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# Theme: A labour market with fair competition and conditions

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REDAKTØR-ANSVAR

**Contents**

# Cooperation brings better results

Increased internationalisation demands better cooperation across national and traditional borders. New methods and ways of thinking need input from many sources. This concerns the art world as well as the fight against criminals. But how do you create good results?

EDITORIAL
07.09.2018
BY BERIT KVAM

A lorry crossing a border illustrates the need for equal terms on both sides. That equality does not exist today. After the EU made changes to the directive on the posting of workers, this has become a hot political potato. The directive regulates wage and working conditions for people how are temporarily sent to work in another EU or EEA member state. One aim is to prevent "social dumping". The transport industry, which makes up five percent of EU employment, is exempt and awaits separate rules which should ease cross-border cooperation.

A Babylonian confusion still reigns when attempts are being made to secure equal pay for equal work and good working conditions. Whether you call it *ordning och reda*like the Swedes, social dumping or the shadow economy, you need cross-border cooperation to get to grips with work-related crime. The spread of criminal networks across borders clearly shows that it is necessary to stay ahead if you want to stop such activity. The Nordics have joined the Baltics to broaden their fight against labour market crime.

Sweden has spent its Presidency of the Nordic Council of Ministers to mobilise cooperation both within the Nordic region, between trades and authorities, as well as between the Nordic and neighbouring countries. All of the Nordic labour ministers agreed to this offensive when they met in Stockholm in April, where they adopted a joint resolution and voiced their intention to escalate this work up the EU's agenda.

The need for increased cooperation was followed up at the "Nordic-Baltic Expert Seminar on Fair Competition and Fair Working Conditions" in August, also attended by the Nordic Labour Journal. From there came the clear message that cross-border cooperation must be improved, based on the insight inspection agencies and the social partners have into how criminals organise themselves. Experience also shows that measures introduced in one country often work elsewhere too. So there is much to be learned from each other's methodology and measures, as demonstrated in the EU project Undeclared Work.

In Finland, the fight against unfair competition has now led to a special collaboration within the construction industry, where employers and employees cooperate to catch swindlers. There is also an increase in the level of cooperation between authorities in Finland and Estonia.

Danish trade unions fear increased social dumping as a result of more labour migration and call for more control. Yet doubt remains as to whether there is a link between the two.

In Norway, the Oslo model has been a successful effort to stop criminal activity, after investigative journalism raised the alarm about conditions in the construction business and elsewhere. Oslo City Council is the country's second largest procurer of construction work after the state itself. Today, the standard procurement contract demands from contractors that they have people on permanent contracts, a programme for apprenticeships, only one layer of subcontractors and a ban on cash payments.

The Oslo model was presented last year in front of the new Munch Museum by the Oslo fjord. Director Stein Olav Henrichsen works closely with the City of Oslo and the architect to make sure the end product is an attractive art museum. He is "fundamentally engaged in what art means for human and social development," and works hard both at home and abroad to double the museum's visitors numbers.

Norway still has some way to go when it comes to foreign visitors, at least compared to Iceland – where tourism has become the largest trade and top source of income. What is needed now, experts say, is proper cooperation on social planning that can turn the stream of tourists into the best possible benefit for both Iceland and its guests.


Text: Gunhild Wallin

# Work-related crime must be fought with improved cooperation

When crime occurs in organised ways, inspection authorities and the social partners also need to improve their cross-border cooperation. This was one of the messages when participants from the Nordics and Baltics met at an experts' seminar in Stockholm recently.

THEME
07.09.2018
TEXT: GUNHILD WALLIN

"In Finland, political support along with the cooperation and exchange of information between authorities is the most important tool in the fight against unfair competition and the shadow economy," said Päivi Kantanen from the Finnish Ministry of Economic Affairs and Employment.

She was the moderator at the conference "Nordic-Baltic Expert Seminar on Fair Competition and Fair Working Conditions", held on 24 August in Stockholm. It gathered over 60 experts from Nordic and Baltic labour market and tax authorities, but also representatives from the social partners, in addition to representatives from different government ministries who deal with problems surrounding organised crime within the labour market.

The Stockholm meeting was a follow-up to the Nordic labour ministers' meeting held in the Swedish capital in April, where ministers agreed on a resolution aimed at fighting organisers crime in the labour market.

"We have so much to learn from each other when it comes to securing fair competition and fair working conditions," said

Irene Wennemo, State Secretary to the Swedish Minister for Employment and Integration.

**Transferable experiences**

She said that during the Swedish Presidency, there had been many exchanges between the Nordic countries aimed at fighting work-related crime, which is a threat to both fair competition and to good working conditions. In this context Sweden has a lot to learn from the other countries in the Nordics and the Baltics, said Irene Wennemo.

"If various measures against labour market crime work in for instance Denmark or Norway, they probably will work in Sweden too."

Dealing with work-related crime is a must if you want citizens to deal with the changes which are happening in the labour market, according to Irene Wennemo.

"If you want to gain acceptance for the flexibility and rapid technological development that characterises the Nordic labour market, it is crucial to avoid a worsening of working conditions."

There is no doubt that cooperation is needed in order to face increasingly well-organised economic crime. Cooperation is needed on all levels to fight serious exploitation of labour, unfair competition, the shadow economy and criminal networks. As several of the speakers at the conference pointed out – labour markets move quickly across national borders, which opens up for organised crime that in turn is quick to find regulation loopholes and new ways of making money illegally.

