesales sales personnel who are not entitled to general pay rises in accordance with the collective agreement.

1.4. Logistics workers on performance-related pay

In accordance with the protocol on logistics workers, the general pay rises agreed by the labour market organisations shall also apply to the performance of logistics workers in companies that use performance-related remuneration when the pay rise takes effect.

In these companies, the employer may decide on the pay increase applying to the performance-related component in accordance with one of the procedures described below:

A. A component corresponding to the general pay rise (2.9%) shall be calculated from the employee's average performance-related pay. The monetary sum obtained in this way is added to the employee's personal monthly salary or hourly wage on the next payday.

B. The general pay rise (2.9%) increases the performance-related unit prices, multipliers or comparable components in such a way that an equivalent performance yields the same performance-related pay plus the amount corresponding to the general pay rise.

Alternatively, a local agreement may be made on a different method of calculating, dividing or replacing the performance-related component of the pay rise in accordance with section 25 (formerly section 23).

Refer to the joint application guidelines published by the Finnish Commerce Federation and PAM for more detailed instructions on applying the pay rise and the effects on the performance-related pay for logistics workers.

1.5. Working time bonuses

Working time bonuses shall not increase in 2025, so the working time bonuses in the wage annex to the Collective Agreement for the Commercial Sector as of 1 May 2022 shall remain in effect.

1.6. Shop stewards and labour protection delegates

The compensation for shop stewards and labour protection delegates shall increase by 7.8% as of 1 May 2025.

Compensation payable to shop stewards and labour protection delegates as of 1 May 2025:

| Number of employees | Compensation (€ per month) |
|---------------------|----------------------------|
| 20–49 | 51 |
| 50–149 | 89 |
| 150–299 | 126 |
| 300–499 | 191 |
| 500–699 | 243 |
| 700 or more | To be agreed locally |

2. Collective Agreement for Retail Supervisors

As of 1 May 2025, the personal salaries of supervisors covered by the Collective Agreement for Retail Supervisors who are in employment relationships on 30 April 2025 shall increase by 2.9%.

3. Collective Agreement for Retail Logistics Supervisors

As of 1 May 2025, the personal salaries and pay scale wages of supervisors covered by the Collective Agreement for Retail Logistics Supervisors who are in employment relationships on 30 April 2025 shall increase by 2.9%.

Pay rises in 2026

4. Pay rises in the Collective Agreement for the Commercial Sector in 2026

4.1. Pay rises as of 1 August 2026

The monthly salaries and hourly wages of all employees in an employment relationship on 31 August 2026 shall increase by 2.5% from 1 August 2026.

4.2. Pay scales as of 1 August 2026

The new pay scales are on the Finnish Commerce Federation's website, and they take into account the pay rises applying as of 1 August 2026 in full. If an employee is remunerated according to the pay scale, the employer shall implement the pay rise by paying the employee the new pay scale rate. There is no need for any further increases.

4.2.1. Monthly salaries

The pay scales in the Collective Agreement for the Commercial Sector that took effect on 1 August 2026 have been increased by 2.5%.

The pay scales of salaried ICT employees have also been increased by 2.5%.

4.2.2. Hourly wages

The new pay scale wages have been calculated in the foregoing manner by taking the increased pay scale salaries and dividing them by 160 (the monthly salary divisor in accordance with the Collective Agreement for the Commercial Sector). Due to the rounding rules used for pay scale wages, the increase is from €0.29 to €0.52 per hour.

[Pay scales as of 1 August 2026 to 30 April 2027](#)

4.3. Sales assistants working on commission

In this section, “sales assistants working on commission” are sales assistants in retail and specialist stores. As of 1 August 2026, the personal **fixed salary component** of a full-time salesperson working on commission shall increase by €58 (or €0.36 per hour). If a part-time salesperson working on commission is paid a pro rata monthly salary, the employee’s personal salary shall increase proportionally by the same increase.

*Example: An employee with a pro rata monthly salary has an employment contract to work 20 hours per week. Therefore, their pro rata monthly salary shall increase by €30.93 ($€58 * 20 / 37.5$).*

It is not necessary to increase the variable component of the remuneration. Commission refers to a form of remuneration whereby the variable component of the remuneration is based on sales, the sales margin or similar.

