

SCANDINAVIAN workplace



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FOREWORD



Agnieszka Kowalcze

Director



Carsten Nilsen

Chairman

We are pleased to present to you another publication important for the Chamber and companies associated with us which presents the Scandinavian workplace. The workplace understood on the one hand as the space where we work and on the other as the work culture specific for Scandinavian organizations, both remaining in close relationship with the labour market and the challenges that employers are facing today, as well as those that will emerge before us in the near future.

Scandinavian countries are a source of interesting solutions in many aspects of the labour market, including work activity, employment flexibility, institutional solutions for activating different social groups, providing them with equal opportunities on the labour market, attracting talent and fostering innovation. Successful mechanisms make the level of employee satisfaction and happiness in these countries one of the highest in the world.

Our aim was to present specifics of the Scandinavian culture of work and the values which are important for Scandinavian employers, highlighting all the elements that shaped them and making the companies from the North a valued and respected employer on the Polish market. We want to develop cooperation in this area combining Polish and Scandinavian experience that fosters the creation of added value in companies.

In the publication, examples of many interesting solutions implemented by Scandinavian companies have been shown in the areas such as Human Resources and employee support as well as employer branding.

We would like to extend our sincere thanks to the partners of our project VELUX Polska, Skanska, Kinnarps, JLL, CBRE for their involvement and support. We also would like to thank the Honorary Patrons for appreciating our initiative and their very important voice in the discussion.

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1. SCANDINAVIAN AND POLISH LABOUR MARKET

Scandinavian solutions on the labour market which bring results such as high employment level, high labour market activity, productivity, equal rights or flexibility inspire and attract attention worldwide. The Scandinavian success is also reflected in the opinion of employees - according to the Global Workforce Happiness Index; the happiest employees live in Denmark, Norway and Sweden. Scandinavia is also one of the most attractive markets in terms of employment - Nordic cities attract talents and are startup-friendly. On the other hand, Scandinavia has also been facing global challenges related to demography, structural changes in the economy, industry revolution or digitalization.

PILLARS OF THE SCANDINAVIAN LABOUR MARKET

What is characteristic for the Scandinavian labour market is a high degree of equality, security and consensus. A model based on these principles played a key role in the evolution of the Scandinavian model of welfare society as we know it today. In the minds of most Europeans, the Scandinavian countries are well-known for the high level of employment, flexibility and a low unemployment rate.

When describing the traditional Scandinavian labour market models, one should mention three institutional pillars which regulate that market.

First, there has been **broad political consensus** for objectives such as ensuring work for all, basic income security, paying taxes according to one's ability, equal rights to education and broad investments in social systems that support these objectives. Secondly, the ability to realise these objectives through comprehensive coordination between three elements:

- welfare policy
- collective bargaining systems and labour market policy
- macroeconomic policy.

What is an important feature of the Scandinavian labour market is social dialogue, participation in collective labour agreements and trade unions, as well as operation, within that framework, of collective bargaining systems in the regulation of wages and working conditions.

Strong trade unions exert pressure on employers to organise and enter into negotiations and agreements with their union counterparts. As the Nordic economies faced deep crises, increasing globalisation and deepening European market integration in the 1980s and 1990s, many predicted that the days of the encompassing Nordic bargaining systems were numbered.

In these decades, it became clear that the Nordic bargaining systems did need adjustment, but the basic labour market institutions remained intact; and as far as economic development, inequality and employment are concerned, the Nordic countries

were consistently at the top of global rankings in the 2000. Similarly, the latest financial crisis and its repercussions have thus far not had salient effects on the institutions of collective bargaining or raised basic questions regarding their future - on the contrary - the bargaining systems have demonstrated their robustness.

The high level of trust which distinguishes the Nordic societies from other nations is not of small importance here. It is correlated with the Scandinavian egalitarianism - according to the recent report of the Nordic Council of Ministers "Trust - the Nordic Gold", the active participation in associations on the local level and a common representation of interests played a key role in building the high level of trust, also towards the state and governmental institutions. The report also indicates, that the absence of high, long-term unemployment has also been a favourable factor for the growth of social trust in the Nordic region¹.

Although the Scandinavian labour markets are based on similar foundations and values, there are bigger or smaller differences between them, f.e. in Denmark the workers' rights are regulated by the state by bigger extend which increases the scope of collective agreements. Additionally, Denmark has developed a model of labour market flexibility - flexicurity, which is an integrated strategy for enhancing, at the same time, flexibility and security in the labour market. It attempts to

In Denmark, Sweden, Finland, Norway and Iceland there is no minimal wage guaranteed by the state - they wages are agreed by the collective agreements.

reconcile employers' need for a flexible workforce with workers' need for security.

KEY LABOUR MARKET INDICATORS

Labour market activity in Scandinavia and Poland

In order to compare labour market in Poland and Scandinavia, we decided to look closer at the key labour market indicators: the level of employment and work activity, weekly working time, forms of employment, unemployment levels, flexibility and productivity of the workforce.

The Scandinavian countries are among top countries when it comes to the employment rate, which shows the percentage of people who are professionally active. In 2016, the employment rate among people aged 20-64 in the EU-28 measured in the survey examining the labour participation of the EU population (EU LFS), was at the level of 71.1%. In 2016 the highest employment rate among the EU Member States of 81.2% was

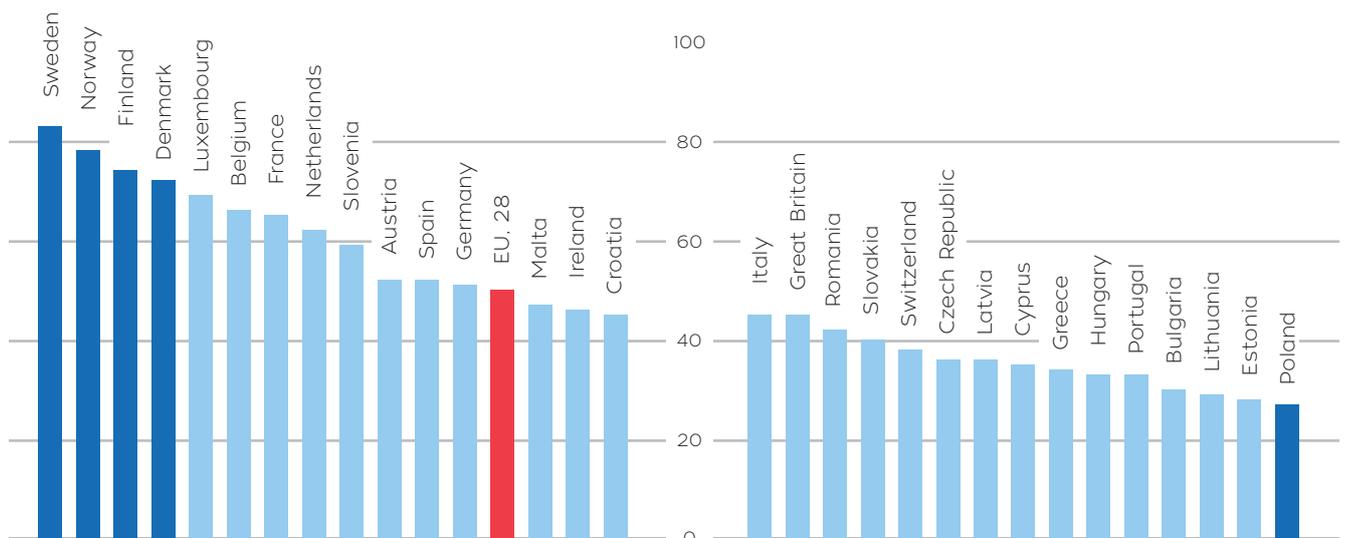


Chart 1.

Does your organization have a trade union, works council or similar committee representing employees? Positive answers.

Source: European Working Conditions Surveys (EWCS) 2015, Eurofound

¹ "Trust - the Nordic Gold" Ulf Andreasson, Nordic Council of Ministers, 2017



Ole Egberg Mikkelsen

Ambassador of Denmark in Poland

Innovation on the labour market: Flexicurity and the Danish model

When people talk about the Danish labour market they often use the term “flexicurity” to describe the model which is successfully managing the challenges of globalization and securing steady economic growth and employment. Recently, flexicurity and the Danish Model have also been subject to international attention as other countries are interested in learning from the Danish experience.

Studies show that Danes are positive about globalization and do not fear losing their jobs. Rather they seek opportunities for new and better jobs. This is partly ascribed to the flexicurity model which promotes adaptability of employees and enterprises.

The Danish Model

The Danish labour market model is renowned for having ensured a high level of organization (67%), a low level of conflict as well as one of the most flexible workforces in the world. In fact, in 2015 approximately 38.5% of the recently unemployed Danish workforce were back in job in the following quarter, which was the best result in Europe. Indicators for the success of flexicurity are low youth unemployment, low long term unemployment and low structural unemployment.

The Danish labour market system is based on the social partners’ self-regulation as they negotiate collective agreements on wages, working conditions and employment policy within different branches. These collective bargains establish rules that affect the individual employee’s terms of employment. It is a tradition of the Danish labour market that the state does not interfere in the collective bargaining process. This division of labour between the social partners and the state is known as the tripartite cooperation.

No minimum wage

As a result, there is no law on minimal wages as it is bargained through sector or company specific collective agreements. The tripartite cooperation also extends into labour market areas that often are regulated through legislation, such as unemployment insurance and job placement. The social partners are to a wide extent included in the legislative process.

The philosophy behind having minimal involvement of the state in collective bargains is that the social partners are in a better position than the state to assess issues and solutions within the individual branches. Furthermore, there are often much higher acceptance levels among the covered parties, when they have negotiated the terms of the agreement themselves.

The Dynamics of flexicurity

Danish flexicurity highly prioritizes employment and income security in combination with flexibility in relation to hiring and firing of work force. To secure these priorities Denmark has a flexible labour market, income security and an active employment policy.

The flexible labour market encourages risk willingness among labour market actors, as it allows for companies to quickly adapt the size of their workforce to current production levels. On the other hand, it also makes it less risky for employees to pursue new job opportunities. In Denmark it is common to have a notice period of maximum 1 month and almost a third of the workforce change jobs during a year. The dynamics created by a flexible labour market is especially beneficial for people on the margins of the labour market, as companies become more willing to embrace the costs related to hiring new work force.

Security of income is another important aspect. Employees are guaranteed a legally specified unemployment benefit at a relatively high level. Among the lowest paid workers in Denmark the benefits amount up to 90% of their former wage. The coverage of the insurance aims to create a feeling of security despite the high job turnover.

The last important aspect is an active labour market policy. This can take the form of guidance, job offers or education offers to maintain a qualified workforce in a changing world. However, the active employment policy also involves strict availability rules and a duty to accept job offers.

Ultimately, flexicurity sets the conditions for a dynamic labour market, which effectively contributes to a competitive Danish economy in a globalized world, where it now more than ever, is important to have an adaptable workforce.

recorded in Sweden. Another Nordic country, Iceland, recorded the highest level in Europe which is 87.8%. The next Nordic country whose result is higher than the EU average is Norway, with the employment rate of 78.6%, and Denmark - 77.4%. Finland has noted the level of 73.4%. Aside from the Nordic countries, Switzerland has also noted a high employment level of 83.3%. In Poland, the employment level is slightly above the EU average at the level of 69.3%. Such high results of Nordic economies are correlated with the foundations of the Nordic model - since the post-war period, the Nordic countries have pursued an active employment policy in line with the slogan "Work for all"².

81.2% is the level of employment rate in Sweden which is the highest in the EU

Scandinavians are professionally active for most of their lives, but on the other hand Poles are in the top European nations regarding the longest weekly working hours. The average Polish employee working full-time spends around 42.1 hours at work during the week (data for 2016)³. Danes, with the short-

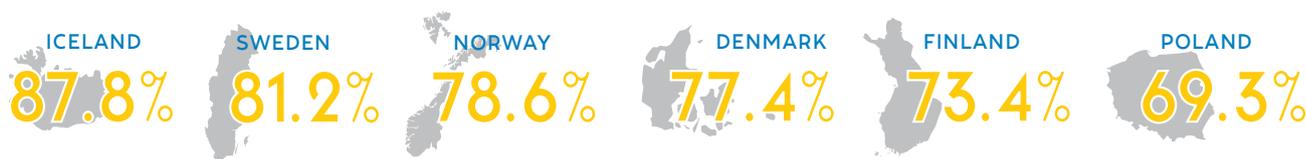


Fig 1.

The employment rate in Poland and the Nordic countries, 2016 r.

Source: Eurostat

The **labour participation** of Scandinavians is longer than in the case of citizens of other European countries. The longest labour participation is recorded among Icelanders, who spend over 46 years on the labour market (according to the Eurostat data for 2015). Swedes, who devote over 41 years to work are also high in the ranking. Norwegians, Danes and Finns work slightly shorter (39.8, 39.2 and 37.7 years respectively). Poles' average labour participation is 32.4 years against the EU average of 35.4 years.

est amount of working time per week work 3.4 hours shorter. Similar to Norwegians, who work 39 hours per week. Icelanders are an exception as they work up to 45.1 hours per week which is 3.7 hours longer than the EU average. Finns and Swedes spend at work around 40-41 hours. Scandinavia has made attempts to introduce a 6 hours working day, but only few companies and institutions have decided so far to follow such experiment⁴. The supporters of such idea use the argument stating that the time spent at work has no influence on one's productivity. Looking closer at this issue we can observe, that despite of shorter working

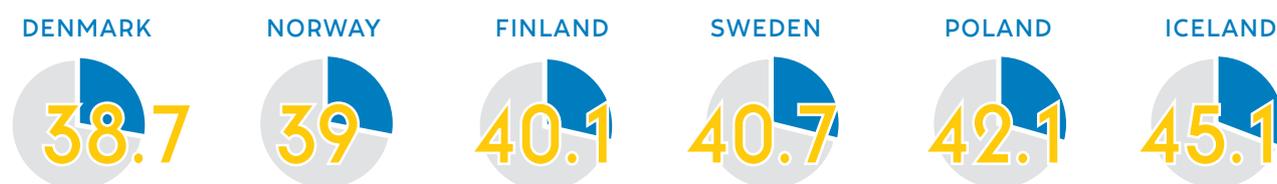


Fig 2.