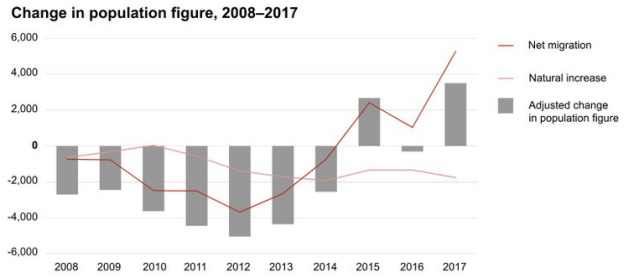
**Labour market crime is persistent and it is spreading**

Päivi Kantanen from the Finnish Ministry of Economic Affairs and Employment, summed up the new challenges facing the Nordic and Baltic labour markets. There are rapid changes in the labour market. Increased mobility for workers, cross-border services and migration all mean that more workers arrive to work in the Nordic and Baltic labour markets either short-term or for longer periods of time. Add globalisation, digitalisation, the platform economy and different types of atypical work, which influence both the labour market and the employees' rights.

"Unequal competition, social dumping and the breaking of labour law and collective agreements are not new phenomena, but they are becoming more persistent and they are spreading. To fight this we need cooperation, joint operations and the exchange of information between authorities and the social partners," said Päivi Kantanen.

**Mobility changes direction**

Liis Naaber from the Estonian working environment authority spoke about "The joint North European labour market". She gave examples of how fast the labour market is changing. The Estonian economy is growing rapidly and needs labour. This means that the mobility has changed direction. In 2011, 12,000 Estonians worked in Finland. In 2017 that number was down to 4,000.




*The red line shows migration to and from Estonia. Since 2015, more have left than arrived. Source: Statistics Estonia.*

"We used to be an exporter of labour, now we are an importer. This means we have to update our legislation. We also work towards bringing our different authorities in the field together," she said.

There is also an increase in the number of posted workers in Estonia, who the employers should register with the police, and they should be paying taxes. It is a priority to make this happen, said Liis Naaber.

"Many come from Poland, but quite a few Ukrainians come from there too, and this represents a grey area," according to Liis Naaber.

She says Estonian labour market authorities have a range of measures to deal with the development. One is information campaigns explaining how the Estonian labour market works. Other measures include cooperation with police and different authorities in Estonia – but also creating cooperation with the Nordic countries. A cooperation agreement was reached with Norway in 2018, and there is also a new contract for Baltic cooperation with the Nordics which includes study visits to the other countries' inspection authorities.

"Sharing knowledge and information is far more efficient if you know each other," said Liis Naaber.

**Necessary cooperation**

Cooperation between authorities was a recurring theme during the experts' meeting. Since labour market crime knows no borders, cooperation between the countries must work and it needs to expand. In Denmark the police, tax and work environment authorities work together to fight social dumping and unfair conditions in the labour market, explained Anne-Marie Knudsen from the Danish Working Environment Authority.

“We look at social dumping and unfair conditions were foreign wages and conditions are worse than Danish ones, which leads to bad conditions and unfair competition.

“The cooperation must be expanded beyond the working environment authorities if we are to successfully fight the shadow economy. It is also important that local authorities find ways of working together,” said Raivis Busmanis from the Lithuanian working environment agency.

One of the topics at the conference was experiences from shared inspection work between countries. Through the EU financed project UDW – Undeclared work – the five Nordic countries’ working environment agencies have been visiting each other and taken part in each other’s inspections. The aim has been to show each other how individual agencies work on a daily basis. Several of the conference participants talked about how much they had learned from following each other’s work. One lesson is that inspectors work differently in different Nordic countries. In Finland, they mainly work with labour law, including wages, while the control of wages is handled by trade unions in Sweden and Denmark.

“In Finland we operate more like police and carry out our inspection together with police officers. In Iceland this does not happen at all. They talk to the employer in a far more normal manner. Perhaps we should learn to do that too,” said Riku Rajamäki from the Occupational Safety and Health Administration in Finland.

Hannes Kantelius from the Swedish Work Environment Authority asked how the process might look like if you wanted to reach the longed-for cooperation between Nordic and Baltic authorities to fight labour market crime.

“A lot happens via good contacts and personal networks. You know who you should call, but if that person is off sick you don’t quite know any longer. That’s why it is important to keep building those personal contacts. The political drive we have seen in Sweden is also important, and we need to see that drive travel all the way down the chain, including among managers on a state level.”

The interest for cooperation between Nordic authorities was clear not least towards the end of the conference. Despite it being a Friday afternoon and a bright late summer’s day outside the conference hall in central Stockholm, the participants hung around and kept talking about national and authority borderlines.

# Finland: Unions and the construction industry join forces to fight shadow economy

Trade unions and employers have entered into an unusual collaboration to fight unfair competition and the shadow economy within the Finnish construction industry. A cross-border cooperation has also been important for work environment agencies in Finland and Estonia.

THEME
07.09.2018
TEXT: MARCUS FLOMAN, PHOTO CATA PORTIN

It takes two hours to travel to Tallinn from Helsinki. A construction worker's average salary is 1,150 euro in Estonia, while in Finland it is more than 2,500 euro. No wonder thousands of Estonian construction workers have taken the 80 kilometres ferry trip north to work in Finland in later years. But the large salary gap between the countries, married with the fact that only seven percent of workers are organised in Estonia (compared to 74 percent in Finland), has led to many challenges. Five to six years ago, Finnish newspapers were writing about how Estonian construction workers were paid two euro an hour, too low according to local contracts. Today things have improved.

**Authorities, employers and unions have acted**

Since 2015, the Regional State Administrative Agency for Southern Finland, which is responsible for working environment inspections in the region, has intensified their cooperation with their Estonian colleagues. The main focus of their cooperation has been to make sure Estonian companies that send workers to Finland pay the correct salaries, but also that

they follow the rules for overtime and holiday pay. Finnish authorities now report to Estonia if they discover cheating or low wages during their inspections. Estonian construction industry inspectors also take part in inspections in Finland.

The Finnish construction industry is often held up as a good example of cross-border cooperation in the fight against social dumping and the shadow economy. Both the Confederation of Finnish Construction Industries RT and the Finnish Construction Trade Union have been active in Estonia.

