

Joint guidelines issued by the Finnish Commerce Federation and
Service Union United PAM
for applying job requirement levels under the new remuneration
system in the Collective Agreement for the Commercial Sector

14 April 2025, Version 2.0

These guidelines for applying job requirement levels under the remuneration system are intended for the Finnish Commerce Federation's member companies and Service Union United PAM's union representatives. The application guidelines are intended to be read alongside the Collective Agreement for the Commercial Sector due to the references to that document. The labour market organisations will maintain and update these guidelines as required. Version 2.0, 14 April 2025.

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1. The new remuneration system in the Collective Agreement for the Commercial Sector based on job requirement levels

1.1. Based on the work of the labour market organisations' working group on the remuneration system – new job requirement levels for logistics workers and clerical employees took effect on 1 January 2024

As part of the collective bargaining process, the Finnish Commerce Federation and Service Union United PAM reformed the remuneration provisions of the Collective Agreement for Logistics and Clerical Workers in 2023. The reform introduced new job requirement levels that better acknowledge the complexity factors of jobs in the sector. The minimum wages payable for these positions are also determined based on the job requirement levels. In addition, the labour market organisations have updated the general remuneration rules and the remuneration rules for specific occupational groups in the collective agreement, as required by the reform.

The collective bargaining process in 2023 led to an agreement on similar reforms for the remuneration system for sales assistants. The working group has prepared changes for the collective bargaining process in 2025, and the changes will take effect no later than 1 October 2026.

The reformed job requirement levels for logistics workers and clerical employees and the respective new pay scales took effect on 1 January 2024. In collaboration with their personnel, employers were to address the matters at the workplace and prepare for the change. The change affected all companies within the scope of the Collective Agreement for the Commercial Sector that employ logistics workers (previously referred to as “warehouse workers”) or clerical employees (previously referred to as “office workers”).

The change does not apply to employees within the scope of the Collective Agreement for Retail Logistics Supervisors or the Collective Agreement for Retail Supervisors, nor to senior salaried employees who are beyond the scope of the Collective Agreement for the Commercial Sector.

A key objective of reforming the remuneration system was to revise the collective agreement's provisions on remuneration so that they better reflect the demands of today's work and that the remuneration aligns with the demands of the work. Over 50 companies in various commercial sectors and representatives of their personnel (shop stewards) were interviewed to identify the elements of job complexity. The interviews provided a basis for drafting complexity descriptions in a working group that included representatives of employer companies and their personnel in addition to representatives of the labour market organisations. The labour market organisations' specialists and external remuneration professionals worked closely with the working group.

1.2. Sales assistants and other professional groups will be under general job requirement levels from 1 October 2026

The change implemented on 1 January 2024 did not affect sales assistants, window dressers, sales assistants and buyers in wholesale trading, mechanics or any other professional groups. Changes affecting these groups were prepared during the contractual term from 2023 to 2025. The upcoming changes to the collective agreement were agreed upon during the collective bargaining process in 2025. The changes will take effect no later than 1 October 2026, unless otherwise stated.

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The reform of the remuneration system will remove the separate protocols for the professional groups “window dressers” and “sales assistants and buyers in wholesale trading” from the Collective Agreement for the Commercial Sector. Following the reform, the pay for these positions will be determined according to the general job requirement level in the Collective Agreement for the Commercial Sector. The remuneration provisions in the protocol for employees in installation and maintenance positions (formerly referred to as mechanics and servicing staff) will also change. The necessary provisions specific to these professional groups have been incorporated into chapter 4 of the collective agreement, which has also been changed. These changes will not affect the scope of application of the collective agreement.

In the future, the job requirement levels in the wage annex of the collective agreement will apply to all professional groups unless otherwise stated in the collective agreement. The job requirement levels will also apply to employees who are not covered by remuneration provisions for a specific professional group.

1.3. Labour market organisations’ joint application guidelines and other instructions

The purpose of these application guidelines is to assist local parties in matters concerning interpretations of the collective agreement’s provisions. The application guidelines reflect the labour market organisations’ intentions on how remuneration should be determined at the local level. The labour market organisations reserve the right to change and update these guidelines as necessary.

The labour market organisations will organise joint training on the reform of the remuneration system as needed. The labour market organisations may also publish the necessary forms and other instructions in addition to these application guidelines. Always check your union's website to ensure you have the latest version of the application guidelines.

These guidelines were updated during the collective bargaining process in 2025 by adding sections on the agreed changes to the remuneration system for sales assistants and other professional groups.

1.4. General comments on the new job requirement levels and companies' remuneration systems

The remuneration provisions of the Collective Agreement for the Commercial Sector are minimum conditions for the sector. Companies can always provide employees with better remuneration. The new job requirement levels identify positions that are more demanding than conventional professional roles and that should command higher remuneration. Therefore, the levels represent the minimum remuneration that should be paid according to the complexity of the job.

The positions, job titles and actual task contents vary substantially between companies. In addition, companies have widely adopted in-house remuneration models, which distinguish various, more demanding task sets from each other. The labour market organisations recommend that companies supplement the job requirement levels in the Collective Agreement for the Commercial Sector by creating intermediate levels or classifications if they identify jobs that fall between the job requirement levels. Companies can also consider complexity factors by paying their employees a higher base salary, fixed supplements, or possibly a shift- or time-based supplement based on higher complexity.

The rough classification of job requirement levels in the collective agreement is not intended to affect or alter any in-house remuneration systems used by companies, provided that their remuneration adheres to

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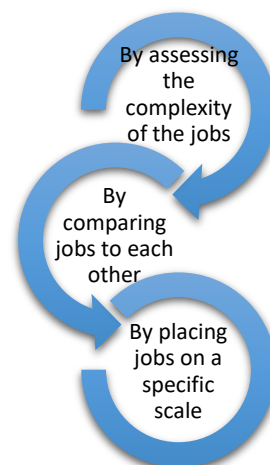
at least the minimum level defined in the collective agreement. To simplify slightly, it can be said that companies should compare their current remuneration levels to the *new minimum wages according to the job requirement levels* in the collective agreement. To compare the remuneration in this way, companies must first determine the complexity of the existing jobs in the workplace and classify them into the job requirement levels referred to in the collective agreement. The minimum wage for the respective positions is determined according to this classification.

These application guidelines specifically concern the new job requirement levels, which focus on assessing the complexity of work tasks. The complexity of a job should be considered separately from matters such as supplements for conditions in the workplace and working hours. They shall be paid separately on top of the base salary, as before. They cannot, therefore, be considered in the remuneration level when comparing an employee's current remuneration with the minimum wage according to the collective agreement. Section 3 covers the impact on remuneration in more detail.