Average weekly working time in Poland and the Nordic countries, 2016

Source: Eurostat

² J.E. Dølvik, T. Fløtten, J.M. Hippe, B.Jordfald "The Nordic model towards 2030 - a new chapter?"

³ <http://ec.europa.eu/eurostat/web/gdp-and-beyond/quality-of-life/average-number-of-usual-weekly-hours-of-work-in-main-job>

⁴ <https://kariera.pracuj.pl/porady/6-godzinny-dzien-pracy-szalensstwo-czy-przyszlosc/>

hours the Scandinavian countries manage to achieve high productivity. According to Expert Market 2017 analysis, which was prepared on the basis of GDP per capita of nations and divided by the number of hours worked per person, Norway is the second most productive country and Denmark the fourth. What is even more interesting is the fact, that Icelanders who work longer hours are also very productive securing the 5th place in the ranking. Poland was ranked on the 33rd spot⁵.

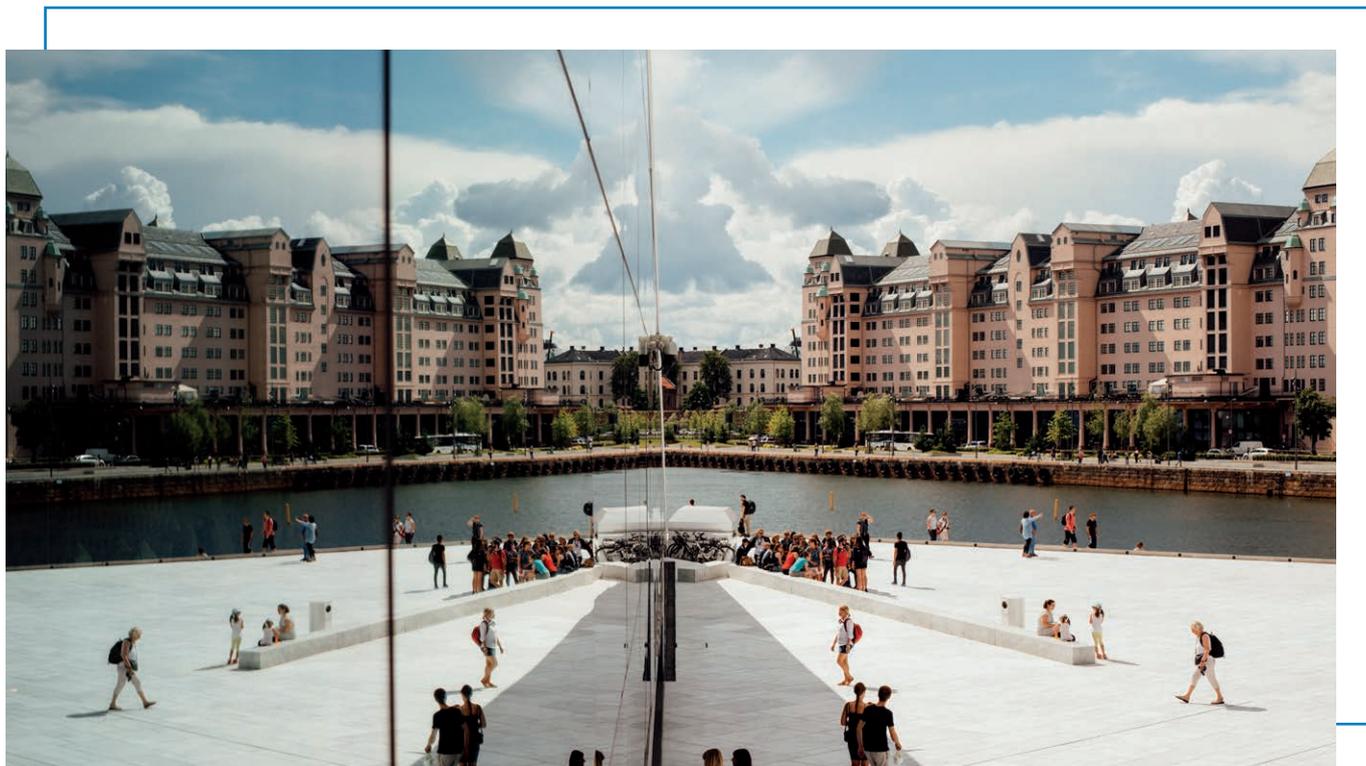
When analyzing the labour market activity of Poles and Scandinavians, it is worth to take a closer look at self-employment and the proportion of entrepreneurs

running their own businesses. According to the European Working Conditions Survey 2015 which is carried by the European agency Eurofund, the proportion of self-employed in Poland is 18% which locates Poland in the top five among the European countries (31% of self-employed and the highest in Europe was recorded in Greece). Denmark and Norway close the ranking with results of 7% and 8% respectively and the situation in Sweden is similar (10%). Looking closer at the reasons behind the decision for self-employment, we can observe some discrepancies. Self-employed workers in Sweden, Finland and Denmark justify their choice mostly by personal preference (86% of responses among the self-employed in Sweden and 79% of responses in



Fig 3.
The unemployment level in Poland and the Nordic countries, 2016

Source: Eurostat





Karsten Klepsvik

Ambassador of Norway to Poland

Immigration and the labour market - generalization of tariffs

Norway has seen a substantial rise in work related immigration since the expansion of the EU in 2004 when ten, mostly Central and Eastern European, countries achieved membership. The EEA agreement allows all EU-citizens to seek employment within the area of the European internal market including Norway. In the first five years, more than 150 000 citizens of these new member countries found employment in Norway, including 50 000 Polish citizens. Today, the Polish community is Norway's largest minority, with more than 100 000 residing permanently. Poles are consid-

ered an important contribution to the economy where many are employed as skilled workers as well as in many other fields and the Polish minority has integrated well in communities all across Norway. Norwegian wages are considerably higher than in Poland and this continues to be the major pull-factor for Polish migration to Norway. It has therefore been crucial for their relatively smooth integration that workers from the CEE-countries should not generally be perceived to be "stealing" local jobs by undermining local wage-levels. To reduce this risk, Norwegian authorities and trade unions have taken a different approach than in other EEA-countries. In order to prevent foreign workers from being given poorer pay and working conditions than are usual in Norway, a system where collective agreements may be given general application has been put in place. When a collective agreement concerning pay and working conditions is made generally applicable, it will apply to everyone who works in the specific sector - including unorganized Norwegian or foreign workers.

This approach has proven relatively successful, in as much as it is an effective tool against practices of "social dumping". When foreign workers receive equal pay and protection, they are less likely to be perceived as a threat to local workers and unions - they are competing on equal terms. Proper wages also allow foreign workers to enjoy the same standard of living as local workers.

Finland and Denmark) while in Poland only 43% of respondents indicated it as the prominent factor. Around 19% of the self-employed in Poland indicated no other alternatives for work and 28% the combination of both of those factors⁶.

Scandinavia suffers from relatively low unemployment, but the discrepancies between Poland and the Northern Europe are not as big as they were in the past. The level of unemployment in 2016 varied from 3% in Iceland; 4.7% in Norway up to 6.9% in Sweden and even 8.8% in Finland - the recent economic crisis is one of the reasons for the high unemployment rate in Finland. Poland has the same unemployment rate as in Denmark which is 6.2% and much lower than the EU average of 8.5%.

Flexibility of employment and work-life balance

Employment flexibility is another factor thanks to which the Scandinavian labour market stands out in Europe. In Scandinavia, the biggest percentage of part-time workers is recorded in Norway (23.7%) and Sweden (23%). A slightly smaller percentage of such workers is recorded in Denmark (20.9%) and significantly smaller in Finland (12.7%). In Poland, this form of work applies only to 6.6% of employees aged 20-64, which is a much worse result than the EU average from 2015 (19%).

Apart from flexible employment, flexible working hours are also very popular in Scandinavia. According to the "European Company Survey 2013", the proportion of establishments offering employees the possibility to - within certain limits - choose the time they begin and finish their working day (so-called 'flexitime') is the highest in Finland, Denmark and Sweden with 80-90% of establishments offering it to at least some employees. In Poland, 50% of establishments confirmed such arrangements. Such solutions are of course more popular in the services industry (f.e. financial services)

and less popular in the building and construction industry⁷.

do not share the optimism of Scandinavians to the same extent.

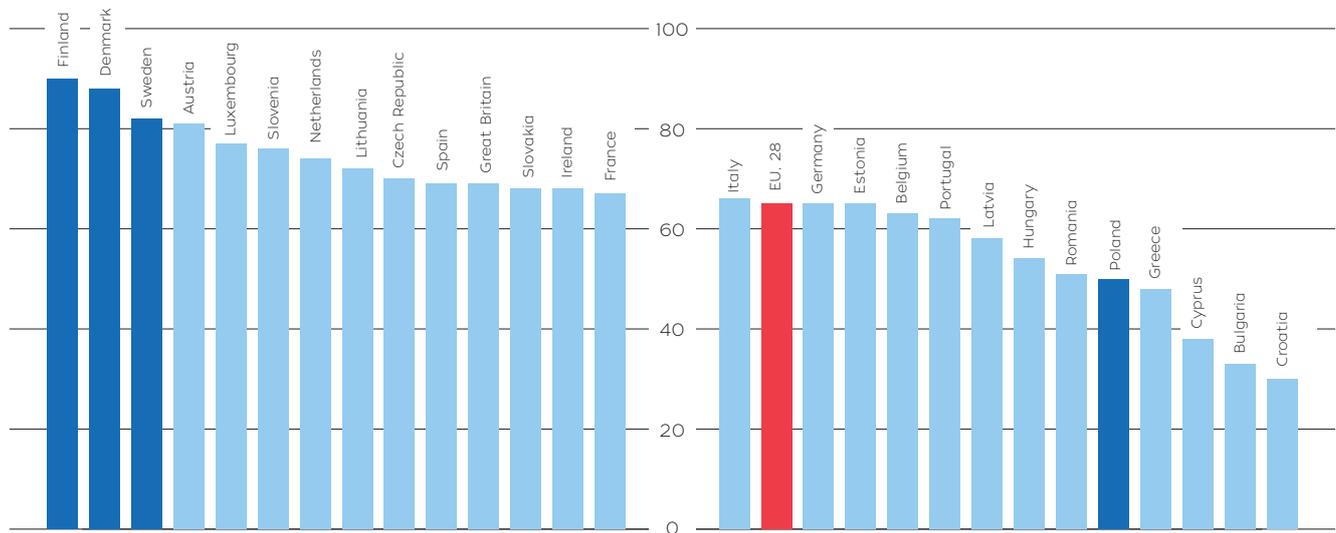


Chart 2.
Prevalence of flexitime - percentage of establishments offering flexitime.

Source: European Company Survey 2015, Eurofound

Researching the work-life balance as well as the level of happiness is not an easy task. But such data is available in the OECD Better Life Index, which indicates the quality of life in 33 OECD countries. The Danes seem to master the most the ability to reconcile work and private life with the second place in the ranking (the Netherlands were granted the 1st spot). Only 2% of Danes indicated long working hours in reference to the OECD average of 12%. The situation is similar in the other Scandinavian countries with 1% of employees working long hours in Sweden and 3% in Norway. In Poland, 7% of employees work long hours which is similar to the workers from Austria and France⁸.

When looking at the results measuring life satisfaction we can observe, that Norwegians are the most satisfied with their lives and the Swiss, Danes, Icelanders and Finns are just behind them. At the scale of 1 to 10 Poles assessed their life satisfaction for 6 points (26th spot in the ranking) and it seems we

SCANDINAVIA AND POLAND IN A GLOBAL COMPETITION FOR TALENT

Highly competitive markets and the intensity of changes in the global economy together with demographic challenges don't make it easy for conducting business - finding the right employees who will support the development of the organization through their creativity and ability to innovate is even more difficult nowadays. Scandinavian countries pay great attention to this issue and undertake successful efforts to attract talents and stop talent retention.

The results of such efforts are reflected in high ranks of the Scandinavian countries in the international rankings which examine the effects of development, attracting and retention of talent - both local and international. The recently published Global Talent Competitiveness Index 2017 report suggests that what is the key attribute of all countries which top the ranking is the right balance between economic, social and political requirements. This year Sweden ranks the 2nd (behind the UK) in the EU, and is the best among all Scandinavian countries. In the general ranking, Denmark ranks the 8th, Finland the 9th, whereas Norway the 10th.

⁷ 3rd European Company Survey - Workplace practices: Patterns, performance and well-being, Eurofund, 2015

⁸ OECD Better Life Index 2016, <http://www.oecdbetterlifeindex.org/topics/work-life-balance/>



Fig 4.

Recommendations for companies and employees - main findings from the "Global Talent Competitiveness Index 2017 - Talent & Technology"

The best results were achieved by Switzerland, which is followed by Singapore and the UK. Poland ranks the 38th in the report.