The Finnish construction employers have organised courses for their Estonian colleagues, while the construction trade union has been active spreading information about salaries and trade union rights onboard ferries between Estonia and Finland. Already ten years ago, the Finnish trade union employed an ombudsman in Tallinn who could provide information in Estonian. A few years ago the construction union published numbers showing more than 3,000 Estonian construction workers had joined the Finnish trade union – some of the workers have set up home in Finland.

**Nordic inspector exchanges**

Another example of cross-border cooperation against unfair competition and the shadow economy between Nordic authorities has been made possible within the framework of the Nordic Undeclared Work Project.

Riku Rajamäki is the head inspector at the Occupational Safety and Health Administration at the Regional State Administrative Agency for Southern Finland. He plays a central role for Finland in the project, which is financed by the EU Commission.

“One of the project’s most important tasks has been an exchange programme for the different countries’ working environment inspectors. We have sent inspectors both to Norway and Iceland. We have later welcomed inspectors from Norway and Iceland who have had a chance to learn about our work,” he says.

These inspector exchanges give participants a perspective and a reference point for their work in their home countries. Riku Rajamäki says the most important lesson the Finnish authorities can learn is to create proper, national coordination of efforts to protect the working environment.

“In my opinion, Finland also has good examples of cooperation on a local level, between the occupational health and safety administration, the police and tax authorities. What I hope we might improve on is national coordination – that we can create some sort of an umbrella."

Rajamäki thinks Finland could learn from Norway:

“The system adopted in several Norwegian cities, where six different authorities have worked together in the same offices, seems to be working well.”

The Nordic Labour Journal wrote about the Norwegian cooperation model three years ago. Five control agencies work together with police in shared offices.

“If for example we at the Occupational Safety and Health Administration get a tip, we investigate the issue and can then inform police and tax authorities about our findings. The Norwegian model seems to make more sense, and it looks like an efficient use of resources – that authorities immediately analyse which agencies are relevant and should carry out the investigation.”

In late August 2018, Riku Rajamäki participated at the Swedish Ministry of Employment’s Nordic-Baltic experts’ seminar on work-related crime and unfair competition in the labour market. The Confederation of Finnish Construction Industries’ expert on the shadow economy, legal council Ville Wartiovaara, also took part.

“The cooperation and the exchange of information across national borders, and cooperation between the social partners and authorities is all important.”

**Demand for a visible ID card**

When the Nordic Labour Journal speak to the Occupational Safety and Health Administration, employers and trade unions, they all point to the special agreement within the Finnish construction industry. In 2007 the Contractor's Obligations Act came into force – the law also covers all subcontractors, and was reach with a lot of support from both employers and trade unions.

“We are very content with the fact that we now also have a demand for all who visit a construction site to be carrying a visible ID card with an official tax reference number,” says Ville Wartiovaara.

Riku Rajamäki confirms that it is less common today to find construction workers with no tax reference numbers during inspections at Finnish construction sites. Ten years ago, inspections in Southern Finland might end up finding up to 30 percent of workers lacking the proper personal ID. In later years the number has fallen below 10 percent, says Rajamäki.

Nina Kreutzman, International Secretary at the Finnish Construction Trade Union, says the good cooperation against the shadow economy has long traditions.

“We have a joint goal, so we cooperate. The employers want to get rid of unfair competition between companies. They know what happens if you don’t pay attention to what is going on out on the construction sites. And we in the trade unions see it as incredibly important to fight social dumping,” says Kreutzman.

But she also knows that it is not a given in all countries that trade unions and employers have the opportunity to cooperate.

“We know the situation is different in some of our neighbouring countries. But we have good experience from cooperation on this particular issue.”

# Labour migration to Denmark leads to fear of increased social dumping

Denmark is a popular destination for jobseekers from other EU countries. Trade unions fear this could lead to increased social dumping and want more controls. Yet most foreigners are in jobs that are covered by Danish collective agreements, says one expert.

THEME
07.09.2018
TEXT: MARIE PREISLER

Labour shortages in many sectors of the Danish labour market has seen Danish employers increasingly looking for workers outside of the country's borders. Trade unions worry about this development, fearing an increase in social dumping unless stricter controls of foreign employments are introduced.

Fighting social dumping in the Danish labour market has never been a greater challenge than it is now, according to the Danish Confederation of Trade Unions, LO. It points to the boom in the number of foreigners in the Danish labour market. Most are from Eastern Europe, but there has also been a considerable increase in the number of people from Southern Europe. The number of Portuguese, Italians and Greeks working in Denmark has nearly doubled in just five years, according to figures from the Danish Agency for Labour Market and Recruitment (STAR), published in the weekly Ugebrevet A4.

Since 2013, most Southern Europeans have found work in unskilled and physically demanding trades. 14,500 out of 24,500 Southern Europeans were working in trades like construction, cleaning and agriculture between 2017 and 2018.

Writing in Ugebrevet A4, LO economist Morten Aastrup predicts even more foreigners will be working in Denmark in the coming years. He also believes this might mean a considerable increase in the number of employees who are on lower wages and less favourable terms than what Danish collective agreements stipulate. That is why the Danish parliament should allocate funds to increase the control of whether foreign workers follow Danish rules, he thinks:

"If we still want proper conditions in the Danish labour market, the authorities' measures must be backed by adequate resources to mirror the increasing demand," the LO economist writes.

**No clear link**

Yet even though the number of foreigners in the Danish labour market rises, the amount of social dumping does not necessarily have to grow, argues Søren Kaj Andersen, Head of Centre at the Employment Relations Research Centre (FAOS), where he is doing research on labour migration.

"It is not clear whether the current boom in the number of foreign workers in Danish workplaces also leads to a social dumping boom. The great majority of foreigners work here under terms which are regulated in collective agreements. Most employers know very well which rules they must follow when employing foreign workers in Denmark."