2. Determining remuneration according to the new job requirement level and procedure

2.1. What does “assessing the complexity of a job” actually mean?

Assessing the complexity of a job is *a systematic process in which tasks are placed in a logical mutual order*. The comparison should assess the complexity of a job, compare jobs to one another and, ultimately, place the jobs on a scale according to the collective agreement. A company may have a significantly more detailed complexity assessment process than the job requirement levels in the collective agreement and a remuneration system with several different requirement levels.



Example 1

The example below illustrates a hypothetical situation in which a company has identified 22 clearly distinct tasks/roles in sales, logistics, and administration. The company has an in-house system that assesses the overall demands of the tasks/roles on a scale of 1–10. Now, a rough classification is made to determine how these tasks correspond to the rougher job requirement levels in the collective agreement. In the example, the job requirement levels do not cover some of the tasks because they are beyond the scope of the Collective Agreement for the Commercial Sector.

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Job title/role	Job requirements in the company's assessment system (on a scale of 1–10)	Applicable collective agreement and corresponding job requirement level
Logistics worker 1	2	Professional position (B)
Sales assistant 1	2	Professional position (B)
Logistics worker 2	3	Professional position (B)
Sales assistant 2	3	Professional position (B)
Window dresser 1	3	Demanding professional position (C)
Logistics worker 3	3	Professional position and demanding professional position (B–C)
Logistics worker 4	4	Demanding professional position (C)
Clerical position 1	4	Demanding professional position (C)
Sales assistant 3	4	Professional position and demanding professional position (B–C)
Sales assistant 4	5	Demanding professional position (C)
Sales assistant 5	6	Demanding professional position and specialist professional position (C–D)
Logistics worker 5	5	Demanding professional position and specialist professional position (C–D)
Window dresser 2	5	Demanding professional position and specialist professional position (C–D)
Sales assistant 6	6	Specialist professional position (D)
Logistics worker 6	6	Specialist professional position (D)
Sales assistant 7	6+	Specialist professional position and expert position (D–E)
Logistics worker 7	6+	Specialist professional position and expert position (D–E)
Logistics worker 8	7	Expert position (E)
Clerical position 2	7	Expert position (E)
Clerical position 3	8	Senior salaried employee, beyond the scope of the Collective Agreement for the Commercial Sector and the job requirement levels
Logistics supervisor 1	6	Collective Agreement for Retail Logistics Supervisors, beyond the scope of the job requirement levels
Logistics supervisor 2	9	Collective Agreement for Retail Logistics Supervisors, beyond the scope of the job requirement levels

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Following the aforementioned classification, the minimum wage for specific jobs shall be determined based on the minimum wage according to the job requirement level and the other general remuneration rules or remuneration rules for specific occupational groups in the collective agreement.

A multi-tiered remuneration system based on job requirements has been used for clerical employees (“office workers”) for a long time. However, the new system alters the job requirement levels for various positions entitling personnel to belong to pay scale groups.

An entirely new system, along with new job requirement levels and descriptions, has been created for jobs in logistics, sales and other professional groups. The new job requirement levels thus identify entirely new minimum wage provisions for more demanding positions – provisions that did not previously exist in the collective agreement.

2.2. Principles for assessing job requirement levels

The joint regulations and application guidelines of the Finnish Commerce Federation and Service Union United PAM are based on the following general principles for assessing job requirement levels.

- Assess the work – not the employee
- Formulate a shared view of the work (employer and personnel representative)
- The basis for assessing the job requirement level is a fully acceptable performance (not under- or over-performance)
- The assessment of the job requirement level does not affect the employee’s current remuneration
- Assess the job in its present form (and if necessary, the job should be redescribed and reassessed if changes arise)
- If there is not enough information about the job, it cannot be assessed

The following sections cover these principles in more depth.

2.3. Job complexity and corresponding remuneration

The key factors in determining the job requirement level include the competence necessary for the position, discretion, independence of work, organisational responsibility and nature of interaction. The level descriptions that describe a professional position, a demanding professional position, a specialist professional position, and a professional expert position include descriptions of the complexity factors.

The overall requirements of a job can consist of several different requirement elements. When assessing the job requirement level, the focus is specifically on the *role or job as a whole, not on each individual work performance or isolated task*. Certain more demanding work performances and tasks may be *highlighted in the role, and they may be so significant that they affect the overall assessment*. Similarly, the fact that a job

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also includes various less-demanding routine duties does not automatically make the job less demanding. Consequently, the overall assessment is decisive.

The requirements of different tasks can be assessed as being on the same level overall, even if they are characterised by entirely different requirement elements. In other words, some demanding professional positions may emphasise, for example, the types of interactions, while other demanding professional positions may involve less interaction but demand more extensive product knowledge or process expertise. Therefore, jobs can vary greatly while being on the same requirement level.

It is essential to review and identify the complexity factors inherent in the jobs in your workplace. This must be done first, before creating an internal hierarchy of job requirements and assessing how the jobs correspond to the job requirement levels in the collective agreement.

The complexity of a job cannot be concluded solely from the job title. For example, employees working in the same positions within the same business may face different requirements in different establishments belonging to the company. Reasons for the difference may include, for example, employees in one establishment working more independently or in roles with more diverse elements requiring broader application and judgement. The roles in a different establishment may be organised with a narrower focus, leading to lower job requirements when assessed as a whole.

The complexity factors of each job must always be assessed for each company individually. In contrast, the remuneration paid for similar duties in another company cannot be considered a significant factor. The aim is to resolve the complexity factors on a company-specific basis between the employer and the representative(s) of the personnel.

When determining the job requirement level, the focus is on the *job itself, not the employee*. All employees have individual characteristics that help them perform their work. For example, one employee may *learn the necessary skills faster and thus perform* better than others. Higher efficiency when, for example, picking items in logistics roles or having better customer service skills in sales roles – and the resulting customer feedback – do not make the job *more demanding. Instead, they reflect the employee's performance in the position*. Such performance-related elements should be distinguished from the elements of job requirements and should not be considered when classifying jobs and employees into job requirement levels. Similarly, an employee achieving high sales results does not automatically have a higher job requirement level, as the results are due to the employee's personal skills or performance in the position. The company could reward the employee for good performance by paying a personal supplement or deploying personal or group-specific incentives or other reward schemes, such as commission and bonus arrangements.