The pay rise guidelines do not apply to wholesales sales personnel who are not entitled to general pay rises in accordance with the collective agreement.

4.4. Logistics workers on performance-related pay

In accordance with the protocol on logistics workers, the general pay rises agreed by the labour market organisations shall also apply to the performance of warehouse workers in companies that use a performance-related pay system when the pay rise takes effect.

In these companies, the employer may decide on the pay increase applying to the performance-related component in accordance with one of the procedures described below:

A. A component corresponding to the general pay rise (2.5%) shall be calculated from the employee’s average performance-related pay. The monetary sum obtained in this way is added to the employee’s personal monthly salary or hourly wage on the next payday.

B. The general pay rise (2.5%) increases the performance-related unit prices, multipliers or comparable components in such a way that an equivalent performance yields the same performance-related pay plus the amount corresponding to the general pay rise.

Alternatively, a local agreement may be made on a different method of calculating, dividing or replacing the performance-related component of the pay rise in accordance with section 25 (formerly section 23).

4.5. Working time bonuses

As part of their settlement for the Collective Agreement for the Commercial Sector, the Finnish Commerce Federation and PAM agreed to reform the working time bonuses for logistics employees. The reformed bonuses shall be phased in gradually.

In 2026, the night bonus for logistics employees shall increase from €4.40 to €5.30 as of 1 October 2026. In addition, the double night bonus for working on Sunday nights in logistics positions shall be abolished. From 1 October 2026, the night bonus paid for Sundays shall be the same as for other nights.

The other working time bonuses shall not increase in 2026.

4.6. Shop stewards and labour protection delegates

The compensation for shop stewards and labour protection delegates shall not increase in 2026, so the raised compensation introduced on 1 May 2025 shall remain in effect.

5. Collective Agreement for Retail Supervisors

As of 1 August 2026, the personal salaries and pay scale wages of supervisors covered by the Collective Agreement for Retail Supervisors who are in employment relationships on 31 July 2026 shall increase by 2.5%.

6. Collective Agreement for Retail Logistics Supervisors

As of 1 August 2026, the personal salaries and pay scale wages of supervisors covered by the Collective Agreement for Retail Logistics Supervisors who are in employment relationships on 31 July 2026 shall increase by 2.5%.

Pay rises in 2027

7. Pay rises in the Collective Agreement for the Commercial Sector in 2027

7.1. Pay rises as of 1 May 2027

The monthly salaries and hourly wages of all employees in an employment relationship on 30 April 2027 shall increase by 2.4% from 1 May 2027.

7.2. Pay scales as of 1 May 2027

The new pay scales are on the Finnish Commerce Federation's website, and they take into account the pay rises applying as of 1 May 2027 in full. If an employee is remunerated according to the pay scale, the employer shall implement the pay rise by paying the employee the new pay scale rate. There is no need for any further increases.

7.2.1. Monthly salaries

The pay scales in the Collective Agreement for the Commercial Sector that took effect on 1 May 2027 have been increased by 2.4%.

The pay scales of salaried ICT employees have also been increased by 2.4%.

7.2.2. Hourly wages

The new pay scale wages have been calculated in the foregoing manner by taking the increased pay scale salaries and dividing them by 160 (the monthly salary divisor in accordance with the Collective Agreement for the Commercial Sector). Due to the rounding rules used for pay scale wages, the increase is from €0.29 to €0.52 per hour.

[Pay scales as of 1 May 2027 to 31 January 2028](#)

7.3. Sales assistants working on commission

In this section, "sales assistants working on commission" are sales assistants in retail and specialist stores. As of 1 May 2027, the personal **fixed salary component** of a full-time salesperson working on commission shall increase by €57 (or €0.36 per hour). If a part-time salesperson working on commission is paid a pro rata monthly salary, the employee's personal salary shall increase proportionally by the same increase.

*Example: An employee with a pro rata monthly salary has an employment contract to work 20 hours per week. Therefore, their pro rata monthly salary shall increase by €30.40 (€57 * 20 / 37.5).*

It is not necessary to increase the variable component of the remuneration. Commission refers to a form of remuneration whereby the variable component of the remuneration is based on sales, the sales margin or similar.