He underlines that social dumping should not be confused with "work-related crime" – a very well-known term in the

Norwegian debate, but not in Denmark. This is because our labour markets are different.

“In Denmark, wages and terms of employment are more regulated via collective agreements and not through legislation compared to the situation in Norway. So a company is not breaking the law or committing a crime by hiring foreign workers on less favourable terms than the agreement stipulates. But companies that carry out this kind of social dumping can be brought before the Labour Court and fined.”

**Fines have an effect**

Denmark has seen several major social dumping cases, especially in the construction industry and in relation to larger construction projects. Companies have learned from this, believes Søren Kaj Andersen:

“These cases have often involved foreign workers on shorter, temporary contracts, and the companies have ended up having to pay fines and make payments in arrears. This has a preventative effect. Both Danish and foreign companies know more about the standards they have to live up to when they hire foreign workers in Denmark.”

There are two strands to social dumping controls in Denmark, explains Søren Kaj Andersen. Recent years’ collective agreements have included new regulations which allow insight into foreign workers’ wages and terms of employment. There is also state control via the Danish Working Environment Authority, registers and tax authorities. Søren Kaj Andersen does not want say whether sufficient resources have been allocated to state control:

“That is a question which is subject to ongoing political debate. To an extent, the funds for controls fluctuate according to who is in power. With that in mind, it might be more appropriate if this area was prioritised more evenly over time.”

# The Oslo model brings transparency to the construction sector

The view is dizzying as one of the construction workers climb the steps at the top of the new Munch Museum which is being built in Oslo. The museum will be more than a shop window for Norwegian culture; the construction project is also meant to be a showcase for fair competition and working conditions in the construction industry.

THEME
07.09.2018
TEXT AND PHOTO: BJÖRN LINDAHL

When the Oslo model was presented just over a year ago, the chosen location was in front of the new Munch museum. The model consists of new standard contracts and rules aimed at preventing tax evasion and the exploitation of workers. Construction companies must also use more apprentices.

"The City of Oslo will lead the fight against labour market crime and for a decent working life," said Oslo's Governing Mayor Raymond Johansen during the presentation.

The City of Oslo is, after the Norwegian state, the country's largest procurer issuing contracts worth 26 billion kroner (EUR 2.67bn) every year. Much of that sum is for the construction of new buildings and facilities.

"We will now introduce even stricter demands for companies delivering services to the City. We use our purchasing power and launch standard contracts with demands which we hope will become a national standard for a serious labour market," said Raymond Johansen.

The offensive came partly as a result of former Aftenposten journalist Einar Haakaas' book in which he mapped criminal networks from Albania which had ended up running much of the local painting and decorating trade.

"They have worked for the Ministry of Defence, The Norwegian Tax Administration, the Government offices and a range of other public buildings," he wrote in his book "Svartmaling" ("Painting it black"),

"Other things were disclosed too; vulnerable workers have been seriously exploited with no proper terms of employment. This challenges our Norwegian model, and is about to change our society in quite a dramatic way," said Raymond Johansen.

*There are many foreign construction workers at the new Munch Museum too, including Sylwester Petrow from Poland. He is not hired in, however, but on a permanent contract with one of the main contractors.*

Most of the contracts for the Munch Museum were entered into before the launch of the Oslo model. But the model has been long in the making, explains Jonas Bals, an advisor at the Norwegian Confederation of Trade Unions, LO.

"It started with the Skien model, which was followed by a range of different models in places like Oslo, Trondheim and Sarpsborg. What is important is the double effect of keeping cowboy companies out and to halt the trend of certain occupations within the construction industry slowly disappearing altogether," he says.

Conditions vary for different parts of the country, which could justify a certain variation of regulations – like how many apprenticeships should be offered. But the ambition is to make the Oslo model national, and to introduce similar regulations to the cleaning and transport sectors.

"Oslo is the one place in Norway where introducing change is the hardest. There were so few people in the capital applying for a painters' education that not a single class was established, despite the fact that Oslo is growing at record speed. Carpenters and bricklayers are under threat too."

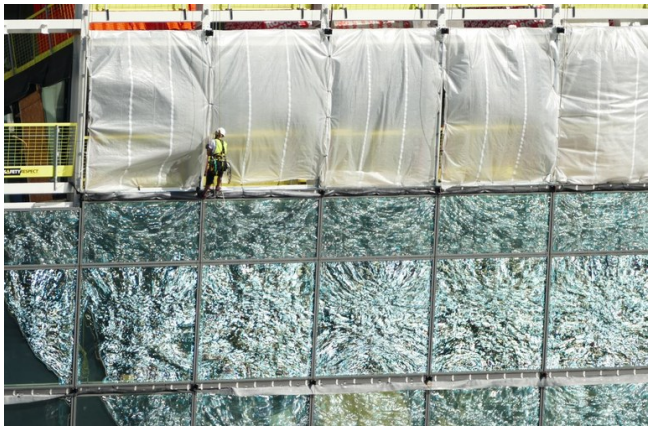
The large number of hired labourers meant that just 19 percent of Oslo bricklayers were Norwegian in 2014. There are a lot of foreign labourers working on the construction of the new Munch Museum too. As we take the lift up to the 12th floor, signs are written in Norwegian, English and Polish.

The views are formidable, but the Munch Museum will be hosting fragile art. Edvard Munch had several outdoor ateliers where some of the paintings were left outside all winter – in certain cases for four years. This accelerated the ageing process. Temperature and light must therefore be regulated to stay within certain limits which are narrow even for a museum.

"The humidity should be at 50 percent with no more variation than five percentage points, and temperature must be a steady 22°C, with a variation of one degree up or down regardless of how many people are present in the exhibition halls at any given time," explains Marit Enerhaug from Oslo Kulturbygg, who is showing us around.

All this calls for specialists among the workers, just as the architecture by Spanish architecture firm Estudio Herreros does.