Similarly, some jobs involve factors related to working conditions and the workload (such as low temperatures and physical strain) that are determined by the collective agreement or the company's practices. Furthermore, multi-skilling (performing several tasks at the same job requirement level) does not

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in itself increase the requirements of the job. Such factors should not be considered when assessing *the complexity of the job and the remuneration based on it*.

2.4. Placing a job on a job requirement level and working (partially) in a more demanding position

The job belongs to the job requirement level that best corresponds to the complexity of the work overall. Work may involve several tasks on varying levels with very different requirements. However, individual more demanding tasks do not, in principle, raise the overall job requirement level.

The nature of the job determines whether the employee is permanently remunerated for working at a higher job requirement level or only for the time the employee performs those tasks. If an employee primarily performs tasks at a higher job requirement level, they must be paid a higher wage all the time.

For example, if an employee works some shifts as a shift manager, taking responsibility for various organisational tasks that resemble supervisory responsibilities, these more demanding tasks are considered part of their job description. In such a case, they should receive a higher wage all the time. If, on the other hand, the tasks at a higher job requirement level can be clearly limited to the times they are performed, the higher wage should only be paid for those times.

Employees in professional positions (pay scale group B) may have special responsibilities that have a more than minor impact on their work when compared with colleagues doing the same work. The company's remuneration policy will often consider such clear deviations in job requirements ("intermediate job requirement levels") – for example, by paying hourly, shift-based or other forms of supplements or higher monthly salaries – even if the job is not, overall, at a higher job requirement level in accordance with the collective agreement (e.g., demanding professional position, pay scale group C).

The labour market organisations have negotiated a change to the previous job-specificity bonus described in section 13 (formerly section 11), point 5 of the collective agreement. It has been removed from the collective agreement and replaced by the following provision, which better considers the above:

Working in a more demanding position

5. If an employee does work with a higher job requirement level in an amount that is more than minor, the impact of this work should be manifested in the remuneration or agreed upon locally.

For example, remuneration may be paid per hour, shift or task, or adjusted in a corresponding way, such as by paying a fixed bonus.

The provision requires *more than minor deviations* in job requirements to be taken into account in the employee's remuneration. The collective agreement does not specify how this should be implemented.

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Example 2 (2023 wages)

If 70% of an employee's work is in a professional position and 30% is in a demanding professional position, then their wage must take into account the 30% share. The job-specific salary can, for example, be calculated proportionately from the salaries in pay scale groups B and C ($0.7 * €2,372 + 0.3 * €2,564 = €2,439.6$)

If the more demanding work is clearly based on certain shifts or hours, the employer can pay a higher salary for those shifts or working hours. If the employee was previously paid a job-specificity bonus or other similar supplement defined in the collective agreement, this must be jointly acknowledged. Joint acknowledgement could occur, for example, by stating that the current shift bonus now specifically relates to the job requirements, and that it is sufficient to cover the employee's minimum wage under the collective agreement.

If an employee's job requirements differ *significantly* from the typical work at the corresponding job requirement level, the employee should, in principle, be moved to a higher job requirement level unless the deviation is accounted for as described above (for example, by paying wages at a higher job requirement level for specific shifts).

Example 3 (2023 wages)

An employee primarily works in a professional position (pay scale group B). However, they have the capabilities to work in a more demanding position thanks to training and orientation provided by the employer. However, due to shift rotation, the number of more demanding shifts varies from one payroll period to the next.

The employer pays an hourly wage of €16.03 in accordance with pay scale group C for all of the more demanding shifts. The proportion of more demanding work during a payroll period can vary by any amount.

In situations like the example above, the proportion of more demanding shifts could vary significantly during a payroll period or other review period. Consequently, in the previous payroll period, the proportion of more demanding shifts could have been, for example, 10%, and in another pay period, it could be 70%. Such variation is difficult to account for in a fixed salary. The employer can act as required by the collective

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30%: demanding professional position(C) 70%: professional position(B)	9th year	
	2 301	14.38
	2 441	15.26
	2 638	16.49
	2 857	17.86

Demanding professional position(C) Professional position (B)	9th year	
	2 301	14.38
	2 441	15.26
	2 638	16.49
	2 857	17.86

agreement by paying a higher minimum wage under the collective agreement for the more demanding shifts based on the actual number of such shifts.

The company may have already had such a system in place, so the remuneration paid to the employee may already be at the level required by the collective agreement. The new remuneration provisions in the collective agreement based on job requirement levels do not, therefore, impose an obligation on the employer to change its existing remuneration system, provided that the minimum wages for the new job requirement levels are paid.

It is also possible that employees working in the same establishment with the same job titles and the same employment contract (such as logistics workers or sales assistants) do work with slightly different job requirements. Certain tasks may require the employee to have special capabilities, skills, training or other characteristics, but the employee was not hired to perform *only these tasks*.

In many cases, the employer has considered such special tasks in a much greater depth than the job requirement levels in the collective agreement. Therefore, the employer may pay hourly, shift-based or task-based bonuses for them in accordance with section 13 (formerly section 11), point 5 of the collective agreement. The employer may also have exercised their right of supervision and assigned more demanding tasks to the employee for a longer period. In this period, the employee's job-specific requirements may vary, for example, between a professional position and a demanding professional position over a longer period. In such a case, their remuneration may also vary according to the tasks they are assigned in the same way as for shifts that entitle them to bonuses for working conditions and hours.

In situations like the one described above, the various job requirement elements are often jointly identified in the workplace, and higher monthly salaries or hourly or shift-based bonuses are paid according to the actual work done, even before the reform of the remuneration system in the collective agreement. The reform of the job requirement levels in the remuneration system of the collective agreement does not intend to alter or prevent such practices. However, such situations should be acknowledged in the workplace, for example, by the employer and the representative of the personnel, to avoid ambiguity.

Similarly, the reform will not allow an employee to be reassigned to completely different duties without grounds for dismissal or an explicit agreement between the employer and the employee. Such changes must always be assessed on a case-by-case basis.

2.5. The employer maintains job descriptions, which form the basis for determining job requirement levels

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A job description should be prepared for every work function in the workplace, stating the information necessary to determine the job requirement level. Writing a job description demands actual “shop-floor” knowledge of the job contents to enable the requirements to be assessed appropriately. Disputes can easily arise if the parties to an employment relationship have genuinely differing views on what tasks are involved in the job. The requirements of a job should be assessed using a written job description form or another similar description (such as in the employer’s electronic systems).

