



## UniCredit European Works Council: Improving Cooperation to Strengthen Social Dialogue

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### Industrial Relations - Yapı Kredi Bank / TURKEY

Project co-financed by **EUROPEAN COMMISSION**  
Employment, Social Affairs and Equal Opportunities DG



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## Collective Agreements and Individual Contracts in Turkey and YKB

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In the Country System;

- Beside the individual employment contracts; it is also possible to sign Collective Labour Agreements within the companies in which the unionization occurred.
- Union can be authorized to sign collective agreement only if 51% of the employees affiliate with an union.
- Collective Labour Agreements are not signed at country level but individually signed for each unionized company.
- In Yapı Kredi Bank there are two different group employees:
  - **Unionized employees:** For those employees 12th Term Collective Bargaining Agreement (valid between April 1,2007- March 31,2009) is effective. Also, Labour Law and YKB Personnel Regulation articles are applied for them.
  - **Non- Unionized employees:** Labour Law and YKB Personnel Regulation articles are effective for these employees.

# Employee Representation in YKB

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- 'Union Representatives' are entitled to represent the employees within YKB. They are;
  - the top level union's body at the workplace
  - responsible to organize relations between:
    - employer and unionized employees
    - unionized employees and the union and employer .
- They are appointed by the Union.
- Union representatives are appointed both in Branches and Head Office Departments.
- They are attending the biennial meetings between Union and Employer during the Collective Bargaining Terms. They communicate the meeting details to other employees.

# Major Topics of Collective Bargaining within YKB

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Within YKB, 12<sup>th</sup> Term Collective Bargaining Agreement valid between April 1,2007– March 31,2009 is effective. Major topics of this agreement are stated below;

- General Provisions;
  - Aim
  - Scope of Agreement
  - Representation of Employer, recognition and representation of Union
  - Use of Agreement
  - Method of Salary Payment
- Employment Contract and the Scope
- Compensation and Fringe Benefits
- Social Aids
- Disciplinary Committee and Disciplinary Penalties
- Union Rights, Solution of disagreements
- Duration Period of Agreement

## Focus on (1/2)

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<b>TOPIC</b>	<b>LEVEL OF NEGOTIATION</b>	<b>NEGOTIATION NOT PROVIDED</b>
<b>BASIC SALARY</b>	<i>COMPANY</i>	
<b>WORKING HOURS</b>	<i>NATIONAL/COMPANY</i>	
<b>HOLIDAYS</b>	<i>NATIONAL/COMPANY</i>	
<b>JOB CLASIFICATION</b>	<i>COMPANY</i>	
<b>PROFESSIONAL DEVELOPMENT</b>		<b>X</b>
<b>WELFARE: PENSION SCHEMES</b>	<i>NATIONAL/COMPANY</i>	
<b>WELFARE:HEALTH INSURANCES</b>	<i>NATIONAL/COMPANY</i>	
<b>ANY OTHER WELFARE' BENEFIT'</b>	<i>NATIONAL/COMPANY</i>	

## Focus on (2/2)

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<b>TOPIC</b>	<b>LEVEL OF NEGOTIATION</b>	<b>NEGOTIATION NOT PROVIDED</b>
<b>ILLNESS</b>	<i>NATIONAL/COMPANY</i>	
<b>MATERNITY LEAVES</b>	<i>NATIONAL</i>	
<b>INDIVIDUAL DISMISSALS</b>	<i>NATIONAL</i>	
<b>SAFETY AT WORKPLACE</b>	<i>NATIONAL</i>	

## Company Restructurings (Integration) Collective Dismissals/Redundancies

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- In Turkey, collective dismissal process because of the company restructuring is defined by the Labour Law.
  - By Law;
    - To dismiss at least 30 employees in the Region of one Labour Placement Office at once is defined as the Collective Dismissal.
    - Company must inform the Union representatives, Labour Ministry and Labour Placement Office about the collective dismissal in written form 30 days before the action.
    - Meeting on the process should be held between the union representatives and the employer and documentation of these meetings should be prepared.



## Company Restructurings (Integration) Collective Dismissals/Redundancies

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- During the restructuring of YKB,
  - The process is managed according to the Labour Law, the Collective Bargaining Agreement and the Personnel Regulation.
  - “Social Plan” is not defined by the Law and Collective Bargaining Agreement but may be done according to the company’s own policies.
    - During the restructuring process after the merge of Yapı Kredi Bankası A.Ş.– Koçbank A.Ş. “Social Plan” was applied effectively and outplacement is provided.
- Employees have been transferred (national or international) to other group companies and subsidiaries to manage the restructurings.
- Within YKB branches and Head Office departments transfers or position changes have been made.
- Totally 780 employees are converted to other jobs in 2006 and 2007.

## **A contribute to the Joint Declarations: Training, Learning and Professional Development**

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- For the new hires, there are core banking training programs to support their orientation and to improve their both technical and soft skills about their new position.
- There is a Training Catalogue which is prepared according to job titles and consisting of both technical and personal development training programs.
- From Training Catalogue, all employees can choose one training program from each category every year. These categories are;
  - Obligatory Training Programs; which are essential for the improvement of the employee
  - Optional Training Programs; which could be beneficial for the employee to increase performance and improvement.
- Furthermore; there is an e-learning portal which employees could apply and complete them on their own.