The pay rise guidelines do not apply to wholesales sales personnel who are not entitled to general pay rises in accordance with the collective agreement.

7.4. Logistics workers on performance-related pay

In accordance with the protocol on logistics workers, the general pay rises agreed by the labour market organisations shall also apply to the performance of warehouse workers in companies that use a performance-related pay system when the pay rise takes effect.

In these companies, the employer may decide on the pay increase applying to the performance-related component in accordance with one of the procedures described below:

A. A component corresponding to the general pay rise (2.4%) shall be calculated from the employee's average performance-related pay. The monetary sum obtained in this way is added to the employee's personal monthly salary or hourly wage on the next payday.

B. The general pay rise (2.4%) increases the performance-related unit prices, multipliers or comparable components in such a way that an equivalent performance yields the same performance-related pay plus the amount corresponding to the general pay rise.

Alternatively, a local agreement may be made on a different method of calculating, dividing or replacing the performance-related component of the pay rise in accordance with section 25 (formerly section 23).

Refer to the joint application guidelines published by the Finnish Commerce Federation and PAM for more detailed instructions on applying the pay rise and the effects on the performance-related pay for warehouse workers.

7.6. Working time bonuses

The working time bonuses shall not increase in 2027.

8. Collective Agreement for Retail Supervisors

As of 1 May 2027, the personal salaries and pay scale wages of supervisors covered by the Collective Agreement for Retail Supervisors who are in employment relationships on 30 April 2027 shall increase by 2.4%.

9. Collective Agreement for Retail Logistics Supervisors

As of 1 May 2027, the personal salaries and pay scale wages of supervisors covered by the Collective Agreement for Retail Logistics Supervisors who are in employment relationships on 30 April 2027 shall increase by 2.4%.

10. Examples of the responsibility bonus and the shop manager's stand-in bonus

The labour market organisations have agreed to reform the remuneration system for sales staff. The reform shall take effect on 1 October 2026. Further details will be announced separately.

The reform abolishes the provisions on the responsibility bonus (section 14, subsection 8 of the collective agreement) and the shop manager's stand-in bonus (section 14, subsection 9 of the collective agreement) by 1 October 2026. As regards the responsibility bonus and the shop manager's stand-in bonus, the impact on wages must be assessed on a case-by-case basis. The assessment depends on whether the bonus is an appointment-type bonus agreed in the employment contract or otherwise agreed to be permanent. In such a case, it shall become part of the employee's salary. It may also be considered a bonus for work duties based on the right of supervision, and it shall continue to be paid in accordance with the prevailing practice, depending on the actual work done in every case.

Refer to the joint application guidelines on the reform of the remuneration system for more detailed instructions on the abolition of the responsibility bonus and the shop manager's stand-in bonus.

Example: An employee is paid a salary in pay scale group B for 6th-year employees (previously 5th-year employees) of €2,395 until 30 September 2026 (Helsinki metropolitan area). In addition, their employment contract states that they are paid a responsibility bonus of 5% of the pay scale salary because they are responsible for running a shop department. The responsibility bonus becomes part of the employee's salary, giving a new salary of €2,395 + 5% = €2,514.75. After the reform of the remuneration system takes effect, the job requirement level states that the employee's role, according to their job description, is classified as a demanding professional position (pay scale group C). When the reform of the remuneration system takes effect, the employee's pay scale salary is €2,580 (6th year), so this is the new minimum wage payable to the employee.

Example: An employee is paid a salary in pay scale group B for 6th-year employees (previously 5th-year employees) of €2,395 until 30 September 2026 (Helsinki metropolitan area). In addition, their employment contract states that they are paid a shop manager's stand-in bonus of 10% of the pay scale salary because they stand in for the shop manager. The shop manager's stand-in bonus becomes part of the employee's salary, giving a new salary of €2395 + 10% = €2634.50.

After the reform of the remuneration system takes effect, the job requirement level states that the employee's role, according to their job description, is classified as a special professional position (pay scale group D). When the reform of the remuneration system takes effect, the employee's pay scale salary according to their seniority level is €2,721 (6th year), so this is the new minimum wage payable to the employee.