The job descriptions should be checked regularly to ensure they remain up to date and revised if the work changes. More detailed procedures can be defined within the company. It is essential to ensure that the job descriptions used to place employees on job requirement levels correspond to the reality of the work. This is particularly important when the work changes and the job could be placed on a different job requirement level. Consequently, relevant changes within the scope of the power to supervise work may call for the procedures described in the Cooperation Act. If an essential condition in an employment contract must be amended, the employer must have grounds for dismissal under the Employment Contracts Act and conduct the applicable negotiation procedures under the Cooperation Act.

The employer also reviews the job description with the shop steward. If a shop steward has not been elected, the job descriptions can be discussed with other personnel representatives. More detailed, company-specific procedures can be defined, and the necessary parties can be involved in defining them in an appropriate way. The employer and employees should work together to review the classification of job descriptions. This can be done informally, for example, in a group. An open procedure like this enhances the transparency of the process and ensures that everyone understands the contents of job descriptions in the same way. It also ensures that jobs are placed onto the requirement levels more accurately.

Sometimes, the employer and employee may have agreed on the job description in great detail as part of the employment contract. In this case, it is always necessary to assess whether the classification constitutes *an amendment of the employment contract*, which would require the employee’s agreement or, for example, production-related or financial grounds for dismissal. However, employment contracts typically do not include job descriptions, so changes to the job description are allowed under *the employer’s right to supervision* within the constraints of the employment contract. As such, they are part of the ordinary management of work, which inherently includes determining the content of the work to be performed and the job description in depth.

2.6. Job descriptions as a factor in determining remuneration

The employer and employee should discuss the job description and the basis for determining the remuneration. The most natural way to do this is during recruitment or when major changes are made to the job description. This does not in any way refer to ordinary situations in which the employer exercises the right to supervision within the said work entity.

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The employer approves and decides upon the final job description. The employee and their supervisor shall discuss any questions concerning the position or the associated job description without delay.

The wage based on the job requirement level is reassessed if the demands of the employee's job change permanently, unless the change in demands was already taken into account when the contract was made, as described at the end of section 2.4. The new rate of remuneration shall be paid as of the start of the payroll period following the change or earlier if the company has such a policy.

2.7. Minimum wages

The minimum wages for the job requirement levels are the pay scales in the wage annex. Since the start of the first payroll period after 1 January 2024, clerical employees and logistics workers have had minimum wages based on new job requirement levels. The *job requirement levels for clerical employees*, which took effect on that date, have been used as general job requirement levels for employees in professional groups that do not have specific provisions in the collective agreement.

The changes affecting sales assistants and all other professional groups will apply from the start of the payroll period beginning after 1 October 2026. There will then be a *single common job requirement classification for all professional groups*, and it will take effect from the start of the payroll period beginning after 1 October 2026. In the future, the minimum wages and salaries in the pay scale groups for each job will be determined according to the single common job requirement classification unless otherwise stated in the provisions for a specific professional group in the collective agreement.

The minimum wage or salary will remain the same if the employee's job requirement level does not change. Particular care is required if an employee is moved to a higher (and possibly entirely new) pay scale following the assessment of job requirements, as it *may affect their wage or salary if the current wage or salary is below the new minimum wage according to the pay scale defined for the job requirement level*.

The remuneration for the most demanding specialist occupational positions is determined by agreement. However, the remuneration must be higher than the minimum wage for the specialist professional position and proportionate to the complexity of the work.

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3. Changes to collective agreement provisions due to the job requirement levels and their impacts on wages and salaries

3.1. Relationship between the job requirement levels and the company's in-house remuneration system

The change in the collective agreement does not obligate employers to alter their existing remuneration systems, provided that they take into account the minimum wages for the new job requirement levels.

The company should focus on identifying its relevant complexity elements.

Companies are advised to create intermediate levels or classifications within the job requirement levels of the collective agreement if any jobs fall between the existing job requirement levels (such as professional position+ or pay scale group B+). In addition, complexity factors can be taken into account by paying employees a higher base wage or salary, a fixed supplement, or possibly a shift-based or hourly supplement for increased complexity if appropriate.

Example 4 (2023 wages)

An employee started working at a company on 1 July 2023. Their employment contract states "warehouse worker, B2". They have 5 years of experience, and their monthly salary is €2,223. In addition, the employee is paid the applicable bonuses for working conditions and hours in accordance with the collective agreement.

According to the job requirement levels, their role is on the job requirement level of "demanding professional position" for logistics workers, with corresponding remuneration in pay scale group C1 of €2,380 per month from 1 January 2024. The employee's salary is compared to the new pay scale. Since it is lower, it will be raised to pay scale group C1.

From 1 January 2024, or from the beginning of the next payroll period, the employee's salary will thus rise from €2,223 to €2,380.

Difference B2 => C1 = €157
Warehouse worker, B2, €2,223 per month

Logistics worker, demanding professional position, C1, €2,380 per month

Fixed supplement €200 per month (total €2,423 per month)
Warehouse workers, B2, 5th year, Helsinki metropolitan area, €2,223 per month

Logistics worker, demanding professional position, C1, €2,380 per month

Example 5 (old salaries)

An employee started working at a company on 1 July 2023. Their employment contract states "warehouse worker, B2". They have 5 years of experience, and their monthly salary is €2,223. In addition, the employee is paid the applicable bonuses for working conditions and hours in accordance with the collective agreement.

These guidelines for applying job requirement levels under the remuneration system are intended for the Finnish Commerce Federation's member companies and Service Union United PAM's union representatives. The application guidelines are intended to be read alongside the Collective Agreement for the Commercial Sector due to the references to that document. The labour market organisations will maintain and update these guidelines as required. Version 2.0, 14 April 2025.

In addition, the employer pays the employee a fixed monthly supplement of €200, which is not specifically “earmarked”.

According to the job requirement levels, their role is on the job requirement level of “demanding professional position” for logistics workers, with corresponding remuneration in pay scale group C1 of €2,380 per month from 1 January 2024.

The employee's salary is compared to the new pay scale. As the current salary is higher, the employee's salary does not change. In practice, a higher base salary “eats” into the supplement. This may be significant, for example, if percentage bonuses are paid on the employee's pay scale wages based on the job requirement level. In this case, the pay scale group used for the calculation is C1, €2,380.