"One of the most difficult tasks has been installing the large glass windows on the part of the façade that tilts forwards," says Marit Enerhaug. The overhanging façade means the water from the basin in front of the museum is mirrored in the glass, and it looks like the workers are climbing around in moving water.



Before the Oslo model was introduced, the construction workers' union managed to get acceptance for designating certain buildings as "Lighthouse projects".

"The Oslo model's demands must be part of all relevant contracts entered into since May 2017. By the end of the first six months of 2018, 230 contracts are covered. Certain big projects, like the new Munch Museum and the new central library, where contracts were signed before the Oslo model was introduced, the companies have been asked retrospectively to follow the regulations as far as possible," says Robert Steen, Vice Mayor for Finance.

For Veidekke, one of the contractors that won the contract to provide both the foundation and the framework for the building, the Oslo model is more about the fact that all construction companies are now forced to do what the most serious among them have already introduced.

"We have 230 apprentices at Veidekke, and many years ago we already introduced the rule that there should be no more than two layers of subcontractors," says head of information Helge Dieset.

In 2016, 27 percent of the City's construction contracts included demands to use apprentices, according to Vice Mayor for Finance Robert Steen.

"So far this year, this number has risen to 36 percent," he says.

To make it even clearer where responsibilities lie, the City also demands there should be no more than one subcontractor.

"We fully support the drive to secure fairer working environments and competition within the construction industry. Most of the new regulations represent no problem. But we are often forced to seek dispensation for the rule of only two layers," says Erik Økland, who has had the most experience with the new regulations – and he is speaking about ordinary school buildings.

"The fact is that for certain things, like ventilation systems, we can order one system from one supplier. But they do not have any staff to install it, and have given a few builders' companies licence to do it.

"We must be able to document that the subcontractors are serious. This leads to some extra work, but it goes quicker after a while," says Erik Økland.

At the Munch Museum there are very strict environmental demands. The building is constructed to be a passive house, and it must use less energy than the old Munch Museum – despite being five times bigger. This leads to even more subcontractors.

"But the main point is not whether there are one or two layers. What's important is that you no longer have the completely chaotic subcontractor layers which existed before," saysJonas Bals.

Norwegian authorities have prioritised the fight against work-related crime for several years now. Six different agencies now work side by side in a new system of cooperation. The Norwegian government has also launched an initiative to create a similar collaboration in a pilot project together with an EU country.

One of the measures introduced to Norwegian construction sites is that all must be registered.This is being followed up with a separate tool, called HMSREG.

"Since this was introduced, we have seen a very positive development in the number of employees who are registered. Earlier, up to 40 percent of people working on a construction site might be unregistered. This has now fallen to three percent," says Robert Steen.

He points out that the so-called HMS cards which employees must visibly carry are important both for security and to fight work-related crime.

"I believe we turned a corner in the fight against work-related crime when construction managers themselves experienced being called in to police interrogations. This was no longer something that was happening way down the subcontractor layers," says Jonas Bals.


Picture of Stein Olav Henrichsen

# Stein Olav Henrichsen: Taking Munch into the future

The new Munch Museum already towers 13 stories over old Viking plots by the Oslo fjord. Stein Olav Henrichsen is the museum director who has taken on the task of managing an historic milestone, as the Munch collection is moved and visitor numbers must double. Who is he, and what does he want? Is Munch relevant enough to fill the grand new museum?

PORTRAIT
07.09.2018
TEXT: BERIT KVAM, PHOTO ILJA HENDEL

“It is a great privilege to be allowed to be part of this fantastic period of Munch history – moving this museum which was established in 1963 to the new museum, with all the opportunities this brings,” says Stein Olav Henrichsen. He is well underway with the preparations for the museum’s 2020 opening.

“I am fundamentally engaged in what art means for human and social development. We are now building the team for the new museum and we are developing activities which we have not had before. We will develop our research, international activities, new methods of presentation,

digitisation and everything that goes with it. These are uncertain and interesting times. Will we reach 500,000 visitors, will the Oslo City Council provide the funding we have asked for?"

Many questioned the decision to appoint Henrichsen as Director of the Munch Museum eight years ago. "An arrogant choice" felt one art professor, because Henrichsen did not have any background from visual arts and was not one of the applicants for the job. He had been a musician for 18 years, had put contemporary music on the map with the BIT20 Ensemble, was an opera director and had led the fusion that resulted in the Bergen National Opera. He already enjoyed a large international network.

He was then asked to lead the development of a new Munch museum, and to prepare the 2013 anniversary exhibition. It was a success. In 2016, the construction of the new museum was running five years late due to political reasons, and Henrichsen was hired for another term.

As director, he considers his background as a musician to be one of his strengths.

"To be a musician you need an enormous amount of practice and discipline. You must pay attention to detail and also the bigger picture. You need to be able to communicate, you must know how to play along with the others, you must know how to follow a conductor, adapt and be focused on quality all of the time. There are aspects of being a musician which really can come in handy when you lead an institution. You really need to be able to play on a team. When you are in an orchestra, you need to listen to what the others are playing, and you add your own voice into the whole together with 100 other people. I am very focused on the fact that we are part of a team, and that we find the best solutions together," says Henrichsen and underlines that the leadership group he himself established works well together as a team.

We are sat at Stockfleths coffee bar in the Munch Museum at Tøyen looking into the shop. It was one of the first things he did: Separating the eatery from the rest, and hiring professionals to run both the shop and security. Today there are some 30 people out of 100 whom he does not have the direct responsibility for. This has resulted in better revenues.

"We have increased our own takings from five to 30 percent because of the shop and café, we make more from renting out artworks, we have far more partners than before and we have doubled ticket revenues. This allows us more room to create interesting exhibitions – because that is expensive – but we can also hire more staff. We have quadrupled our international activities, we have increased our research many times over, we have more than 10 people working on digitisation, which is incredibly important right now."