Three Scandinavian cities - Copenhagen, Helsinki and Goteborg - ranked in the top five of European Cities Talent Competitiveness Index 2016 (ECTCI) which assesses the ability to attract, cultivate and retain talent. Danish capital topped the ranking, its synergy of Scandinavian lifestyle and corporate values proving optimal for both personal and professional growth⁹. Polish city of Cracow made the list, at place 24 out of 46. The authors of both rankings point out that employees and companies alike need to embrace the requirements of the new workplace, where know-how, technology, skill, flexibility and collaboration are the key to success. In a modern organization, it is the flat, horizontal structures and networks



© Copenhagen attracts talent. Rzeczpospolita, 10.01.2017 <http://www.rp.pl/Rynek-pracy/301109898-Kopenhaga-przyciaga-talenty.html#ap-1>



that supersede hierarchy and, as subsequent chapters of this report shall illustrate, the Scandinavian workplace culture is largely dependent on such work organization and form of leadership.

The **IMD World Talent Report** gives a similar picture. The IMD report assesses countries on the basis of three combined indicators: investment/development, ability to attract talents and level of preparation. These three factors are assessed together with a broader range of indicators, including education, employee training, language skills, costs of living, employee motivation, quality of life, as well as salary and tax rates. Out of the 61 countries included in the survey, Denmark ranks the 2nd, Sweden the 4th, Finland the 6th, whereas Norway the 7th. Switzerland ranked the highest and it has remained on the 1st place since 2007. Denmark has received high notes in few areas being the best country for the investment and development of home-grown talent and also received the second highest rank (behind Iceland) in terms of education expenses. It is the effective education system itself which supplies the economy with skilled workers is indicated as the key success factors of the Nordic countries. A language barrier and high living cost may discourage the flow of talent from abroad to the Nordics, but this is balanced by high investments in developing the right skills¹⁰. Poland was ranked on the 29th spot in the above mentioned Index. Both the Global Talent Competitiveness Report and the Global Talent Competitiveness Report indicate the strengths of Poland such as good results of students in sciences and maths as well as the availability of highly qualified managers.





Hanna Lehtinen

Ambassador of Finland to Poland

Finland experiments: Boosting Employment by Basic income

Finland launched the first stage of a basic income experiment in the beginning of the current year. The purpose of the two-year experiment is to see if a basic income can help to boost employment.

The basic income is a form of social security in which citizens receive a regular, unconditional sum of money towards their expenses. It is intended to reduce the amount of work involved in seeking financial assistance and to free up time and resources for other activities such as working or seeking employment.

Finland will conduct an experiment testing a basic income in 2017-2018. The experiment will be implemented by Kela, the Social Insurance Institution of Finland.

The experiment is conducted among 2,000 persons between ages 25 and 58. They receive a monthly basic income of €560 for two years. The participants were selected in December by random sample from about 175,000 persons, who make up the target population for the basic income experiment. The sample was drawn, with some exceptions, from among persons whom Kela paid labour market subsidy or basic unemployment allowance in November 2016 for some other reason than a temporary layoff.

The amount of the basic income remains the same throughout the experiment, and it is not reduced by any other income the participant may have. Participants who find work during the experiment continue to be paid a basic income. An amount equal to the basic income is deducted from certain social security benefits paid to participants.

The purpose of the study is to examine the impact of the basic income. One of the topics studied is whether there are differences in employment rates between

those receiving and those not receiving a basic income.

The goal is to build stronger incentives into the social security system

Everyone living in Finland has the right to an adequate material existence. The current social security system, which has been gradually built up over many decades, was created under very different circumstances. Atypical work arrangements are now more common, and our social security system no longer meets modern requirements. For this reason, Finland is taking steps to test a new model of social provision. A guaranteed basic income could create more flexibility in allowing people to accept a job without losing their benefits. It could also simplify and streamline the social security system.

The basic income experiment is one of the items on the programme of Prime Minister Juha Sipilä's government. Its goal is to evaluate whether a basic income could help to simplify the social security system and boost work incentives.

At present, unemployed persons may not gain any additional income even if they find work because earnings reduce social benefits.

For someone receiving a basic income, there are no repercussions if they work a few days or a couple of weeks. Incidental earnings do not reduce the basic income, so working and self-employment are worthwhile no matter what. This is the key idea behind the basic income.

The basic income helps to reduce bureaucracy as the recipients do not have to report the number of hours they work or to fill in various forms.

The basic income also helps its recipients plan their finances and provides a sense of security. As the basic income is paid in advance at the beginning of each month, the recipients can count on having at least that amount of money at their disposal. This is a clear improvement on the current situation where recipients of the labour market subsidy for instance have to claim it afterwards.

First step to modernising the social security system

The basic income experiment launched at the turn of the year should be seen as the first step in a series of experiments testing various basic income solutions.

The research team led by the Social Insurance Institution of Finland, recommends that the sample size be increased in 2018 to include other persons with small incomes. There have also been suggestions that young persons under the age of 25 should be included.

2. EQUAL RIGHTS FOR WOMEN - A KEY SUCCESS FACTOR ON THE LABOUR MARKET

Scandinavia has embraced the potential of women on the labour market - Scandinavian solutions being very often innovative in the area of equal rights for women brought measurable effects. Iceland, Sweden, Norway, Finland and Denmark are at the forefront offering women the best conditions on the labour market. Numbers speak for themselves - in Iceland 48% of seats in parliament are held by women, whereas Finland has the highest percentage of educated women (49%). What solutions have been introduced in Scandinavia and what inspiration can we draw from Scandinavian experiences in order to fully use the potential of women in the labour market?

The tradition for gender equality in Scandinavia is long - everything started in Denmark, where the Socialist International in Copenhagen established the 8th of March to be the International Women's Day, one year after the idea of the festival took hold in the United States, and since the very beginning it had a political and social dimension. In the Nordic countries, it involved the struggle for decent wages and working conditions for women, as well as access to the full rights to vote, i.e. broadly-understood gender equality. And Finland was the first European country to grant the right to vote for women.

Nowadays, Scandinavia has one of the highest levels of employment rates among women. According to the OECD statistics in Iceland 83% of women are active on the labour market, in Sweden - 78%, in Norway - 75%, in Denmark - 72% and in Finland - 68%. In Poland the employment rate of women is around 58%!

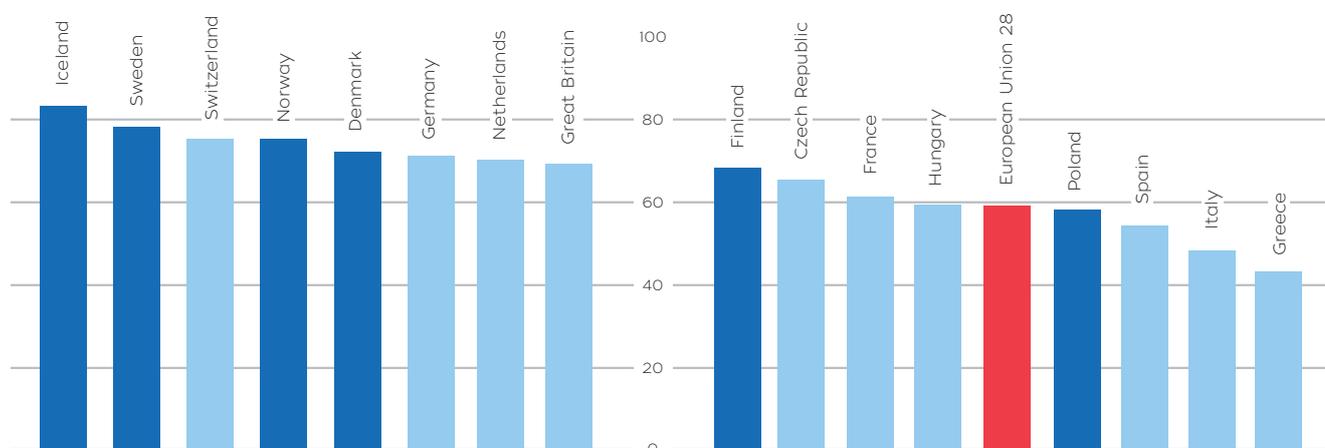


Chart 3.

The employment rate of women in selected European countries (% of working age population 15-64 years old), 2016

Source: OECD

① OECD Employment rate, <https://data.oecd.org/emp/employment-rate.htm#indicator-chart>

The percentage of women who work or seek employment depends, to a large extent, on their level of education, the number of children in the family, salary offered, guarantee of the work-life balance, solutions which help run the company, as well as the cultural model preferred by a given society². The countries with the highest rates of women labour market participation, such as Iceland, Norway, Finland and Sweden, are, at the same time, the countries which have implemented advanced mechanisms aimed at achieving the work-life balance.

IN SEARCH OF HARMONY BETWEEN WORK AND FAMILY LIFE

The ability to balance the family and professional life is the art mastered by just a few, which is why institutional solutions, in particular availability of day-care centres and kindergartens, as well as regulations applicable to maternity/paternity and paternal leave are such invaluable support. Among solutions introduced in Scandinavia are f.e. the possibility to shorten working hours by 25% until the child is 8 years old in Sweden or in Norway - the possibility to work part-time for mothers whose child is no older than 12 years old. One of key aspects regarding the participation of women on the labour market is the institutional care for children. As compared to the Nordic countries and all OECD countries, Poland has one of the lowest percentages of children aged 0-2 and 3-5 covered by institutional care (day-care centres, kids' clubs, kindergartens, legally employed babysitters).

What is also worth taking into account is the difference in perception of the woman's role in the Nordic societies, which has big influence on the extent of their labour market participation and, indirectly, the employment rate. The OECD study shows that according to the predominant opinion in Poland the key role in child rearing is played by the mother, and, consequently, 2/3 of Poles believe that the whole or most of paternal leave should be taken by the mother. In comparison, in Sweden more than half of respondents (61%) favour equal division of responsibility, in Denmark and Norway, the percentage distribution in this regard is about half (about 50%). In Finland, about 45% of the population think that it is mainly the mother who should take parental leave.



We can learn a lot from Scandinavian experiences and solutions in terms of equality and tolerance. We know what we want to achieve, but also to thoroughly understand the current state of affairs and the current standards and stereotypes. In Skanska, the issue of the role women play in business is very up-to-date and alive, as the construction and development industry is traditionally perceived as masculine. To create equal opportunities for women to develop themselves and pursue their careers, we take up many activities aimed at both women and men. All processes of human management are based on a thorough assessment of competence and achievements. We create a work environment focused on values, respect and mutual kindness.

**Katarzyna Olczak, HR Director CEE,
Skanska Commercial Development Europe**



² „Praca i przedsiębiorczość kobiet – potencjał do wykorzystania w Polsce” report by Deloitte: <https://www2.deloitte.com/pl/pl/pages/kobiety-w-biznesie/articles/aktywizacja-zawodowa-kobiet-2017-raport.html>



Stefan Gullgren

Ambassador of Sweden to Poland

Swedish paternity leave creates gender equality and prosperity

In 1974 Sweden was the first country among western democracies to replace the traditional maternity leave with a gender neutral parental insurance. The insurance gave Swedish parents the right to use 180 days of parental leave with a 90% wage cover. As the Swedish economy grew and required work force, the legislation had a significantly positive impact on women's employment rate. It has also helped parents in combining their career and family lives, and increased the gender equality.

As the initial insurance entitled fathers to freely switch their days with mothers' days, only 0.5% of Swedish dads made use of their parental leave, which was not the desired result. This initiated a lively debate that suggested taking concrete actions in order to improve the ratio. As a result, in 1995 the Swedish parliament passed a legislation giving all fathers an earmarked

month of parental insurance - a "daddy month" (*pappamånad*). A second "daddy month" was introduced in 2002, followed by a third one in 2016.

Swedish paternity leave entitles both parents to share up to 480 days of paid insurance per child, from the day a child is born or adopted until it turns 8. During 390 days, fathers or mothers receive 80% of their income, with a limit of EUR 99 per day, during the remaining 90 days, around EUR 19 per day. On an international scale, these numbers constitute very high standards. Also, the Swedish paternity leave is unusually flexible and allows fathers to accumulate parental leave from several children and distribute them however they wish.

The family friendly and gender equal policy has had a great positive impact on the Swedish society. The most central benefit of paternity leave is that it allows fathers to spend more time with their children, which tend to create a deeper and more engaged relationship. The amount of parents that equally share the parental leave has been in a constant growth, currently it is equal to 12.7%. Among the positive effects we see higher earnings and education level for mothers, as well as higher fertility rate of Swedish women, which today equals in average 1.9 children, compared to EU-average of 1.6. Sweden also has the highest working women ratio in the EU, 78%.

According to a survey from 2016 made by the Swedish Social Insurance Agency, the amount of men using their right of parental leave is 27%, which is still too low. Although Sweden is one of the most gender equal countries in the world, it is still a very important topic in the Swedish political agenda, which reflects the ambition of creating an excellent policy to be followed by the rest of the world.

WAGE GAP

Therefore it does not come as a surprise that Scandinavian countries top the list in the "Global Gender Gap Report" which analyses women's and men's situation was compared in four areas: participation in politics, economic situation, health care and access to education. According to the report, The average time of paid work for men is 7 hours and 47 minutes per day, whereas for women 8 hours and 39 minutes. At the same time, men perform unpaid work, i.e. household activities, on average for 1 hour and 30 minutes per day, whereas women for 4 hours and 47 minutes. The smallest difference was recorded in Sweden, which tops the ranking, followed by Norway (2nd place), Finland (4th) and Denmark (8th). Poland ranked 21st, which means that in numerous cases for Polish woman professional work is a too big time burden to meet the requirements

of the work at home, and, at the same time, wages are too low to cover the costs of external child-care or cleaning services. Consequently, Polish women face a more difficult choice between work and family life, which, in the case of Nordic women, is not as dramatic.