Example 6 (old salaries)

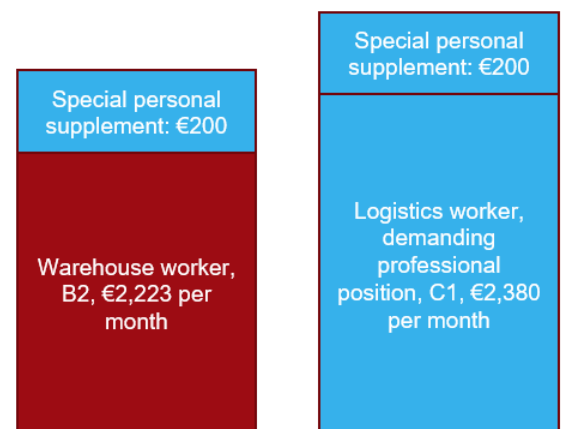
An employee started working at a company on 1 July 2023. Their employment contract states “warehouse worker, B2”. They have 5 years of experience, and their monthly salary is €2,223. In addition, the employee is paid the applicable bonuses for working conditions and hours in accordance with the collective agreement.

Furthermore, the employer and employees have separately agreed that the employee will receive a specific supplement of €200 based on special personal skills. The supplement is unrelated to the requirements of the job. The parties have explicitly agreed that this personal supplement will always be paid on top of the minimum wage in the collective agreement (for example, when moving to a higher seniority level).

According to the job requirement levels, their role is on the job requirement level of “demanding professional position” for logistics workers, with corresponding remuneration in pay scale group C1 of €2,380 per month from 1 January 2024.

The employee's salary is compared to the new pay scale. The employee's salary is higher, but because the parties have jointly stated, or based on the explicit wording of the employment contract, it is clear that the personal supplement is intended to be paid on top of the current minimum wage in the collective agreement, a €200 supplement will continue to be paid on top of the new higher pay scale wage.

From the beginning of the first payroll period after 1 January 2024, the employee's salary will rise from €2,223 to €2,380. On top of this, the employee will be paid the €200 supplement, for a total of €2,580.



3.2. The bonus for a workteam foreman (“nokkamies”) ended on 31 December 2023

The bonus for a workteam foreman in section 13, point 10 of the Collective Agreement for the Commercial Sector ended on 31 December 2023. In practice, foremen often perform tasks that are more demanding than ordinary logistics work. Their work will be defined according to the new job requirement levels.

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If an employee is paid the workteam foreman's bonus on the transition date, the bonus will be incorporated into the employee's base wage or salary insofar as it exceeds the new pay scale for the job requirement level.

Example 7 (old salaries)

A logistics worker has 3 years of work experience in the sector. According to the collective agreement, the foreman's wage is the 8th year wage in pay scale group B2 plus at least 10%. The foreman's minimum wage is, therefore, $1.1 * €2,218 = €2,439.80$ (B2, 8th year, elsewhere in Finland).

The new remuneration system classifies the employee's role on the job requirement level "specialist professional position". The employee has 3 years of work experience in the sector, so their minimum salary according to the collective agreement is €2,288 (D, 3rd year, elsewhere in Finland).

The employee's current salary of €2,439.80 is higher than the minimum salary according to the collective agreement.

The foreman's bonus will be removed from the collective agreement, but the employee's salary cannot decrease due to the changes in the collective agreement. From now on, the part exceeding the minimum wage will be considered a personal component of remuneration. In the future, the minimum wage for a foreman in the collective agreement will be determined according to the actual years of service in the applicable job requirement level.

"Team foreman supplement"	€151.80 (Total €2,439.80)
Logistics worker, pay scale group B2, 8th year + 10%: €2,439.80	Logistics worker, specialist professional position, pay scale group D, 3rd year, €2,288 per month

Example 8 (old salaries)

A former foreman's monthly salary is €2,439.80, which is higher than their minimum wage according to the collective agreement (pay scale group D, 3rd year employee, €2,288 per month).

The employee asks to transfer from their current position to a new clerical position. The clerical position is also defined as a specialist professional task (clerical employee D, pay scale group D).

The employee has 1 previous year of work experience in a similar clerical position. According to the collective agreement, their minimum wage for the position is €2,185 per month.

The company pays a contractual salary of €2,240 per month for the position, which is more than the minimum wage according to the collective agreement. However, it is less than the salary the employee currently receives for working as a foreman.

€151.80 (Total €2,439.80)	€2,240 per month
Logistics worker, specialist professional position, pay scale group D, 3rd year, €2,288 per month	Clerical employee D, pay scale group D, 1st year, €2,185 per month

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Since the employee requested the transfer to a completely new job under a new employment contract, they are paid a monthly salary of €2,240 according to the new employment contract.

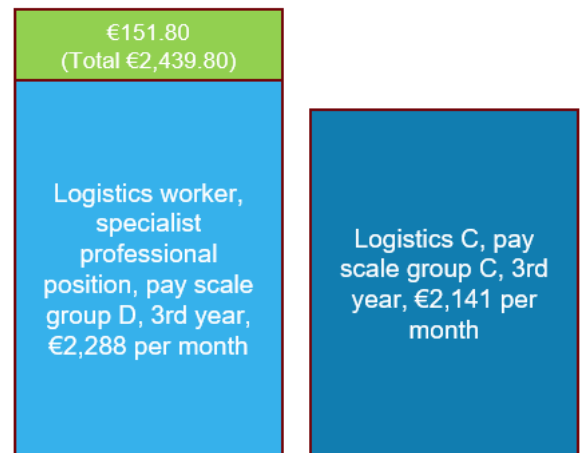
Example 9 (old salaries)

A former foreman's monthly salary is €2,439.80, which is higher than their minimum wage according to the collective agreement (pay scale group D, 3rd year employee, €2,288 per month). For production-related, financial or restructuring reasons, the employee's current work has significantly and permanently decreased, as described in the Employment Contracts Act. Consequently, the employer terminates the employee's current employment contract.

As an alternative to termination, the employer offers the employee work that corresponds to their education, professional skills or experience. An available logistics job, which is less demanding than the employee's current job, is defined as a demanding professional position (logistics worker C, pay scale group C).

The employee has three years of experience in logistics positions. According to the collective agreement, their minimum wage for the position in question is €2,141 per month.

The employee's current employment ends because the employer terminated it, and the employee accepts the offer of the logistics job. Therefore, they must receive a monthly salary of at least €2,141 for their new role according to the collective agreement.



3.3. Sales assistant's responsibility bonus and shop manager's stand-in bonus valid until 30 September 2026

The responsibility supplement defined in section 14 (formerly section 12), point 8 and the shop manager's stand-in bonus defined in point 9 of the same section of the Collective Agreement for the Commercial Sector will be removed from the collective agreement on 30 September 2026. In practice, responsible sales assistants and shop managers' stand-ins often perform tasks that are more demanding than ordinary sales work. Their work will be defined according to the new job requirement levels. The requirements of the job vary significantly depending on the size of the shop and the actual contents of the work.