The entire Munch Museum will be digitised to make it accessible to those who cannot make it there in person, and it is also part of Henrichsen's openness approach. He himself is what he calls *liebhaber* (enthusiast) when it comes to Munch. There is an entire family of liebhabers out there, he says, and tells the story of Sally Epstein in Washington:

"It is a very beautiful story. She came to Oslo as a young woman in the 1950s, and experienced Munch. She brought her fiancé. He bought, equally enthused, 10 or 12 Munch paintings from a collection which was for sale at the time, without her knowledge. Since then, on each wedding anniversary or birthday, she was given a Munch artwork. That became the foundation of her collection. Now she has covered nearly her entire Washington home in prints. She has a fantastic collection of important research objects. That collection goes to the National Gallery in Washington. That is also a very good thing," says Stein Olav Henrichsen, who has been in her home many times, seen the collection and talked about Munch.

Sally Epstein was also present at the Munch and Warhol exhibition at Scandinavia House in New York.

"At a seminar linked to the exhibition, four older Americans explained why they had created their Edvard Munch collections. They were liebhabers and not art historians, who had lived their lives with Munch, possessed a lot of knowledge and owned prominent collections. It is the same here at home. People are very proud of their Munch collections."

Henrichsen has his finger on the pulse of most things, and freely talks about the psychological and physical work environment as well as how to work with the perspectivation and profiling of exhibitions and other activities at the current Munch Museum – and the development of activities at the new museum. He is a networker, and likes to seek advice from the very best.

"When I came to the Munch Museum I needed advisors outside of Norway. I wanted to approach the most dynamic museums in the world and get to know their leaders. One of the people I could lean on was Max Hollein in Frankfurt, who is now the director at the Metropolitan Museum in New York. Then there was the director of the Van Gogh Museum who I

also became good friends with and whom I could lean on, and there was the director of the Centre Pompidou in Paris, who at that time also headed the visual arts section at ICOM, the International Council of Museums, and who now heads our jury for the Munch Award."

Since then he has launched an initiative for a network of Single Artist Museums. Running a national museum is very different to running a single artist one, where you have to look after and manage one artist and his life's work.

"It started with the René Magritte Museum, which also had a leader from the opera world who had taken the same leap as me. I later invited the Van Gogh Museum's leader to be a host together with me for our first meeting in Oslo. 10 museums attended."

Now there are thirty, including the most topical single artist collections which run both a museum and carry out research.

"To me, making the Munch Museum international means everyone is international – not just me as the leader. We are for instance launching a network where the heads of communication meet, the next time it will be the head curators. The head of the project and planning department will travel to the Van Gogh Museum to talk to their head of project and planning, to see how they work. Next month the entire leadership group is going to Brussels for a joint leadership meeting with Bozar, one of Belgium's largest cultural institutions."

He himself has regular meetings with the Munch Museum's 100 or so national and international partners, and attends all exhibition openings around the world.

"Right now, for instance, I am going to London to discuss next year's exhibition at the British Museum, before returning next spring to attend the opening of a large exhibition of graphic prints. Then there is Japan, Tokyo, this autumn. That will take four to five days as there are several openings and academic festivals, there will be dinners and we will be looking after their sponsors.

"I am quite active in art and culture politics in Norway and the EU, which has always interested me. Running the Munch Museum in Tøyen is about budgets and economy, talking to politicians, talking to colleagues. We are very active here."

The museum also runs the art programme Munchmuseet on the Move together with partners from the contemporary art scene. Trying out new ideas is one of the things the time before the move is being used for. One of them is +Munch, where artwork by Edvard Munch is exhibited together with works by a different contemporary or international artist. This new way of showcasing Munch has led to a sevenfold increase in local visitor numbers since the 2013 anniversary exhibition, which was a success in itself.

But the real paradigm shift was The Modern Eye exhibition which opened in September 2011 at the Centre Pompidou. It was curated and organised by Centre Pompidou together with the Munch Museum, and moved on to Schirn Kunsthalle in Frankfurt and the Tate Modern in London, before arriving at the Munch Museum in Oslo in October 2012.

"The exhibition focused on Edvard Munch and photography, and the late production which had not had had much exposure earlier. The fact that it moved on to Frankfurt, and that London also wanted it, has been an important part of getting Munch out into the word with new perspectives. I think museum leaders around the world travelled to Paris to see the exhibition, and if not Paris, to some of the other places."

Henrichsen is focused on the media, and on profiling the Munch Museum Oslo Norway, not only Edvard Munch.

"During our anniversary year, there were 31,000 media stories about Edvard Munch. 24 percent of them mentioned Oslo. So there is enormous power in this attention."

60 percent of Norwegians do not make use of the country's art offerings. 65 percent have not visited a museum in the past 12 months. This is a challenge Stein Olav Henrichsen wants to address. The new neighbourhood with Deichman library and the Opera next door become important partners in this.

"For me it is very important to create an interest in art. The fact that we don't reach more people, I think is our problem. We must reach more people because it is important."

One of the new ways the Munch Museum has created attention is to pair Munch with another artist:

"The first of our + exhibitions gave us a real kick – when Norwegian contemporary artist Bjarne Melgaard was exhibited together with Edvard Munch. That allowed us to raise important issues, also among children. Twice as many children as normal visited during that time. Important themes were debated; about openness, sexuality, homosexuality and paedophilia. We took part in debates, answered questions and created a series of debates. It was a very engaging exhibition. A paedophile went public and said he had no-one to talk to. The fact that boys can also be victims of sexual abuse was highlighted. It was an exhibition that shone light on many important issues.

"Migration has been another issue. We have invited many multicultural artist to be part of Munchmuseet on the Move."