On the other hand, the wage gap in Poland reported by GUS was 7.7%, which is a positive results against the background of the EU average of 16.1%. In Finland, however, where women demonstrate bigger labour market participation than in Poland, a 19% gender wage gap persists, which is the largest difference in comparison with the rest of the countries of the region. The smallest wage gap was recorded in Norway, where it was just 6%, in Sweden - 13.5% and in Denmark - 16%.



In VELUX company we have large experience in women's work activation. In our 4 production locations in Poland we employ around

4000 people and approx. 40% of them they are women. It involves a number of our activities: we constantly increase automation on of work places, we improve the ergonomics of work and carry-on an active pro-family policy. The ladies working in our company appreciate good work conditions and additional social benefits

including private medical care, life insurance and fruits for breakfast. All of these encourages women to work in our factories. We actively share our experience in this field. For example we took part in the program "Family and Work pay off" organized by the Ministry of Family, Labour and Social Policy. Soon in Namyslow city thank to VELUX Foundation's grant a modern nursery will be built. Our employees will take advantage of this project.

Jacek Siwiński, General Manager, VELUX Polska



Empowering women on the labour market - getting women on board

Karsten Klepsvik
Ambassador of Norway to Poland

Female participation in the Norwegian labour market is relatively high and increasing. There is a broad political consensus that this development is important both in terms of gender equality as well as for economic growth and should be encouraged.

While only 50% of Norwegian women worked outside the household in the 1970s, that number has increased to over 75% today, which is some 16-percentage points above the OECD average. The economic significance of these numbers is often overlooked: it has been calculated that if participation of the Norwegian women in the labour market were on level with the OECD-average, it would amount to a productivity loss of a greater value than that of the entire national oil-sector. It is important to recognize that the employment rates for women are crucial for sustaining national value creation and economic growth. Norway still has a long way to achieve gender equality in the labour market, but the numbers are moving in the right direction.

There are various drivers sustaining this trend including policy measures directly aimed at removing remaining obstacles to female employment opportunity and career advancement. Although some such measures may raise controversy in certain sectors when introduced, the positive results they bring have also served to change traditional and out dated conceptions of women's role in society and business over time.

For instance, a law in place since 2006 requires at least 40% of board members of a listed company to be wom-

en. Initially, this law was controversial because of a perceived lack of qualified female candidates - and many companies were indeed forced to broaden their criteria for recruitment beyond previous practice. Norwegian companies have become pioneers of gender equality, and research and experience have demonstrated that increased diversity and more women on boards have had a real potential to increase firm innovation and effectiveness. Women in leading positions challenge traditional gender stereotypes and provide important role models for girls. The quota law is no longer subject to debate in Norway and a number of European countries have followed Norway's lead with similar regulations.

Another example is Norway's approach to parental leave due to the fact that women's traditional role in childcare continues to be an obstacle to women's employment. Norwegian parents are entitled to a generous 49-weeks-fully-paid leave in connection with the birth of a child, which they may choose to share equally. While fathers are increasingly taking paternal leave, mothers are still much more likely to take stay at home with the child for most or all of the period. In order to encourage fathers to take a greater share of responsibility for childcare, a quota (currently 10 weeks) of the total period has been reserved exclusively for the father. As a result of this policy, nine out of ten fathers now choose to take at least the reserved weeks of parental leave in order to stay at home with the child while the mother returns to her workplace. This is a small but important push towards a more gender-balanced conception of parenting essential for securing women equal possibilities to participate in the labour market.

WOMEN ON MANAGERIAL POSITIONS

The equality for women on the labour market will not be full without bigger female representation on the managerial positions. Looking at this aspect the Scandinavian countries have different legislation - Norway as the first country in the world introduced a legislation requiring that at least 40% of board members of a listed company to be women. In Finland and Sweden such requirements don't exist, the same in Poland. According to the "Women In Work Index 2017" which is based on OECD data, the female boardroom representation in Poland is 19% whereas in Norway - 40%, in Sweden - 34%, in Finland - 30% and 26% in Denmark. Poland was placed relatively high in the overall ranking, thanks to reducing female unemployment and increasing the rate of full-time employment among women³.

There is still a lot of work to be done in order to provide equal rights for women, but the social and economic benefits cannot be overestimated - the Scandinavian countries may serve as an example.



Why are there so few women among members of management boards and on managerial positions? Despite many reasons behind that, it very often boils down to the lack of awareness about the benefits of diversified management teams. Some industries and professions are stereotypically considered "for men" only. Sometimes the reason is simply lack of female candidates, as few of them actually seek promotion. Women, who rarely come across as feisty, do more poorly in competitions and recruitment processes. They often fear that they will not be able to build authority. Especially in cases when their predecessor was a man or when a team is male-dominated. Fortunately, however, the number of women in management boards in Poland is slowly increasing and compared to many European countries, the situation in our country looks quite promising. Companies with foreign capital stand out favorably in this respect.

Beata Osiecka, CEO, Managing Director Kinnarps Poland, Head of CEE Region

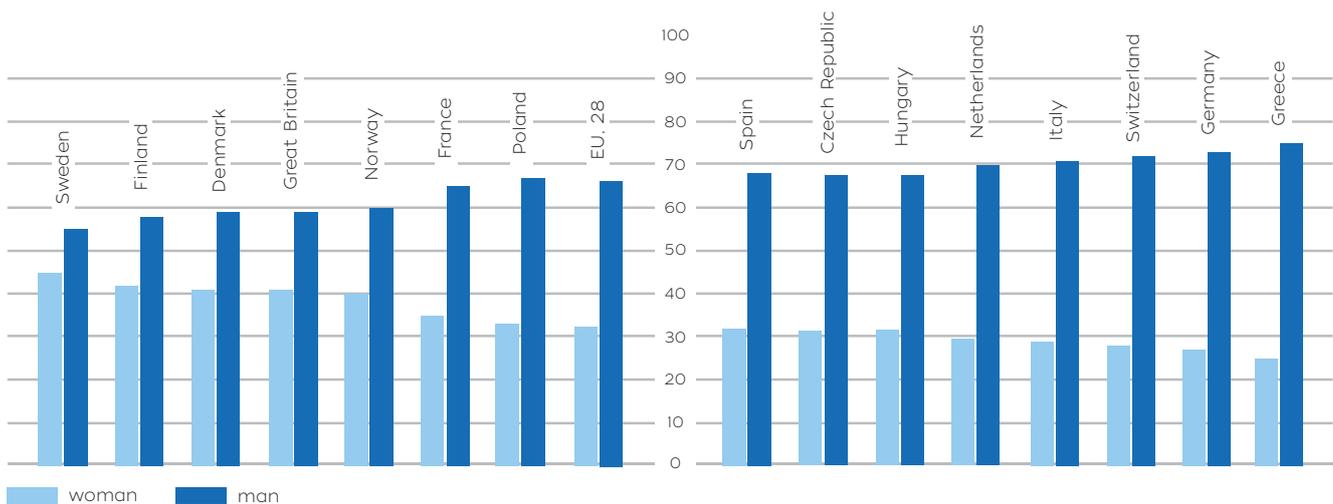


Chart 4.

Is your immediate boss a man or a woman? Percentage of answers in selected European countries, European Working Conditions Survey, 2015.

Source: Eurofound, 2015

³ PwC Women in Work Index 2017, <https://www.pwc.co.uk/services/economics-policy/insights/women-in-work-index.html>

Empowering of women on the labour market - Swedish perspective

Stefan Gullgren
Ambassador of Sweden to Poland

Sweden believes that women and men should have equal power to shape society and their own lives. Often considered a gender equality role model, Sweden has come a long way. Gender discrimination in the workplace has been illegal since 1980. The Swedish Discrimination Act from 2009 demands that employers not only actively promote equality between men and women, but also take measures against harassment.

The Swedish government has declared itself a feminist government, devoted to a feminist foreign policy. The government stresses that gender equality is vital to society and that more needs to be done to achieve it.

It's no coincidence that 12 of the 24 government ministers and nearly half of the members of the current parliament in Sweden are women.

Women are strongly established on the labour market. The employment rate (2016) is close to that of men: women - 78%, men - 83% (age 20-64). That has contributed a lot to the economic independence of women and enabled women to have more adequate incomes and pensions. It has also benefitted the economy at large.

Crucial political decisions

One important step forward was the decision implemented 1972 to tax individuals separately, thus strengthening the incentives for women to enter the labour market.

Another key factor has been the expansion of day care facilities for children during the 70's and 80's - more or less covering all demand since the beginning of the 90's. High quality affordable day care for all children from one year of age has been crucial. It was expanded with the help of subsidies from the national level, but since the early 90's it is also a legal requirement for municipalities to make sure that the demand is covered. And the fees are kept at a reasonable level through financing from the municipal budgets. Together with public elderly care, this has given families an opportunity to combine professional life and family life.

A third important element has been the focus on promoting active participation by fathers on equal terms with women in the care of the children. In 1974, Sweden became the first country in the world to introduce a gender-neutral paid parental leave benefit. *You will find more information about this reform in the article "Swedish paternity leave creates gender equality and prosperity".*

These reforms pushed gender equality and increased women's prospects to have the same opportunities as men to enter the labour market, and to remain and develop there. Parts of the unpaid household and care work, often performed by women, became the responsibility of the public welfare system.

Current policies and challenges

Sweden has come a long way in making sure that women and men are treated equally in the workplace. However, pay differences remain, and in the Swedish private sector the proportion of women in top positions remains weak.

Almost 30% (2015) of women work part-time, but studies show that many would prefer to work more. The objective is that full-time work should be the norm, and part-time a possibility.

Men only use 28% of the parental leave, the rest - more than 70% - is used by the mothers. The objective is a completely gender-equal sharing of parental benefit days. This would tackle women's less favorable working conditions and lower incomes. Last year a third earmarked "daddy" month was introduced to target this.

Among listed companies only 5% of board chairpersons are women and only 29% of board members. The Government's objective is that the proportion of women on the boards of listed companies should be at least 40%. Among professors three out of four are men.

Sweden's national goal is for the employment rate to increase to well above 80% by 2020, and for the differences in employment rate between women and men to be reduced. According to Eurofound's assessment, Sweden would earn 6 billion euro if there was no such difference in the employment rate.

3. IT'S WORTH BEING A RESPONSIBLE EMPLOYER



VELUX Group and sister companies are the biggest window producer and exporter with the yearly turnover around 1.6 billion PLN. What represents almost ¼ value of the Polish exports of windows. They employ in Poland over 4000 people in Namysłów, Gniezno, Warszawa and Wędkowy. Lately 580 million PLN was invested in modernization of Polish factories. VELUX Foundations are also present in Poland and they have contributed to the Polish NGOs with total amount of grants over 100 million PLN. www.velux.pl

The culture of the VELUX company is founded on the Model Company objective and deeply embedded values. This is a strong foundation on which an international company was built and has been operating so successfully in Poland for over 27 years, with employees being its key stakeholder.

Strong foundation

The basis for the VELUX company's culture is Model Company objective, understood as an socially responsible enterprise which not only provides products useful for the environment, but also treats its customers, suppliers, employees and shareholders with the highest respect and responsibility. This rule was formulated in 1965 by the founder of VELUX - he wanted his company to be unique.

The lasting and unchanging basis of the VELUX company's culture also consists of five values which express the way the company operates in order to achieve shared goals. These are: **commitment, mutual respect, improvement, local initiative, thoroughness.**

Constant development of employees

Ensuring constant development of employees constitutes a very important element of the HR policy. The company offers an extensive training offer to employees, as well as participation in local and

	Commitment We strive to achieve great results together
	Mutual respect We treat others as we would like to be treated ourselves
	Improvements We work to be better every day
	Local initiatives We take action and collaborate to reach our goals
	Thoroughness We ensure the right effort, in the right place, at the right time



What kind of workplace is the VELUX Group? First and foremost, a safe one, providing the opportunity for development, but also

maintaining balance between work and personal life. As an responsible employer, we know that life is not all about work therefore we support our employees' passions. We are trying to attract persons with both high competences and passion for their job to our organisation. These two aspects, combined with our organisational culture, create an exceptional work atmosphere.