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 was included in the employment contract or otherwise agreed to be a permanent supplement, or whether the employer assigns the responsibility based on their right to supervision, paying the bonus based on the collective agreement when the reform of the remuneration system took effect.

On the transition date, if the bonus is paid for duties that have been bindingly agreed upon in the employment contract, the bonus becomes part of the employee's contractual wage or salary. This also applies if a remuneration issue based on job requirements was resolved by paying the employee a job-

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specificity bonus in accordance with section 13 (formerly section 11), point 5 of the collective agreement on a permanent basis.

If the wage calculated in this way is below the pay scale wage for the new job requirement level, the employee's wage must be supplemented by the difference between the pay scale wage and the established wage.

It may also be considered a bonus based on the employer's in-house job requirement or responsibility levels, and it shall continue to be paid in accordance with the prevailing practice, depending on the actual work done in every case. In this case, the situation will be assessed as presented at the end of point 2.4. It is essential to compare the company's current remuneration policy with the new minimum wages determined according to the job requirement levels. The policy does not need to be changed if it satisfies the minimum remuneration provisions.

3.4. Provisions for Sales Assistant II valid until 30 September 2026

The separate provision for Sales Assistant II will no longer apply from 1 October 2026. In the future, all positions will be assessed according to the new job requirement levels. However, the change cannot cause the salary of an employee defined as a Sales Assistant II in the employment contract to decrease.

3.5. Protocol for window dressers valid until 30 September 2026

In connection with the introduction of the general job requirement levels, the protocol for window dressers and the related separate provisions will be removed from the collective agreement. In the future, window dressers will be in pay scale groups according to the job requirement levels.

A provision has been added to section 17 (formerly section 15) of the collective agreement stating that the working and remuneration conditions of window dressers will be determined according to the provisions applying to sales assistants. From now on, window dressers will be referred to as **visualists**.

3.6. Protocol for sales staff and buyers in wholesale trading to be removed on 1 October 2026

In connection with the introduction of the general job requirement levels, the protocol for sales staff and buyers in wholesale trading and the related separate provisions will be removed from the collective agreement. In the future, the employees previously covered by the protocol will be in the pay scale groups corresponding to their job requirement levels.

The provisions on minimum wages for Wholesale Sales Assistant II and Wholesale Sales Assistant III will apply until 30 September 2026 unless the general job requirement classification is introduced earlier. In practice,

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the work is demanding and is typically classified as a “specialist professional position” or “professional expert position” in the job requirement levels, with the latter carrying a contractual salary.

The following provision for this professional group has been added to section 17 (formerly section 15) of the collective agreement:

Technical wholesale corporate sales and buying positions

2. The working conditions and salary terms of corporate sales and buying staff are determined according to the provisions on clerical workers.

3. The salary terms in the collective agreement do not apply to employees working in particularly demanding sales and purchasing positions that are classified as expert roles in the job requirement levels listed in the wage annex when they are remunerated partly or entirely on commission or according to performance. However, the employer and employee shall discuss the remuneration and the bases for determining remuneration annually.

In accordance with the provision in point 2, the employees covered by the collective agreement are, by nature, clerical employees and are subject to the working conditions for clerical employees (not remuneration provisions, such as bonuses).

As a result of the change, the current wages of sales staff and buyers in wholesale trading must be compared to the new minimum wages in the job requirement levels.

In accordance with point 3, the remuneration terms in the collective agreement do not apply to employees working in particularly demanding sales and purchasing positions that are classified as *professional expert positions* when they are remunerated *partly or entirely on commission*.

3.7. The remuneration provisions in the protocol for employees in installation and maintenance positions (formerly referred to as mechanics and servicing staff) will change on 1 October 2026

Employees covered by the protocol for installation and maintenance positions will transfer to the general job requirement levels on 1 October 2026. The provisions on minimum wages and guideline earnings figures specific to their professional group will be removed. The provisions on minimum wages will apply until 30 September 2026 unless the general job requirement classification is introduced earlier. Companies may begin following the general job requirement levels before this.

In addition, the other pay provisions for the professional group will be partially harmonised with the general provisions of the collective agreement. However, these guidelines do not cover any changes other than those related to the job requirement levels and the corresponding remuneration practices.

As a result of the change, the current wages of employees in installation and maintenance positions must be compared to the new minimum wages in the job requirement levels.

In the future, mechanics and servicing staff will be referred to as employees in installation and maintenance positions.

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3.8. Other professional groups and other employees referred to in section 17 (formerly section 15) of the collective agreement

From 1 October 2026, all employees covered by the collective agreement will be within the scope of the general job requirement levels unless otherwise stated for specific professional groups.

This refers to at least the following professional groups:

- Doormen
- Cleaners
- Repair seamsters
- “Employees in other sectors” to whom the Collective Agreement for the Commercial Sector applies because of the employer’s main business activities

Example 10 (responsible sales assistant)

A sales assistant has 3 years of work experience in the sector. In addition, the employment contract states that the employee is responsible for looking after a department in accordance with section 14 (formerly section 12), point 8 of the collective agreement. The employee receives a 5% responsibility bonus based on the pay scale wage.

As of 1 August 2026, the employee's salary will be €2,180 + 5%, which is the minimum wage according to the collective agreement (pay scale group B + responsibility bonus). The employee's total salary will thus be €2,289.

The job requirement level of a responsible sales assistant is typically “demanding professional position” (pay scale group C) in the remuneration system. The employee has 3 years of work experience in the sector, so their minimum salary according to the collective agreement is €2,314 (pay scale group C, 4th year, elsewhere in Finland).

The responsibility bonus will be removed from the collective agreement, but because the employment contract mentions it explicitly, it will become part of the employee’s personal remuneration.

However, the employee’s current job is classified as a demanding professional position (pay scale group C). Consequently, the new pay scale wage is higher than the employee’s previous salary (pay scale group B + 5% responsibility bonus). For this reason, the employee's new salary will be €2,314 from the beginning of the next payroll period.

Responsibility bonus: 5% of the pay scale wage	Sales assistant, demanding professional position, pay scale group C, 4th year, elsewhere in Finland, €2,314
Sales assistant, professional position, pay scale group B, 4th year, elsewhere in Finland, €2,180	

Example 11 (shop manager’s stand-in bonus)

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A sales assistant has 5 years of work experience in the sector. In addition, the employment contract states that the employee is responsible for the shop when standing in for the shop manager in accordance with section 14 (formerly section 12), point 9 of the collective agreement. The employee receives a 10% responsibility bonus based on the pay scale wage.

