## **Question text**

What is your recommendation us to start with when implementing the new initiatives from EU Are there differences in the rights for employees and job-seekers?

How do reward models change as we are stepping into a world where co-creating across the o Who does this best at the moment?

Regarding the pay range transparency in job ads - how broad ranges can be published in job ac Pay comparison often triggers disproportionate feelings of unfairness - how do we handle this When working in a company with VERY flexible Reward policies and practices, how do we conv How do you nudge stakeholders in your ORGANIZATION when introducing a new rewards mod Is a job always linked to the same level, example "Sales Manager" is always Level 7, "Sr. SM" is How much information are the employees informed about in your framework? Do they know k If/where you have a variable component - how are you determining this for the individual emp Does your salary range deviates across job families compared to the benchmark, or is it only ba How do you handle salary structures for "hot" job families / jobs where salaries suddenly incre-What are the components In your reward model? How do you deal with education, pension, va What is the flow in your processes - communication to the employee regarding yearly salary, Did you design the benchmark tool internally?

What was your biggest concerns changing the Reward model in that Way?

How do you factor In group/team vs individual performance In determining the variable compo How did you determine the employee groups that would retain variable pay?

Did I hear right Carsten? 80 on business performance and only 20 percent on individual level? I What was the biggest win for Nordea in your transformation your Reward model?

What was the major rationale/business case to move away from variable pay towards fixed par Recognitions - what is your expectations to number of payouts? Compared to the 2000 on bon Have your macro-analysis enabled you to predict salary developments accurately this year? How does the gender analysis look like in Nordea? What specific actions do you expect to take How much Can bonus agreements drive performance? Any ideas on percentage?