Anna Dudzińska, Regional HR Manager, VELUX



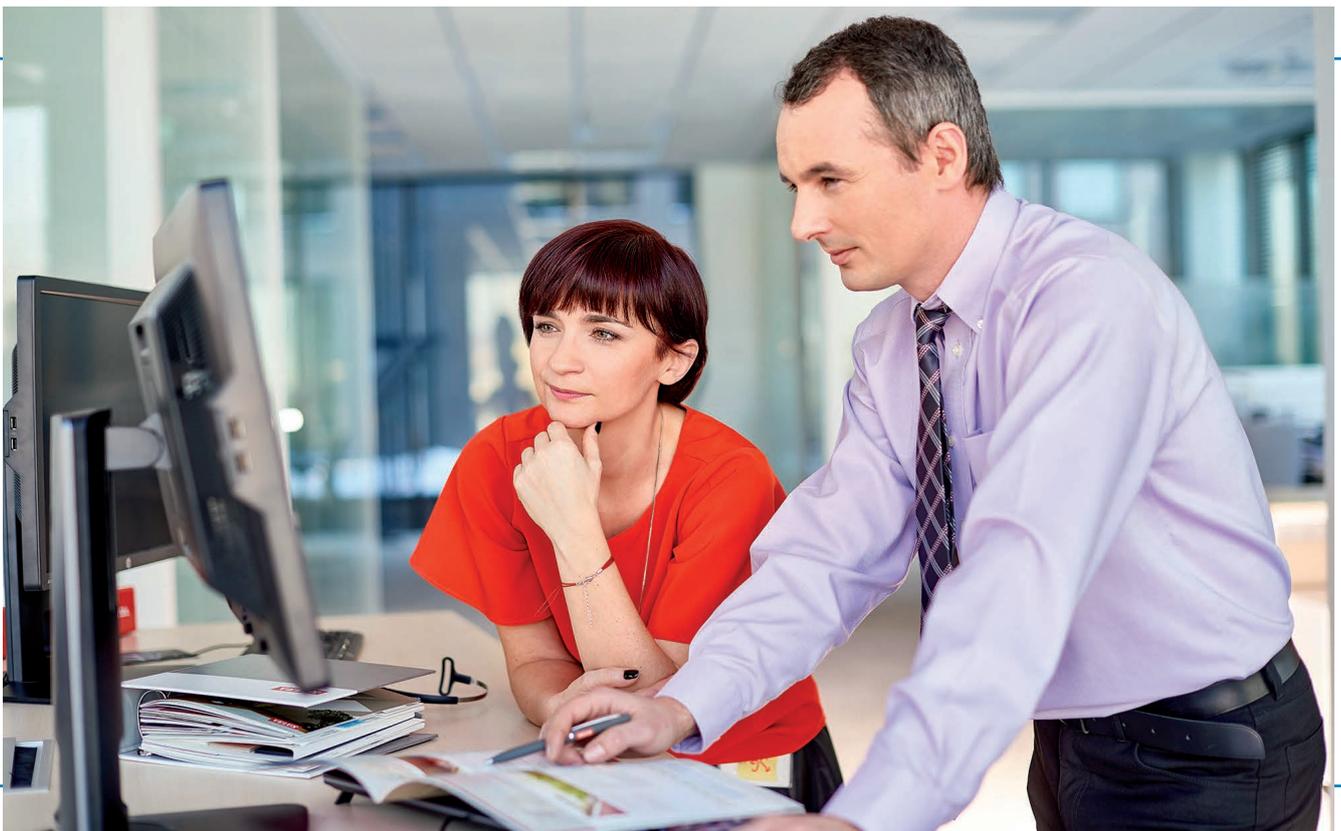
international projects, it also co-funds studies. The company places particular emphasis on dissemination of management culture based on dialogue with employees. All employees hold annual interviews summarising previous results and discussing the individual professional development plan.

VELUX also has space for such innovative activities as "EMPIRIA", consisting in the temporary change of duties of employees who have applied for the project. After the training programme in sales skills and product training, 2 person teams went into the field so that they face their newly acquired knowledge in practice and develop their trade competences. In total, the "EMPIRIA" participants spent 54 days in the field, conducted nearly 300 trade visits, as a result of which over 200 new customers were registered. The participants of the project were employees from the following departments: marketing, sales support, administration, customer service and shared services centre. The project received an award from experts at the "Employer Branding Excellence" competition, in the internal image campaign category.

Life-work balance

As a responsible employer, VELUX looks after the health and well-being of its employees and their families, it promotes a healthy lifestyle and supports physical activity. Examples of this include such programmes as VELactive, Healthy Well-being, Green & Great Day.

The company is the titular sponsor of the VELUX EHF Champions League volleyball tournaments and the European Run in Gniezno. Under the **VELactive** programme VELUX employees regularly participate





among other things in the Amateur Tour de Pologne, Men Expert Survival Race, Bike Marathon in Poznań, Warsaw Business Run, Run in Namysłów and Gniezno as well as in other sports events. Employees organise training sessions together and infect their colleagues with their passions.

Shared activity in the open air, combined with a social campaign for the environment **"Green and Great Day"**. Instead of sitting behind their desks, VELUX employees, with the help of a forester, tidied up the space of the Kampinos National Park and maintained green areas. That day, they managed to clear up 190,000 m² of the forest, and the day spent in the fresh air enabled them to integrate and de-stress.

Under the **Healthy Well-being** project, on the other hand, every week employees receive information concerning areas: healthy home, i.e. issues concerning the impact of housing condition on human health and well-being; health i.e. a package of advice concerning healthy eating, physical activity and health prophylaxis. All employees are covered by a private medical services package, and they have additional non-compulsory insurance. Under the programme, training on health prophylaxis is organised during working hours, e.g. concerning breast cancer, healthy back, correct diet. Fresh fruit and vegetables are distributed daily among employees of factories and the sales office (around 2 tonnes a week). Such precious initiatives also appear as stopping smoking together, organised in the Namysłów factory.

Safe, healthy and comfortable work conditions

One of the key tasks of a responsible employer is ensuring a safe workplace to all employees. In this context, the **Safety Excellence Programme** deserves to be noticed: the company implemented it several years ago and it assumes building the work culture based

on safety. Under the programme, procedures and tools ensuring continuous improvement of safety and reduction of the number of accidents to zero have been implemented under the programme. Thanks to the programme, the way employees think about safety at work, joint responsibility for oneself and others has changed. Moreover, employees themselves may notify health and safety improvements for which they are then awarded and which are implemented. Each year, they submit over 5,000 of their proposals which the company meticulously implements. Shared celebration of days without any accidents is also important.

Sharing knowledge

As the largest manufacturer and exporter of windows in Poland, VELUX has a lot to say in the area of sustainable construction and modern production. This is why VELUX production plants in Gniezno and Namysłów cooperate with local primary schools, vocational schools, and universities with regard to organising school trips as well as paid apprenticeships or placements. This is an opportunity for the young people to get to know the work relationship in a production plant, and to acquire practical skills required in future work, or in choosing further path of vocational education.

Assistance from the Employee Foundation

The Employee Foundation established over 25 years ago constitutes support for employees and their families, and for local communities. It finances the education of employees' children and costs of rehabilitation and treatment. Moreover, it is at the initiative of employees that the Foundation allocates funds to implement local projects, such as support for schools, nurseries, sports clubs or social assistance centres. Employees often commit their free time to help implement projects supported by the Foundation.

4. SCANDINAVIAN OFFICE - AN INSPIRING WORKPLACE

THE WORKPLACE OF THE FUTURE INSPIRED
BY SCANDINAVIAN SOLUTIONS - INNOVATIVE
SPACES THAT ENCOURAGE CREATIVITY
AND ARE ENVIRONMENTALLY-FRIENDLY

SKANSKA



Anna Marciniak

HR and Administration Manager

Skanska Property Poland

Is it possible for us to feel at home in our workplace? When did relaxation zones in an office become as important as conference rooms? What is the direction for the development of working places in the future and what will these office projects look like?

In Poland, we need more flexible and functional office space that is adjusted to the needs of both companies and their employees. The range of employees' expectations is related not only to the preferences in terms of working styles but also to their generational affiliation and taste. Eight out of ten employees from the business services sector would like to see their workplace before signing an employment

contract! 87% of managers confirm that an attractively designed and comfortable office can contribute to obtaining the best candidates on the labour market.²

This need for a comfortable and efficient workplace is being answered by the Activity Based Workplace concept. This concept states that office space should correspond with the day-to-day activities of employees and be based on zones which are dedicated to either teamwork, meetings or relaxation. As a result, every employee - dependent on their task schedule - can decide where and how they work: be it in an open space where one can creatively work in a team or in a quieter room for focused individual work. As indicated by the results of our "Do not fear Activity Based Working" report prepared together with our partners at Hays and Kinnarps, nearly 70% of employees noted that working in an environment based on activities makes them feel more energetic, stimulated and helping them to achieve better results. ABW is a concept that promotes the idea that walls do not create barriers and enables the company to develop without the need to relocate. Furthermore, the office space is also a location where different employee expectations meet.

^① Skanska and JLL: "BPO i Centra Usług Wspólnych: Pracownicy sektora zabierają głos w sprawie swojego miejsca pracy". 2015

^② Skanska and JLL under the patronage of ABSL, BPO and Shared Services Centres' management speak out on real estate. 2015



We started in our own backyard

We relocated to the office at Atrium 1 in Warsaw in 2014. Our location was the first project of its kind in Poland to be recognized with an LEED CI environmental certificate with the highest grade, "Platinum". Obtaining such recognition was possible thanks to the use of regionally-imported building materials and timber from ecological sources as well as the application of solutions that reduce water consumption by over 70% when compared to local norms.

In 2014, we also launched the introduction of the Activity Based Working concept, which is based on the flexible organization of work. The concept's office arrangement was preceded by research conducted by specialists from Workplace Solutions who had been observing our working styles, day-to-day activities, and movement within the office space over several weeks. As a result, it was possible to create an office that precisely addressed our needs. What are the crucial factors that you should keep in mind? Office arrangement can be, or rather ought to be, modified in accordance with the changing needs of the team. An evaluation questionnaire conducted several months after the introduction of ABW may well prove useful. Employees will have the opportunity to say which elements in the office still need to be fine-tuned or changed. Above all, remember to write down all the principles of using the

space, especially the open space. As a result, it will be possible to reduce misunderstandings within the team and improve the comfort of everyday work.

In practice, our office in Atrium 1 is devoid of assigned office desks. This allowed us to increase the free space and create different zones dedicated to different types of tasks. Those who require focus or need to conduct a phone conversation can decide to work in a quiet zone. However, the largest part of the office consists of creative rooms where we conduct informal meetings and brainstorming sessions. Furthermore, there is no lack of conference rooms - and we can even write our ideas on the walls! When we have some downtime, we have an entertainment room at our disposal with table football and a games console. Employees are willing to take a moment's break from professional matters and play against their colleagues in the "office league". This allows them to relax and come back to work with renewed energy.

The kitchen is an important part of our office as well. However, it usually resembles a café that is full of life rather than a mundane kitchen facility. This is the place where everyone can meet up with each other for example over breakfast which is provided by the company. Our Scandinavian friends also taught us the tradition of "fika" - less formal meetings and conversations

conducted while sipping coffee. In our office we bring cakes and coffee – in the case of good news or important events, which are not always connected to our job.

We treat our Warsaw-based office as a showroom of solutions that can be proposed to our tenants within each project developed by our company. An office arranged in such a manner serves as a magnet that attracts prospective employees and becomes one of the more significant HR tools.

New level of employee comfort

In April 2017, we took another huge step towards sustainable building by announcing the introduction of the innovative WELL certification to the CEE market. One of the first buildings to be recognized with WELL in Poland will be our Spark office complex developed in the Wola borough of Warsaw. What is this certification based on? WELL measures, certifies and monitors the quality of workplace elements such as the quality of both air and water, the feeling of comfort as well as access to healthy food and the building's influence on both mind and body. This means that, in the future, office buildings recognized with this certificate will provide additional benefits for employees, including sports activities and vegetable gardens. Why did we decide in favor of WELL certification? The comfort of employees

should be at the very centre of the interests of each and every company. This is why we decided to introduce the standard to this region that has completely different approach comparing to traditional certification systems and which will help employers take care of the well-being and health of their employees. This constitutes both the role and responsibility of a sustainable development leader, which Skanska most definitely is.

Nonetheless, sustainable building is much more than green and innovative solutions applied with a focus on the employees. A responsible developer will also pay attention to the comfort of people with special needs who not only work within a specific office complex but also either visit it as a guest or use the space adjacent to the office building. Therefore, last year we decided that all our new projects will be developed in an accessible manner so as to meet the needs and abilities of parents with small children, persons with disabilities, seniors and foreigners who do not speak Polish. This also means that office buildings developed by Skanska will apply for a "Building without Barriers" certificate. It has already been granted to our Maraton project in Poznań and Warsaw-based Atrium 2, which was also the first commercial office building to obtain such recognition in Poland.



FLEXIBLE OFFICE SPACE AS A RESPONSE TO THE CHALLENGES OF TODAY'S WORK ENVIRONMENT



Kinnarps is a workspace solutions company. Kinnarps was founded in 1942 by Jarl and Evy Andersson. To this day it is a 100% family owned enterprise, with Jarl's and Evy's children and grandchildren now taking charge. Kinnarps provides interior workspace solutions for offices and public environments. High quality and low environmental impact mark the entire value chain - from raw material to finished solutions for the workspace. Kinnarps is currently one of Europe's largest provider of workspace interior solutions. Sales operations are conducted in about 40 countries and the group had a turnover in 2014/2015 of about SEK 3.8 billion. www.kinnarps.pl

The workplace environment is in transition, a new generation of employees has emerged on the labour market along with new technologies enabling remote work. When observing demographic, technological and social trends it is worth to ask a question: are modern offices well adapted to the employees' needs and current challenges? Has moving away from the traditional office concept become an attractive alternative for modern organizations?

Currently in Scandinavia we can observe a growing need for well-planned and attractive workplaces. The Activity Based Working is one of possible solutions - an environment which adapts to the current needs and where the individual workplace can be replaced by a large number of functional and stimulating spaces which support different tasks, different job patterns, and different types of employees' personalities.

The popularity of this model is enhanced by the fact that flexibility and flat structures are built into Scandinavian working culture. Moreover, Scandinavians think that the age of standardization and unification has come to an end. The age of diversity is now on, where changes in the workplace are moving toward greater freedom of choice concerning the way we work and when we work, taking into account the individual needs and preferences of employees. "In the future our workplaces will be better adapted to the needs of employees and their work activities" says Henrik Axell, Next Office Concept Manager from Kinnarps Sweden.

Trends to take under consideration while creating a new place of work from Kinnarps Trend Report "Workplace and Lifespace for the Diverse Decade":

1. Co-creation - Success is today a result of cooperation, therefore, it is necessary the space to work in the office which supports collaboration and teamwork.

2. Techiture - Architecture and technology create quite new spaces together. The office we know - goes to history.

3. Workplace biology - Working environment supports the harmonious development of body and mind. It serves the integration of professional and private life.