The turning point, he says, came when they decided to open up the museum to the world, to let society in. This led to a change in attitudes and gave a new perspective where the audience were put centre stage:

"We decided to be part of setting the agenda for how society develops. We should not only communicate with our friends at the university and the National Museum who are also curators and art historians who want research-based, deep-going perspectives. We must communicate with everyone we can reach in order to create an interest in art."

Annual visiting numbers of around 500,000 is more than double the figure for 2017, which was just over 200,000. Opening hours from 10am to 10pm means the museum can welcome visitors all day and all evening.

"Norwegians are not used to visiting the museum at night. So we need concerts and shows and things that happen in the evenings. We will keep our eateries open. The director takes part in all of the processes – from how restaurants and cafés should operate to how the exhibitions are profiled and to how they can be used to create fringe events.

"We are working with wayfinding, how people navigate the building, and we cooperate with the North company from London on a new visual profile. We are working with the Munch Museum service and activity offerings, and we will also rent out activities and spaces to people who want to bring in guests.

"We will further develop our cooperation with our partners, like the Oslo Philharmonic, the Opera and Øyafestivalen. We will fill the museum with content beyond our own thoughts, ideas and perspectives, and invite people in to make the museum attractive and relevant."

His dream is now that the new museum will lead to a brand new interest in art and in Munch:

"I believe art enriches life. Not only visual arts, but all art. Art is a collection of human beings' total production of reflection, history, perspectives and documentation. If you are not part of that, your life is poorer as a result.

"But if I were to think bigger in relation to the changes were are going through right now, where our democracy is under pressure, truth is under pressure and we are experiencing a new form of populism, the dream is to be able to insert art ever deeper into the centre of society's development and that art can mean much more for more people than those we already reach. All art forms. I love opera, music, but there is so much here which we can use to make a positive contribution.

"I want everyone to have a relationship to art. That has been my entire life. It has been a fantastic life. I am over 60 now. I began playing an instrument when I was nine and joined the music conservatory at age 13. I am very interested in literature. I have visited exhibitions. Art has been an important part of my entire life, and it has also become important to my children.

"I see what it creates in terms of opportunities, how it provides reflection, perspective, knowledge about yourself, insight. It is incredibly important. I wish I could bring this to everyone else. Especially to those who do not have that opportunity right now. So that is a dream."

# Woman at the top in the Nordic Region

Paula Lehtomäki from Finland becomes the new Secretary General of the Nordic Council of Ministers. She was appointed on 5 September by the Nordic cooperation ministers under the leadership of Sweden and Margot Wallström. Lehtomäki begins her job in March 2019.

NEWS
07.09.2018
TEXT: BERIT KVAM, PHOTO: LAURA KOTILA, PRIME MINISTER'S OFFICE

Paula Lehtomäki is currently State Secretary at the Prime Minister's Office in Finland. She has a long career in Finnish politics:

She entered local politics when she was elected to the town council in her home town of Kuhmo in 1996. In 1999 she was elected a member of the Finnish parliament, where she remained for 16 years. She was a member of the Nordic Council for the whole of that period.

Paula Lehtomäki is a member of the Finnish Centre Party, and has held several government ministerial posts. In 2004 she became the Minister for Foreign Trade and Development in the Centre Party's Matti Vanhanen's first government, and from 2007 to 2011 she was the Minister for Environment in Matti Vanhanen's second government.

According to Wikipedia she is the mother of three children and a keen cross-country skier.

"The Nordic cooperation is seen as increasingly important. Both for me personally and for Finland, the Nordic Region is the most natural family in an uncertain future," Paula Lehtomäki told Norden.org, which also quotes Margot Wallström:

"As a proponent of a feminist foreign policy, I am proud that Paula Lehtomäki is the first female Secretary General of the Nordic Council," says minister of cooperation Margot Wallström, who heads the ministers' meeting during Sweden's 2018 Presidency.

Paula Lehtomäki takes over from Secretary General Dagfinn Høybråten when his mandate expires in March next year.


# Conditions for road transport workers splits Europe into east and west

Truck drivers were sacrificed in order to reach an agreement when the changes to the directive on the posting of workers were passed early this summer.

NEWS
07.09.2018
TEXT: BJÖRN LINDAHL, PHOTO: GIRTEKA

“According to the Commission, the conditions in the road transport sector are so unique that there is a need for special rules on the posting of workers there,” writes EU&Arbetsrätt.

The directive on the posting of workers makes it possible to demand the same pay for a foreign worker as for a domestic one, when a company post workers to a different country within the EU. Previously, foreign workers were only guaranteed the minimum wage. This meant two people doing the same job in the same workplace could be paid different wages. The rules on how to compensate for travel, diet and accommodation have also varied.

The Nordic countries have been at the forefront trying to change the directive on the posting of workers. The EU Council of Ministers finally reached a compromise on the 21st of June. The directive must be implemented by member states two years after coming into effect.

Transport workers were, despite 27 months of negotiations on the directive, excluded from the new rules.

“Lorry drivers are not nomads of the road,” protested the European Transport Workers’ Federation, ETF, which demands better working conditions for the trade.

“International road transport drivers will still be subject to today’s directive for the time being, until the Parliament and the Council of Ministers reach a compromise on special rules for these workers,” writes EU&Arbetsrätt.

**Rapid growth in Lithuania**

Lithuanian Girteka Logistics is one of Europe's largest transport companies. Unlike many others, they employ all of their own drivers. In a press release, Girteka writes that the number of lorry drivers has increased from 8,000 at the beginning of the year to 10,000 on the 6th of August this year.

The company aims to have 10,000 lorries and 20,000 employees by 2021. In 2017 Girteka ordered 2,000 new lorries from Volvo in what was one of the biggest orders the company had ever received.

"European companies are greatly challenged by a lack of truck drivers, it's estimated that 20% of German trucks are standing still in 2018 due to this shortage," writes Girteka.

In many European countries, the transport sector sees Girteka as a threat.

