

# POSITION PAPER ON OUTSOURCING

## FINANSFORBUNDET BELIEVES THAT ...

**Outsourcing is a condition in several financial services companies, and for good reasons. For example, it may help enhance the business' competitiveness and, as a consequence, its overall growth and job conditions.**

However, outsourcing poses a dilemma, and, therefore, Finansforbundet has prepared an outsourcing dilemma memo, which employee representatives and managers should include in their risk analysis.

While every outsourcing situation is different, outsourcing nearly always affects employees, company culture and the quality of the tasks performed.

Finansforbundet's position on outsourcing is supplemented by the outsourcing dilemmas and should be read coherently.

**Finansforbundet believes that outsourcing should be carried out on the following premises:**

### **1. Proper terms and a sense of responsibility towards employees in receiving and transferring locations**

- Early information and consultation of employees and the industrial system to promote better decisions, an understanding of the consequences as well as build trust and commitment among employees

- Timely upskilling/requalification of affected employees for job opportunities inside or outside the organisation

### **2. Involving employees for the best longterm outcome**

- Early involvement of the area's employees in risk analysis and qualification of the business case for the purpose of minimising operational and image-related risks

- Ongoing involvement of the area's employees in the evaluation of the quality provided, reperformance of tasks and transitions in the value chain

### **3. Corporate social responsibility**

- The sector has a coresponsibility for creating jobs in Denmark, and for retaining and developing critical financial and IT competences, which our country will need in future

- Businesses and regulators have a responsibility for safeguarding both employee and customer data when such data are transferred between locations, across borders and especially out of the EU.

### **4. Same values at all locations and throughout the value chain**

- The sector's businesses must retain and promote the values of the Danish agreement model, including trade union rights as well as values related to diversity and inclusion throughout the business' value chain and at all the business' locations.

### **5. Contribute to the UN Sustainable Development Goals**

- To ensure that outsourcing contributes positively to the UN Sustainable Development Goals, it is important that it is carried out responsibly, both in terms of social and environmental factors. This requires close cooperation between the industrial system and the businesses outsourcing the tasks.

Find all Finansforbundet's outsourcing tools on our theme site on outsourcing [here](#).

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