4. Design of diversity - Modern workplace adapts to the variety of goals and needs of today's team, not the other way around.

5. Micro-multinational - The arrangement of the office ensures the maximum efficiency of the team no matter how the work is done - either locally or remotely.

The situation on the Polish market has been examined by three leaders of a workplace environment - Hays, Kinnarps and Skanska - in a broad report concerning Polish experiences in the field of introducing the Activity Based Work concept. A research, conducted by the partners in 2016 and covering almost 100 companies employing a total of over 50 000 people has indicated that according to the respondents, flexibility will be the main factor shaping the labour market in the nearest future. The employees want to decide about their working time, place and tools. Especially the youngest ones, who are used to multitasking and frequent changes in the way of executing tasks. This significant transformation of the working methods is challenging for employers, who face the issue of combining the expectations of different generations in the company. Many companies can find the answer to the challenges of innovative work environment in the Activity-Based Working concept, according to which the office provides many types of space responding to various needs. It is a tool for effective management of a diversified team as it exploits the potential of its users and facilitates mobile communication.



Although Activity-Based Working makes the workplaces more multifunctional and flexible, the research shows that it is far from being popular. If we look closer at the time we spend on individual and group tasks we can observe, that 25% of our working time we spend on individual tasks which demand our full focus. On the other hand, 75% of our time is spent on group tasks which require focus but at the same time also a certain level of distraction. Up to 75% of spaces in a typical office are covered by individual workspaces and all activities related to meetings and group work must fit into the remaining 25% of space. Therefore, the lack of such spaces is the main problem of contemporary working environments.

However, the employers are becoming increasingly aware of how much the workplace arrangement impacts the organizational dynamics. They more often perceive the potential of the office and begin to think about it as a tool for team management, so they think of it more as an investment than a cost. A positive attitude for making the office more flexible brings many more benefits than a new workspace only. By knowing the market trends and the expectations of younger generations, we can better prepare the whole office but also an entire organization for the upcoming challenges. "The use of the Activity Based Working concept in office space has a positive impact on the team and the entire organisation, which you can easily see in a short time following the change - assuming the proper implementation process. This is the result of the simultaneous improvement of many areas of the company - from communication, efficiency and motivation, through the image of an attractive employer" - concludes Beata Osiecka, CEO Kinnarps Polska, Head of CEE Region.

88% of the respondents are thinking about using their office arrangement as a tool for the conscious development of the company image, which in turn leads to an increasing awareness of the importance of the office as a tool for supporting the company strategy and a solution to the challenges of the modern labour market. More companies are seeing that a modern working

environment needs to be flexible and adaptable to the needs of its employees.

A fully mobile office in Scandinavian style - case study Kinnarps for William Demant

An example of a Scandinavian style office space: minimalist in form, sophistication, quality materials. Meet the Warsaw R&D centre of Demant Technology Centre from Denmark. William Demant is the global leading manufacturer of hearing aids. Being part of a group with roots in Denmark, it was important for the company that the space reflected the Scandinavian style, which was near and dear to its organizational culture. The office located in the Q22 Building covers 3,000 sqm of floor space.

When creating its office, Demant Technology Centre put total mobility first. Not a single fixed workstation was foreseen. Why? Such an office arrangement is conditioned by the way the work is performed. Employees continually migrate and form task forces dedicated to projects they are currently working on. Therefore, the office has mobile personal cabinets, designed in such a way that the owner can easily move his or her staff and personal belongings to a new place. Mobile walls allow to arrange parts of the space in a way that caters best for a team's current needs. In addition, there are adjustable desks, which ensure adjustment of any workstation to an individual's requirements and physique, maximizing its ergonomics. The cafeteria and the adjacent relaxation area turned out to be an important and beloved space. Just like the kitchen is the informal meeting point and the heart of every home, the cafeteria became a magnet and a favourite place for general team meetings held on Friday mornings.



DIFFERENCES IN WORKSTYLES BETWEEN POLES AND SCANDINAVIANS. WHAT CAN WE LEARN FROM EACH OTHER?

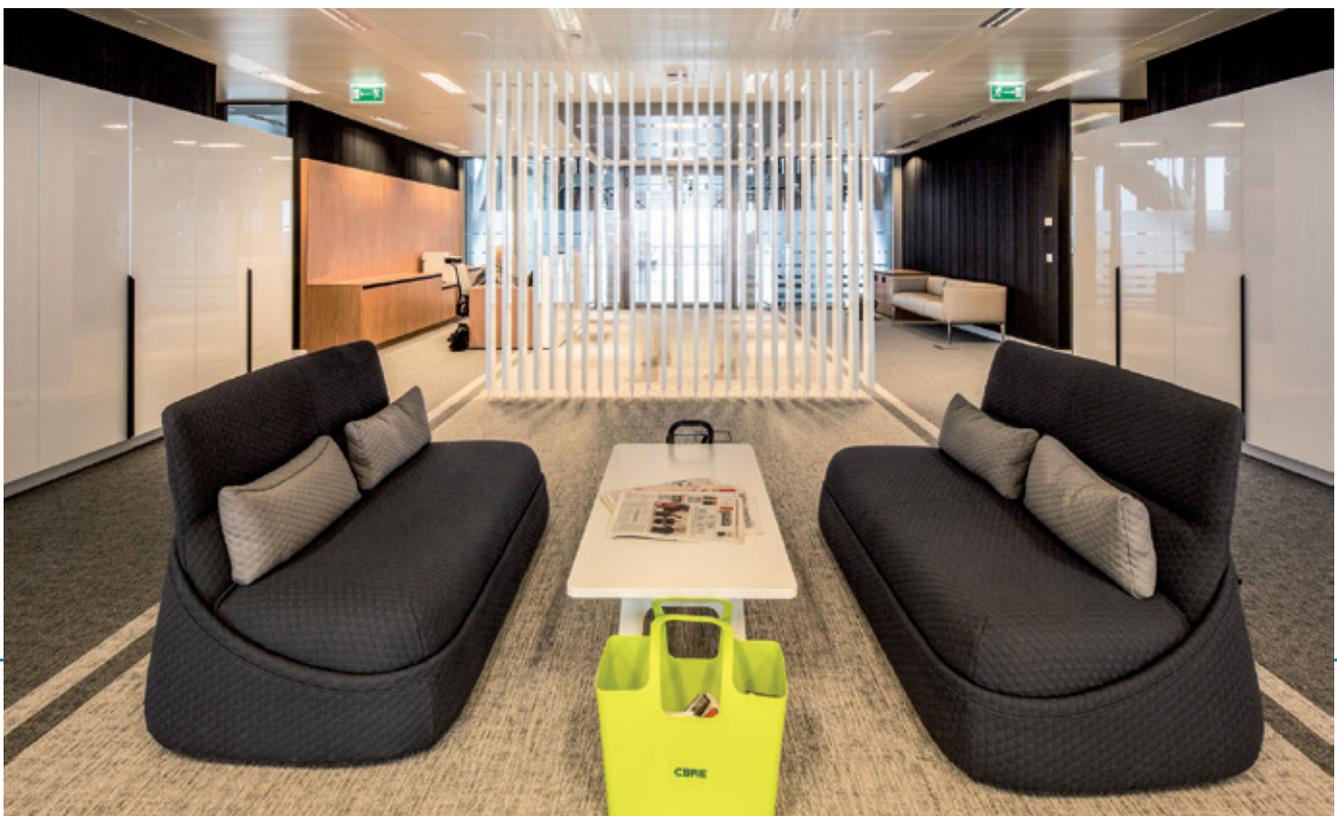


Karina Kreja

Leader of Workplace Consultancy
and Change Management, CBRE

CBRE is the world's largest commercial real estate services and investment firm, serving real estate owners, investors and occupiers through approx. 450 offices (excluding affiliates) worldwide. In Poland the company is present since 2000 and currently employs almost 1 000 staff in 9 offices located in Warsaw, Gdansk, Krakow, Poznan, Wroclaw and Lodz. www.cbre.pl

To many managers, who happened to perform their business activities for companies anchored in CEE and Nordics, it has been always clear that Poles and Scandinavians work differently, and cultural differences are a source of continuous wonders as much as and daily challenges. In my work as Workplace Consultant I have collected a number of first hand testimonies from both Polish managers working for Scandinavian companies and Scandinavians managing teams for various businesses in Poland. I have seen managers coming from less structured, status-symbols oriented culture who quickly needed to adapt to the local Polish business culture - for example by settling in a private office, an experience that proven to be a transforming, if not traumatising for a number of expats who have never before experienced such a degree of solitude in their professional life, but were often thrilled by a degree of power and respect they have been now enjoying. On the other hand, I have heard many Polish managers working for Scandinavians and cherishing that experience, praising stressless and informal workstyle.





A workstyle in a given office of an international company is a combination of both company's culture (with headquarters setting up model behaviours) and the local business culture that has much wider cultural context. There is no doubt that cultural differences have a considerable impact on companies' performance, and an increasing body of knowledge is being built in order to understand the very nature of cultural bias. For example, top level analysis of cultural traces model developed by a Dutch practitioner Geert Hofstede, sheds some light on the major differences between Polish and Nordic (Scandinavian and Finnish) cultures. While we all are individualistic to the core, they extremely differ in two other key aspects that strongly impact the nature of individualism itself: namely Power Distance and Fertility/Masculinity factors. On the one side, Scandinavian culture(s) has set up a role model for 'soft' management: they cherish individualism in non-hierarchical environment where decision making is achieved through involvement. Managers are seen as infrastructure providers who strive for consensus while people value equality, solidarity and quality in their working lives. On the other hand Poles, although similarly individualistic, lean towards hierarchy and solve many problems in specifically masculine manner - by fighting them out. According to Hofstede's research, this combination creates a tension very specific to Polish society and in work environment translates into very fragile but intense and potentially very fruitful business relationships.

From that perspective, Polish entrepreneurs could benefit from promoted by Scandinavians milder management approach, that would better support inclusiveness and diversity. With all its strengths and drivers, that proven the Polish business so dynamic and resilient in the last quarter of the century, the current rather rigid hierarchical model shows many signs of exhaustion, especially when it comes to management of Millennials employees. On the other hand, a hierarchical approach proves often more effective especially in some situations when prompt or unpopular decisions need to be made, an attitude that Scandinavians could borrow from Poles whenever suitable. It is clear that we can great deal inspire each other, but it is also essential that both models' strengths and weaknesses are properly understood before applied in the current, 'post' and 'fluid' business environment, in which the time between a trigger and reaction is ever shortening, leaving little time for hesitation. For that sake, ABW proves an ideal vehicle. Activity Based Workstyle implementation offers and opportunity for a cultural shift within the organisations that would accommodate more diversified approaches. Driven primarily by behavioural change, in line with a popular 'fake it until you make it' approach, that a new workstyle implementation can offer, it can be ultimately translated into considerably more versatile and agile model that will prove affective against challenges ahead.



Anna Bartoszewicz-Wnuk

Head of Workplace Advisory, JLL

JLL is a leading professional services firm that specializes in real estate and investment management. A Fortune 500 company, JLL helps real estate owners, occupiers and investors achieve their business ambitions. JLL has nearly 300 corporate offices, operations in over 80 countries and a global workforce of more than 78,000. JLL consultancy includes tenant representation services: strategy outline and implementation, advisory services regarding location, negotiations/renegotiations; workplace analysis and advisory, among others. www.jll.pl

The JLL office in Stockholm is essentially very Scandinavian in character. It is also fundamentally different in the look and feel to that in Warsaw Spire building in Poland's capital city, or London's Warwick Street.

Our Stockholm office is located at Birger Jarlsgatan 25, in a classy Art Nouveau tenement house from the beginning of the twentieth century. The prestige of the building is strengthened by the presence of the Stockholm Chamber of Commerce headquartered there. The JLL office was launched in early 2015 (after JLL acquisition of Tenzing AB) and the current office area is 1,300 sqm. The interior design at workplace was created by Studio Stockholm Arkitektur - their thoughtful and unique concept resulted in JLL nomination for the Sweden's Most Beautiful Office competition (*Sveriges Snuggaste Kontor*).

The concept is principally based on a strong identity, and quality of interiors. It has an implicit care for well-being of the users i.e. employees and customers, which is mirrored in the excellent quality of service.

Our Stockholm office is an important message carrier for our brand and our corporate culture. The office is attractive, modern and gives a welcoming feel - at every visit. All visitors feel unique and as if at home. This came out strongly from the JLL staff who were engaged in the foundation of the new workplace concept. Thus, the best conditions for valuable and memorable meetings are created, according to employees.

The office clearly combines tradition and modernity. Such details as curtains or comfortable armchairs and sofas with books on the shelves create the sense of intimacy and domestic atmosphere, whilst the space is equipped with modern technology facilitating the day-to-day work. Meeting rooms are selected depending on the number of attendees and the food and beverages impacting the general sentiment from the visit are provided.

Indeed, food and coffee served in meetings are thoughtful and homemade / home-baked to give the true feel and radiate quality at every stage. There even exists a special kitchen with plenty of cookers



JLL's Stockholm office - meeting room,
fot. Per Kristiansen

to prepare lunches and bake cookies for clients everyday. The range of food and coffee / tea varies according to season and always feels homemade, rich, fresh and tasty, which enhances the whole impression from the office and creates better **Human Experience**.

Office interior is designed to give opportunities for collaboration, and driving interactions amongst the staff. We are aware that the growth in the business is related with the quick decision making process, and decisions often come as a result of discussions and cooperation. Thus, the focus was put on provision of spaces enhancing communication and information flow. This is why we put a central kitchen with spacious dining room to enable collaborative lunches. However, there were multiple voices over the workplace preparation phase that the ability to concentrate and work in silence is of paramount importance. Therefore, the office promotes the ability to work in concentration (a library type of room is provided) or meet for a confidential conversation. Different tasks principally require variations in circumstances, spaces and tools, which are depicted in mix of an activity-based solutions and fixed locations.