As of 1 August 2026, the employee's salary will be €2,290 + 10%, which is the minimum wage according to the collective agreement (pay scale group B + shop manager's stand-in bonus as of 1 August 2026). The employee's total salary will thus be €2,519.

Shop manager's stand-in bonus 10% of the pay scale wage
Sales assistant, professional position, pay scale group B, 6th year, elsewhere in Finland, €2,290

Sales assistant, demanding professional position, pay scale group C, 6th year, elsewhere in Finland, €2,459

The job requirement level of an employee standing in for the shop manager is typically "demanding professional position" (pay scale group C) or "specialist professional position" (pay scale group D) in the remuneration system. The employee has 5 years of work experience in the sector, so their minimum salary according to the collective agreement is €2,459 (pay scale group C, 6th year, elsewhere in Finland).

The shop manager's stand-in bonus will be removed from the collective agreement, but because the employment contract mentions it explicitly, it will become part of the employee's personal remuneration.

In a situation like this example, the amount in excess of the minimum salary will be considered a personal component of remuneration (contractual salary, range, etc.) after the bonus is removed.

Example 12 (the company creates an intermediate job requirement level, "sales assistant+")

A sales assistant has 3 years of work experience in the sector.

As of 1 August 2026, the employee's salary will be €2,180, which is the minimum wage according to the collective agreement (pay scale group B, 4th year, elsewhere in Finland).

However, the employer has exercised its right to supervision during the employment relationship and assigned slightly more demanding responsibilities to the employee, for which the employer was not obligated to pay a responsibility bonus under section 14 (formerly section 12), point 8 of the collective agreement or any other bonus based on the collective agreement.

Sales assistant, professional position, pay scale group B, 4th year, elsewhere in Finland, €2,180

Sales assistant+", the company's additional level between a professional position and a demanding professional position, pay scale group B + 3%, 4th year, elsewhere in Finland, €2,245.40
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In connection with the classification of job requirement levels, it is found that the employee's work according to the job description is not classified as a demanding professional position (pay scale group C). However, the company wishes to create intermediate levels that better recognise the job requirements when positions are found to be between the job requirement levels stated in the collective agreement.

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To resolve the issue, the company decides to create an intermediate level between “professional position” and “demanding professional position” to suit the employee’s work according to the job description. For the new category of “Professional Position+”, the company pays the wages for pay scale group B plus 3%.

The new intermediate level causes the pay scale wage to be higher than the employee’s previous salary (the pay scale wage for pay scale group B). For this reason, the employee's new salary will be €2,180 + 3% = €2,245.4 from the beginning of the next payroll period.

Example 13 (Sales Assistant II position)

A sales assistant has 3 years of work experience in the sector.

The sales assistant’s work has involved selling construction materials. They have needed above-ordinary specialist knowledge of the sales articles, knowledge of customer needs and the capability to provide advice and guidance on the operating principles of the products. In practice, the work has required a demanding level of professional skill acquired through long-term work experience.

Sales assistant II,
professional
position, pay scale
group C, 4th year,
elsewhere in
Finland, €2,314

Sales assistant,
demanding
professional
position, pay scale
group C, 4th year,
elsewhere in
Finland, €2,314

When comparing the content of the work to the criteria for a demanding professional position, it emerges that the requirements for a demanding professional position are similar. The employee has specialist professional expertise relating to products and the sales process acquired through long-term professional experience in the sector. The job requirement level of this type of position is typically “demanding professional position” (pay scale group C) in the remuneration system. The employee has 3 years of work experience in the sector, so their minimum salary according to the collective agreement is €2,314 (C, 4th year, elsewhere in Finland) from 1 August 2026.

4. Job requirement levels and pay scale groups for logistics workers and clerical employees, 1 January 2024 – 30 September 2026

The job requirement levels for logistics workers and clerical employees have been determined according to sections 3 and 4 of the wage annex to the collective agreement. The job requirement level has replaced section 3 of the wage annex in the previous collective agreement. Job requirement levels for clerical duties. The updated job requirement levels could be applied even before 1 January 2024.

The job requirement levels for clerical employees have also been applied to employees whose professional group does not have a pay scale in the collective agreement. It has thus served as a general job requirement level for “other professional groups”. The job requirement level has replaced section 2 of the wage annex in the previous collective agreement. General description of job requirement levels.

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4.1. New combined job requirement level from 1 October 2026

The job requirement levels in the collective agreement were reformed during the collective bargaining process in spring 2025. The labour market organisations have agreed on *a single common job requirement classification that applies to all professional groups* unless otherwise specified in the employment contract. In practice, the changes to the updated job requirement levels are mainly technical in terms of wording, as they aim to describe the work duties of all the main professional groups in the collective agreement in a more general way.

The labour market organisations believe that the changes should not affect the job requirement levels already implemented for logistics workers, clerical employees or any other employees. They will remain unchanged unless the requirements of the job have changed or the job descriptions are otherwise incorrect.

	PROFESSIONAL POSITION	DEMANDING PROFESSIONAL POSITION
Description	The job calls for ordinary professional competences and the management of practical working methods that may be acquired through (workplace) training or work experience in the (professional) sector. The necessary ordinary professional competence may relate to products, services, processes, machines, or systems, for example. The tasks are mainly repeated in a similar manner, but they may involve decision-making that requires discretion within the scope of the instructions and solution models. Interactions mainly involve providing and sharing information with various stakeholders and may also require small amounts of guidance or instruction. The job may involve taking responsibility for small entities, such as a small product, service or other work entity.	The position requires specialist professional expertise that may be acquired through (workplace) training and/or diverse or longer experience in the (professional) sector. The specialist professional knowledge and skills required may relate to matters such as products, services, (sales) processes, machines, (information) systems, software or interactions. For example, a sales or customer service process may be unique and last longer than an individual sales or customer service event. Decision-making situations require judgment within the scope of general guidelines and solution models. Interactions with various stakeholders may include advice, instruction and guidance. The position may involve responsibility for organising work or, for example, responsibility for (sales) processes, service or other work entities.
Pay scale group	B	C
SPECIALIST PROFESSIONAL POSITION		PROFESSIONAL EXPERT POSITION
The work requires competences related to a wider-ranging entity or process. Competences are typically acquired through vocational training and/or solid experience. The job requires in-depth and/or extensive specialist expertise related to products, services, (sales) processes, machines, (information) systems, software or interactions. Decision-making situations are varied and require independent problem-solving based on professional specialist expertise. In other words, ready-to-use solutions may not be immediately available.		A professional expert position that typically requires theoretical training or equivalent skills acquired in other ways. The work includes independent problem analysis and solution production. The work is guided by a loosely defined set of procedures, and decisions must be supported by the independent search, consolidation and analysis of information. Ready-made solutions are typically not always available. Interactions take the form of influencing others in an expert capacity, and the work typically requires negotiation skills.