"Girteka is the Lithuanian transport company which Norwegian transport companies love to hate," wrote the Norwegian trade magazine Logistikk & Ledelse earlier this year.

With the ability to use cabotage, the company can compete even for routes in a different country from its home country.

**Wages based on local conditions**

When Girteka's drivers work outside of Lithuania, they are paid according to conditions in the country where they operate.

"Those who drive in Russia or between Russia and Germany have one salary. It follows the market in which they drive. They are home a lot and see their family often. Then we have those who drive further south in Europe. They see their families less often. And we have those who drive in the Nordic region. For instance Sweden and Finland. They are paid even more. We are talking some 2,000 euro net after tax," Girteka's head of information Kristian Kaas Mortensen told Logistikk & Ledelse.

"Finally, we have those who drive three axel trucks in the north of Norway. They are paid the most, and earn more than 3,000 euro a month after tax."

In order to work in Norway, the drivers must attend a special course, but they then get a salary that is three times what they would have been paid in Lithuania.

With salary differences on this scale, road transport has become a hot issue in the EU, splitting east and west. Companies from low-wage countries are often accused of social dumping using domestic transport workers.

**Will become part of a bigger transport packet**

Conditions for truck drivers will now be coordinated with the current negotiations on the EU Mobility Package. There will be a tightening of the rules for cabotage (how much a foreign truck driver is allowed to drive in a different EU country). According to the EU Commission's proposal, a foreign transport company will be allowed to be present for no more than 48 hours, and cannot return for another seven days.

The transport industry has been opposed to having truck drivers being regulated under the directive on the posting of workers, and has demanded the industry should be regulated through separate legislation because it is so different.

The EU road transport sector employs nearly 11 million people directly, which is around 5% of the total EU workforce. Road transport represents half of all transport of goods within the EU.

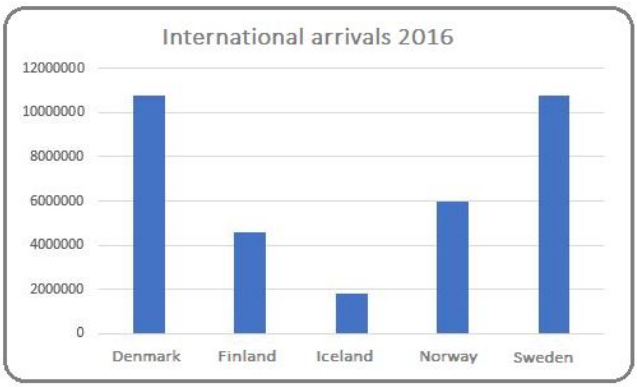

# OECD: Iceland makes more from tourism than fisheries

Tourism has become Iceland's largest trade and top source of income representing 8.3 percent of GDP, according to the OECD report "Tourism Trends and Policies 2018. Only in Spain, Portugal and Mexico does tourism make up a greater percentage of GDP. 14 percent of Iceland's labour force now works in the tourism industry.

NEWS
07.09.2018
TEXT AND PHOTO: GUÐRÚN HELGA SIGURÐARDÓTTIR

Tourism in Iceland has grown by an average of 25 percent in recent years. The growth has led to a surplus in foreign trade, created new companies and thousands of jobs. Tourism is now the country's largest export. In 2016 it created 39 percent of the total foreign currency income – more than both the fisheries and the aluminium industries combined.

Iceland's population is only 350,000, but each year some two and a half million tourists visit the island. Most come from the USA, the UK and Germany. The USA, the UK and China are behind most of the growth.




*The OCED's statistics are from 2016, and since then the number of visiting tourists has risen further. The total num-*

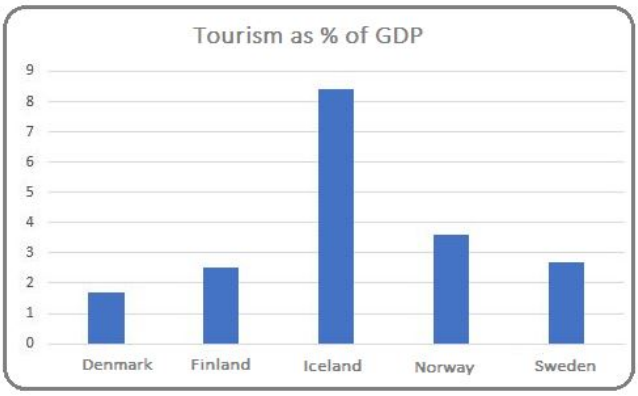
*ber is one fifth of those visiting Denmark and Sweden. Source: OECD*

Edward J. Huijbens, Professor at the University of Akureyri, is not surprised. He says the report shows what was expected. Tourism has grown rapidly in Iceland; since 2010 the graph has been pointing sharply upwards. He thinks Iceland actually has not done anything for this to happen.

**Unexpected tourists**

"It just happened. Suddenly people started streaming in to Iceland. The country has become a tourism country. Everyone must acknowledge that," he says.

Iceland's government now face new challenges, according to the OECD report – the main being how to maximise the benefits from tourism while also protecting what the tourism is built on. The rapid growth has put further pressure on nature, infrastructure and society as a whole.




*Measured in the percentage of GDP which tourism represents, Iceland beats the other Nordic countries hands down. Source: OECD*

Huijbens says that Iceland has not prepared for the massive stream of people. But as the growth slow somewhat, Iceland has the opportunity to improve tourism infrastructure, carry out some strategic planning, invest and organise, he says.

"We should have done this earlier, but we really have to do it now," he continues. He thinks Iceland now must make basic decisions on land use, establish more national parks and make other major decisions relevant to Iceland's needs and interests as a tourism country.

"Should we improve infrastructure in step with Iceland as a tourism country? Or should we hope we get lucky, everything will be OK and that our foreign guests will continue arriving in Iceland?" says Professor Edward J. Huijbens.