Better cooperation may also influence employee happiness and productivity. According to research conducted by the University of Warwick, 'happy' employees are 12 percent more productive, and are specifically more likely to work more effectively and collaboratively. They are also most likely to show up healthy, ready to share their knowledge and think creatively.



Design of meeting rooms create welcoming and domestic atmosphere for the unforgettable experience of attendees. fot. Per Kristiansen



JLL's Stockholm office - reception area. fot. Per Kristiansen

The vision of feels-like-home office goes hand in hand with Danes' idea of Hygge and *hyggelig* life (full of hygge). This concentrates on creating cosy and intimate atmosphere around people to purely rejoice the everyday life. Danish national Hyggelig culture has even brought them to foundation of Happiness Research Institute (*Institut for Lykkeforskning*) to gather research-based knowledge about wellbeing, happiness and quality of life at a social and organizational level. The major publications from the Institute are: World Happiness Report and Job Satisfaction Index, updated every year. Institute's location in Copenhagen is not accidental. Denmark is incessantly on the top of the list of the happiest countries³.

As demonstrated above on the case of the **JLL** office, Scandinavian workplace comes closely with employees' wellbeing and personal satisfaction, and has an implicit **Human Experience** which means that staff feel engaged, empowered and fulfilled. This may be boosted through employee engagement in the office design, giving them some power to influence the shape of the future office, and create tailored working solutions thus building the sense of commitment. Development of a workplace powered by Human Experience has to follow the appropriate corporate strategy but we see this happening more and more often and are keen to offer a diagnostic tool to firms and help them action plan.

³ Ranking of Happiness 2013-2015. World Happiness Report 2016. J. F. Helliwell, R. Layard, J.D. Sachs

5. HOW SCANDINAVIANS WORK? SCANDINAVIAN VS. POLISH WORKING CULTURE

BENEFITS AND IMPACT OF THE NORDIC TRUST ON SOCIETIES AND WORKING CULTURE IN THE NORDICS



Ulf Andreasson
Senior Adviser/Analyst
Nordic Council of Ministers

Are the persons you meet on the street really trustworthy? High levels of trust in other people distinguish the Nordic region from the rest of the world. No other country reaches the same levels as those found in Denmark, Finland, Iceland, Norway, and Sweden. In general the citizens in these countries believe that their fellow citizens - the people they meet every day on the streets - are people of high moral values and can be trusted.

Briefly, the high trust levels in the Nordic countries is the result of many societal processes, some extending far back into history while others are more modern. One important aspect worth mentioning is the Nordic countries having very low levels of corruption giving the citizens the sense that all inhabitants are treated in a fair way.

High levels of trust are very beneficial assets for a country. First of all, a society with high levels of trust has fewer formalities, conflicts and legal processes. In economic terms, this means trust reduces transaction costs in the economy, i.e. costs associated with ensuring that an agreement is fulfilled. Resources that in other countries are necessary to uphold an extensive legal system can in the Nordic countries be put to use in more productive ways. Calculations indicate that an increase of ten percentage points in national trust can be expected to increase economic growth in a country by half a percentage point. This should perhaps be taken with a grain of salt, but it nevertheless indicates that the relationship between trust and economic growth is not of marginal significance.

Besides the economy, trust also benefits other parts of the society. Trust has come to be regarded as an important component in promoting political engagement and democratic development in society. A favorable, i.e. reducing, effect on criminality has also been shown.

It is also good news for the individual. For example, several studies show a strong association between trust and individual happiness; people enjoy living in a society where they trust each other. Another positive effect is that social trust simplifies collaboration and promotes altruistic preferences in the population. Furthermore, people with high levels of trust are more inclined to perceive that they have greater control over their lives and have better life chances.

Consequently, the high levels of social trust can justifiably be called a Nordic gold. This is one reason why The Nordic Council of Ministers have taken an interest in trust as an important phenomenon, resulting in the report "Trust - the Nordic Gold". But also to remind us that the Nordic trust can't be taken for granted, and must be constantly supported through various societal processes.

Trust in the Nordic countries has also found its way into the labour market. A hundred years ago the Nordic labour market was characterized by many and intense conflicts. Since then mechanisms for handling conflicting interests through negotiations have been established, which in turn has resulted in what is perhaps the most peaceful labour market in the world. These mechanisms rest on a strong foundation of trust between the social partners - even though they have conflicting interests. This has made it easier to achieve changes at the work places in the Nordic countries compared to many other parts of the world. Rationalizations, innovations and technological change are viewed more positively, also by the trade unions, than what is the case in many other parts of Europe and the rest of the world. Embracing changes at the work place have been regarded as engines for growth and renewal in the small, open Nordic economies. The partners in the Nordic labour regimes have consequently been praised for their joint capacity to cope with change and shape working life developments in ways that benefit business as well as workers and the wider society.



Happiness at work has long been an important notion not only in the dictionary, but in the everyday life of the Scandinavians.

Danish arbejdsglæde, also appearing in other Scandinavian countries as a term describing happiness at work, was needed to emphasize that work is not only a way to make money, but also a place where valuable action joins pleasure, where effort makes sense. The exceptionally high level of trust is also something that distinguishes the Scandinavians, and trust, according to the iOpener Institute model, our partner from Oxford, is one of the pillars of happiness at work. The Scandinavians have also long been concerned that there is space in work for valuable, authentic interactions between people. In addition, by giving people the opportunity to help each other, to do something for others, they can make people feel better themselves and have better social relations, at work and elsewhere.

Halina Piasecka, expert in the area of Happiness at Work, consultant and trainer in Piasecka&Żylewicz Selective training



SCANDINAVIAN MANAGEMENT STYLE



Leif Christiansen

Proaktive

If you have ever met a typical Scandinavian Manager and think that he or she is "different" you might be right. Scandinavian culture is by far the smallest of

recognized cultures in the world and very specific. The Scandinavian Management Style is closely related to the culture - the basic beliefs, values and behaviours perceived as the right ones in the society. The Scandinavian culture is often named Consensus Culture or Networking Culture.

Business structures tend to be very flat in Scandinavia, which fits in neatly to the Scandinavian desire for a humanistic involving approach and the need to seek consensus. A Scandinavian manager will not really want to be seen as a thrusting individual who has single-handedly taken on a difficult decision without "buy-in" from the involved colleagues. The Scandinavian society believes that "You shall not think that you are any better or wiser than others" which makes it difficult for the



I have been fortunate to cooperate with both Polish and Scandinavian employees for many years now. I have to admit that they are both very motivated, hard-working and challenge-oriented. However, there is one distinguishing feature of Nordic workers which comes to my mind and can serve as an inspiration for others. There is a saying in Norway which goes "it is easier to gain forgiveness than permission". This is exactly how Norwegians work. The Norwegian employee is more eager to take up risks and is not afraid of autonomous decisions. This allows him to develop, grow, and gain self-confidence much faster. Maybe the cause of it is that in Poland, there has always been much more emphasis on hierarchy in the organization, than in Norway. I very much appreciate and value the possibility to work with both of these groups.

Jan Prejsnar, CEO, Arpi Group



Scandinavian manager to play a traditional dominant, paternal role. Thus a good manager is somebody who encourages and coaches, who delegates to competent colleagues and who communicates clearly and unambiguously. The manager becomes the manager as reward for achievements, competence and talent in a particular area. It is important therefore to be seen as competent, open minded and hardworking in order to be promoted. Personal relations are secondary to technically demonstrable competence and positive attitude.

BUSINESS MEETINGS

Scandinavian Managers tend to have lots of meetings and often complain that they are too long. Meetings can be used as information exchanges, discussion forums or decision-making events and it is important that all participants are made aware of the emphasis of the meeting in advance, in order to allow the appropriate level of preparation to be undertaken. Although appropriate preparation for meetings is seen as essential, pre-meeting lobbying can be seen as underhand and political just to keep the power.

Meetings tend to follow a pre-determined agenda finishing with "any other business" question. The agenda

is nearly always followed and punctuality is definitely expected. Meetings will begin and end on time in a nice atmosphere.

Due to the consensus-orientation of the Scandinavian Managers, meetings can seem to be overly discursive to cultures more used to a 'command and control' approach from management. Everybody is expected to speak shortly and everybody is "kindly" listened to.

Debate can be very direct but is rarely confrontational - confrontation being seen as unhelpful in the consensus-building process. Attendees tend to speak one at a time and often seek permission from the meeting leader before speaking. Interrupting somebody who is speaking, or overt signs of emotion, are seen as poor meeting etiquette and would be reacted upon.

TEAMWORK

The classical Scandinavian characteristics of consensus, loyalty to the community and equality are well disposed to make Scandinavian Managers good team players.

Thus Scandinavian Managers are good team players - as long as the team accords to their view of how teams should behave. As long as the team is seen as a collection of individuals of similar stature and worth, things will go well. If the team is seen as being constituted of one strong, dominating force who directs



IKEA culture has its roots in Sweden and is based on values such as togetherness, caring for people and planet, simplicity or searching for improvements. What makes us a unique company is that we share them for more than 70 years, they are present in everything we do, from recruiting new co-workers, through multichannel development to customer approach. Working together, respecting others gives us the opportunity to benefit from diversity. Learn from mistakes, search for better, innovative solutions supports the development of our organization. Values and culture make us unique place to work.

Małgorzata Bochenek, Deputy Country HR Manager, IKEA Retail



everyone else then problems could arise and Scandinavian Managers might openly voice their displeasure at such an approach.

Although teams can be made to work extremely effectively in Scandinavia, it is important that everyone feels of value and is included in the process. It is important that information is widely disseminated and that a 'need to know' culture of information sharing is avoided. In fact, cross-departmental information sharing tends to work much more effectively in Scandinavia than in most other countries.

INTERNATIONAL ENVIRONMENT

Scandinavian Managers tend to be good communicators on the international stage. Scandinavia communication patterns, however, when taken into a second language can be somewhat problematic to cultures more used to a diplomatic approach to communicating in business. Plain speaking is admired and being frank is viewed as a sign of respect to the person you are dealing with. This directness can sometimes be mistaken as rudeness when encountered by cultures, which place diplomacy and tact at the forefront of business interactions.

It should not be assumed that, because Scandinavian Managers can be direct in their use of language, they search for confrontation. Scandinavian Managers value direct debate - which for them is very different from confrontation - and they will avoid any personal references or direct confrontational situations.

Scandinavian Managers use humour in most business situations and see the thought over use of humour a key weapon in the search for friendly open minded approach which translates as a kind of cosiness - also called "Hygge" - in which everybody feels at ease in each other's company. Feelings of cosiness are much prized but poorly explained by Scandinavian Managers and it is an atmosphere which non-Scandinavian Managers find difficult to comprehend.

Questions will often come at the end of a presentation but that does not mean that no interest has been generated during the presentation.

A number of common features by Scandinavian Managers:

1. The drive for equality between people is strong in Scandinavia business circles. This leads Scandinavian Managers to be consensus-oriented in many situations.
2. Scandinavian Managers seek consensus through detailed discussion and the search for a negotiated agreement.



My Polish colleagues give me a lot of inspiration. They possess great values such as helpfulness, empathy and family values. They are well educated, hardworking, polite and always seeking to develop professionally and personally. I experience their hunger to help and support our customers and colleagues in the best possible manner. I feel their will to make a positive difference - a "can-do-attitude".

The most inspiring in the Danish working culture is the open, honest and direct way of interaction between colleagues. The informal collaboration and the flat organizational hierarchy combined with trust and empowerment are very positive.

**Carsten Brøchner Thing, General Manager,
Danske Bank A/S S.A. Branch in Poland**



3. Scandinavian Managers believe in the best in people until proven wrong. They have got the 'freedom through responsibility' approach.
4. Structures are much flatter than in many other countries.
5. Managers are expected to be 'first amongst equals' rather than figures of authority who give direct instructions to subordinates.
6. Promotion tends to be determined through achievement rather than through relationships or networks.
7. People are expected to be well prepared for meetings and to be able to argue their own point of view convincingly. Pre-meeting lobbying could be viewed as underhand and political just to keep the power.
8. Debate is often very direct and this is seen as a positive style of communication. Overly diplomatic or coded-language will be viewed with suspicion.
9. Scandinavian Managers make good team players - so long as they understand and approve of the team 'rules'.
10. Communication across functional lines tends to be very open and leads to an expectation of being kept constantly 'in the loop'.
11. Scandinavian Managers search for improvements can lead to a perception of a problem finding approach.
12. Body language can be somewhat limited which makes the interpretation of responses difficult for people from more expressive cultures.
13. Scandinavian Managers tend to work contractual hours and make a strong separation between work and private life.

KEY SUCCESS FACTORS IN POLISH-FINNISH BUSINESS COOPERATION



Anitta Koskio

CEO

Expat House

We all want success in business and we also know that it does not come easily or overnight. We have our plans how to make it happen and we are ready to work hard. But do we keep focus on things that really matter in achieving the success? Do we keep in mind that it is people who make things work or then not. Despite how often this slogan is repeated I want to repeat it here one more time.

My experiences as an executive coach to Scandinavian and mainly Finnish companies in Poland has convinced me that even though the Scandinavian countries are close to Poland the mental distance between them and Poland is much bigger than what the geography might suggest. Each nationality has its unique backbone in its culture and history and each person has a unique personality. It is a jungle that sometimes seems to be too dense to get through successfully and sometimes fortunately not.