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The interaction required for the work typically involves influencing various parties and/or the activities and choices of others. The position involves responsibility for an extensive or demanding work or service entity, for example, or a process and/or responsibility for organising work, customer or information system responsibility, or financial responsibility.	In this position, the employee is responsible for preparations and/or resolutions of matters, and the expert's views are important when making decisions about the related issues.
D	Salary according to contract

4.2. Senior salaried employees, expert positions and clerical ICT employees

Senior salaried employees are beyond the scope of the Collective Agreement for the Commercial Sector by virtue of their positions. The provisions of the Collective Agreement for the Commercial Sector on working conditions and remuneration do not apply to them unless otherwise agreed in the employment contract.

However, the reformed job requirement levels in the collective agreement include “*professional expert positions*” for which no minimum wage is defined. However, it should be noted that some professional expert positions (especially those that are more demanding than these descriptions) may be considered senior salaried positions.

The protocol for clerical ICT employees in the Collective Agreement for the Commercial Sector was also amended with effect from 1 January 2024. In practice, the working conditions for clerical personnel in the Collective Agreement for the Commercial Sector will apply to their employment relationships. However, the remuneration provisions in the protocol include more precise job requirement levels and pay scales for the most demanding positions, as well as a few specific remuneration provisions. The job requirement levels for these employees should have been implemented in the same way by the end of 2023. However, the classification of job requirements in accordance with the protocol may follow all the procedures presented in these application guidelines.

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5. Resolving disputes regarding the job requirement levels in the remuneration system of the Collective Agreement for the Commercial Sector via the process provided by the Finnish Commerce Federation and Service Union United PAM.

5.1. Purpose of the process and preconditions

This section describes the dispute resolution process regarding job requirement levels in the remuneration system of the Collective Agreement for the Commercial Sector. The procedure partly differs from the ordinary dispute resolution process concerning the interpretation of the Collective Agreement for the Commercial Sector.

The labour market organisations may, at their discretion, initiate the process described here at the request of an employer or employees of a company to resolve a dispute in the workplace. In principle, the labour market organisations will consult the local parties and endeavour to identify a solution locally. The dispute resolution process is the last resort for resolving disputes without court proceedings.

The local parties (the employer and employees) may ask to use the procedure if they have not reached an agreement locally despite making appropriate efforts. The prerequisite for initiating the process is that the parties have a documented and precise understanding of the complexity elements of the work to be performed and the mutual hierarchy of the tasks.

Disputes typically concern a difference of understanding between the parties regarding the **actual content of the job**. The labour market organisations cannot assess how long, for example, the orientation for a job will take or what types of performances are included in the employee's job. **These matters should be clarified in the workplace with the parties who know the issues best.** This information must be obtained first. Only then is it possible to resolve a dispute about the interpretation of the collective agreement with regard to the **correct job requirement level and, thereby, the minimum wage.**

The labour market organisations will refer the matter back to the workplace if these minimum requirements for initiating the process are not met.

5.2. Assessing the complexity of a task

The parties must answer the following questions independently and then review their answers together. As a result, the parties should form a view of which matters are agreed and which are disputed. **This is an absolute prerequisite for initiating the process, and the matter will be referred back to the local parties if these steps are not clearly documented.**

The parties must assess the disputed complexity elements of the job based on the classification and questions below.

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The assessment of complexity should *not* consider the following:

- The employee's individual characteristics and multi-skilling
- The employee's performance in the position
- Various factors relating to strain and conditions (physical strain, low or high temperature, workload, etc.)

Examining the contents of the job

- What expertise – knowledge and skills – is required for the job?
 - Is training/experience required? If so, what type and how much?
 - How quickly can a person learn to do the job? (For example, a brief orientation, previous experience in similar positions, specific education or courses.) In what time frame is the employee expected to do the job independently to the “target standard”?
- How guided or independent is the work? What kind of problem-solving is related to the work?
 - Does the employee need to develop solutions to problems independently? For example, the work is clearly guided and requires very little independent decision-making vs. the work demands independent decision-making based on experience and the available information.
- What kind of interaction is related to the work?
 - Whom does the employee interact with? (For example, their team, the entire organisation, customers, other companies.) What kind of interactions are required? (Sharing information, conveying information or influencing others, e.g., guidance, negotiation, leadership.)
- What kind of responsibility does the work involve? Responsibility for the employee's work or responsibility for a larger entity.

Examining the contents of the job and assessing its complexity in relation to other jobs in the company

- How complex is the work in relation to other work within the same professional group in the workplace or work in other professional groups?

The previous list is not exhaustive. The parties must address the matter comprehensively from the perspective of the specific job.

5.3. Outcome and dispute resolution in the process provided by the labour market organisations

The outcome should be a clear description of the work tasks and a list of what the parties agree on and what they disagree on.

The labour market organisations will consult the parties in a manner they deem necessary as the dispute process progresses. The aim is still to reach a local settlement. The labour market organisations will refer the matter back to the local process if any of the aforementioned information is missing.

These guidelines for applying job requirement levels under the remuneration system are intended for the Finnish Commerce Federation's member companies and Service Union United PAM's union representatives. The application guidelines are intended to be read alongside the Collective Agreement for the Commercial Sector due to the references to that document. The labour market organisations will maintain and update these guidelines as required. Version 2.0, 14 April 2025.

At their discretion, the labour market organisations may consult an external expert to assess the complexity of the task and aid in resolving the dispute. This shall be decided upon with the company, and the company shall be liable for the costs. For the avoidance of doubt, companies may consult external experts to help determine their internal job requirement levels and create various systems. However, this cannot be used to bypass the labour market organisations' dispute resolution process if the matter is still disputed locally.

The labour market organisations will ultimately assess whether it is possible to make a unanimous proposal to resolve the dispute. Such a proposal shall be intended to resolve the specific dispute and shall not be a binding statement on the interpretation of the collective agreement.

The proposal shall be communicated to both parties.