I would like to take up here a few things that support the strive for good cooperation and business results but if ignored or not given dedicated attention the success curve can dive deep into too shallow waters.

ACCEPT THE NEED TO CHANGE

It is great wisdom to accept that we are different depending on who we are and where we come from. Technology cannot either smoothen us to be one and the same. Sometimes the differences can take us by surprise as it has not come into our minds that somebody can think or act in such a way that does not make any

sense to us. But usually there is reason behind which is worth to find out.

The change is what we have to be prepared to face and learn from. We cannot copy paste the domestic pattern elsewhere, it does not usually work. We have to dig into the background and get to know the local features which takes some time and effort but is rewarding. We can find jewels that help us better understand and behave in the middle of the change we find ourselves.

BUILD TRUST

Trust - one word, but amazingly important in whatever we do and wherever we act. Trust in society and organizations is an outcome of their past. Obviously then the present reality can be that trust is on quite a high level and consequently people do not have to pay so much attention to it as it is an agreed and experienced part of living. On the other hand suspicion and doubts may prevail in which case building the trust between people and organizations needs a lot of work and strong will. The trust level in the organization can also be analyzed through behavior by observing do people talk openly without hidden agendas, do they care about others, do they keep their promises, do they take responsibility and not drop it on somebody else's shoulders, do they share knowledge, to name a few.

When the trust level is low it means low R.O.I. because the speed of business slows down and costs go up and in the end people loose motivation. In the opposite case high trust saves time and money and encourages people to perform to their best.

Show people trust, and they treat you similarly!

INTEGRITY COMES FIRST

When hiring people it is integrity that comes first. The person should of course have the professional skills and competences but the overriding factor is if we feel we can trust the person, if we can sense commitment from his/her side. Because if the person lacks integrity the prognosis is not very good but if integrity is what the person radiates and even if his/her qualifications are not totally in place we can expect to have

a motivated employee who is also willing to learn to improve.

Here it has to be added that recruiting is always somewhat challenging and even though we think we have made the right choice we may still end up into disappointment after some time. There is no hundred percent success recipe when we deal with human beings. We just have to try our very best.

NEVER ENDING COMMUNICATION

For Finns never ending communication may sound like a nightmare but they just have to accept it especially when out of Finland. And can be a good practice with fellow Finns as well. On the other hand the recommendation to Poles is to keep on track and focus and not drown Finns with too abundant communication.

To be more serious communication is the most powerful tool the manager can use for his benefit namely communicating clearly and repeating things to ensure mutual understanding. Give reasons to why something is expected from employees, show concern and listen to them so that people feel they matter.

SHORT OR LONG-TERM PLANNING?

How far to the future should the plans be made? If you ask a Finn it is much further than what a Pole is willing to agree on. This is the typical set up. Long-term planning is easier for those who are used to stable and secure circumstances rather than to those living in the middle of somewhat turbulent and unexpected environment.

One reason that also influences the planning is that in Poland the competition is much harder than in Finland or in Scandinavia as a whole. The dynamic market requires flexibility and quick decisions the Poles are used to and good at. The hectic environment keeps Poles alert for any needs for quick changes. Finns rather want to stick to the agreed and revising decisions in short time span may feel slightly uncomfortable to them.

The fantastic drive that there is in Poland constantly fascinates me. People are hungry for success, they want to develop themselves and they are generally very interested and keen on getting knowledge about new cultures.



What distinguishes the Scandinavian work culture is mostly the flat organizational structure - this results in feedback

mindset and overcoming the distance between co-workers. At the same time, Scandinavians and Poles have different time orientation - I think that Poles are oriented more towards short-term action and Scandinavians prefer planning in a longer perspective. This is also related to the culture of consensus, which is strongly rooted in the Scandinavian working culture. Despite the differences, our mutual cooperation is very effective and we complement each other in many areas.

**Arkadiusz Prejna, Managing Director,
Greencarrier Freight Services Poland**



HQ & LOCAL RELATIONSHIPS

Where it all begins and ends is how well people get along with each other. What are the relations between the top management in the head office and the local management? It is a two-way path. Success needs to happen in both ends. Business always comes first but culture tells you how to execute it in different locations.

There is a lot of know-how in Scandinavia but also sometimes the false belief that all wisdom lies in the north. What I mean is that the copy paste philosophy prevails in many Scandinavian companies when they enter the Polish market. Top management does not find the time to build awareness of the local values and expertise. It is often only after some conflicts with serious financial results that attention and time to cross-cultural aspects is given but what should have been allocated in the process from the very beginning.

If you want to read more go to www.tervepoland.com where you can also order the book TERVE POLAND! Scandinavian business in Poland - the Finnish way.

'Change is inevitable but personal growth is your choice.'

6. SCANDINAVIAN EMPLOYERS IN POLAND - GOOD PRACTICES

Scandinavian capital is represented in Poland by more than 2000 companies, which play an important role on the Polish labour market. Number of workplaces created by companies from Scandinavia is estimated for 170,000. For the purpose of this report SPCC has prepared a list of 50 biggest Scandinavian employers based on the number of people they employ in Poland. Companies from this list employ a total of about 105,000 employees.

The presence of Scandinavian companies on the Polish market has also a social dimension, apart from the economic one. Along with the Scandinavian capital comes the transfer of knowledge, experiences and solutions which are inspired by the working culture. Scandinavian companies are appreciated employers, which is even more important nowadays, especially considering the challenges which the labour market is facing.

Given the importance of this issue and the scale of presence of Scandinavian companies in Poland, SPCC presents several selected examples of good HR practices implemented by Scandinavian companies present on our market. Collected practices cover different areas - from recruitment (Flügger, Cybercom), employee development programs (Oriflame, SEB, DSV, Skanska), internal communication with employees (DGS) or issues such as inspiring workspaces (Nordea) and projects related to Scandinavian traditions at work such as Food Truck Fika (Ericsson). An important topic is also concern for health and well-being of employees, which is shown in initiatives undertaken by Scania and KMD or in examples provided in chapter three by VELUX.

There are many areas, where we can exchange experiences and inspire each other, leading to create new values boosting further development.

AREAS OF GOOD PRACTICES:



Employer branding



Internal communication with employees



Employee development programs



Recruitment and onboarding



Office - an inspiring workspace

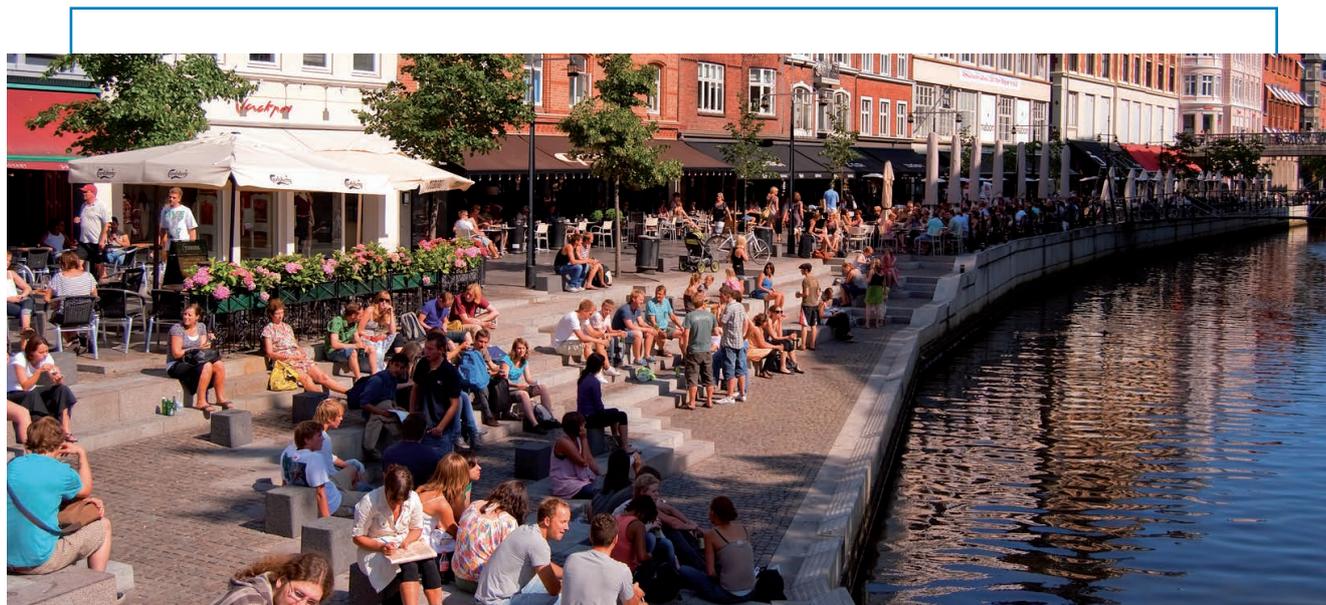


Health and safety

50 biggest Scandinavian employers in Poland, 2017

Company	Number of employees	Company	Number of employees
Ikea Industry Poland sp. z o. o.	10443	Borg Automotive sp. z o. o.	1300
Medicover Healthcare Services	7600	Carlsberg Supply Company SA	1300
Netto sp. z o. o.	5500	Cargotec Poland sp. z o. o.	1300
Electrolux Poland sp. z o. o.	5500	Kongsberg Automotive sp. z o. o.	1221
Skanska in Poland	5150	Rockwool Polska sp. z o. o.	1100
NOKIA	4800	Scanfil Poland sp. z o. o.	900
H&M Hennes & Mauritz sp. z o. o.	4500	Fortum GK	870
Ikea Retail sp. z o. o.	4360	Intrum Justitia sp. z o.o.	850
Securitas Polska sp. z o. o. GK	4200	SKF Polska SA	811
Grupa Velux i spółki siostrzane	4000	Onninen sp. z o. o.	793
Grupa Volvo	3550	DSV International Shared Services (DSV ISS)	780
Morpol sp. z o. o.	3021*	Scania Polska SA	670
H&M Logistics	3000	SCA Hygiene Products sp. z o. o. Oława	610
Ericsson sp. z o. o.	3000	Poldanor SA	605
Autoliv Poland sp. z o. o.	2700	Berendsen Textile Service Sp. z o.o.	600
Jysk sp. z o. o.	2152	Stena Recycling sp. z o. o.	550
DGS Poland Sp. z o.o.	2135	UPM Raflatac	544
Nordea Bank AB Oddział w Polsce	2000	King Oscar	530
Stora Enso Division Packaging Solutions	1770	Metsa Group	500
Arctic Paper Kostrzyn SA GK	1754*	Tikkurila Polska SA	480
Danfoss in Poland	1700	DSV Road	466
Espersen Polska sp. z o. o.	1500	Delaval Operations sp. z o. o.	465
SAPA Aluminium	1400	H+H sp. z o. o.	465
Transcom Worldwide Poland Sp. z o.o.	1320	Dendro Poland	450
Eltel Networks Olsztyn SA	1300	Lantmannen Unibake Poland	450
Rosti (Polska) sp. z o. o.	1300		

*data for 2015



WE INNOVATIVELY CREATE THE FUTURE: TEAM AND MARKET

SKANSKA



Katarzyna Olczak

HR Director CEE, Skanska Commercial
Development Europe

Poland, the Czech Republic, Romania and Hungary are the four countries in Central and Eastern Europe where Skanska creates sustainable, green, and innovative office buildings. In 2015, we established a new strategy for our business activity, emphasizing the fact that we wanted to grow as a company, act responsibly on the market, and develop office projects as well as create solutions related to them which are custom-made for the digital future.

With a strategy that bears in mind both the future and modernity, we decided to develop a culture of innovation that would involve all employees, generations and job positions. It is a proven fact that diversity is the real driving force behind innovation: in terms of teams,

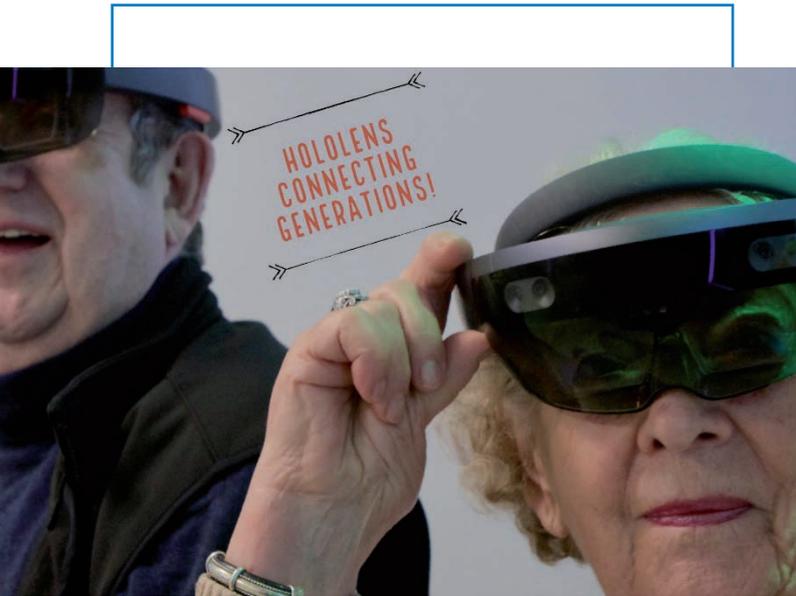
their individual perspectives, experiences and in turn, their ideas and solutions. Such a culture of innovation is also attractive to employees because it allows them to express their creativity and have a real-time influence on the direction of business development.

Establishing a culture of innovation requires both the appropriate tools and team motivation. At Skanska, we implemented an original, four-pillar system releasing the potential for innovation. The first of these four pillars is **inspiration** through engaging activities and creating an urgent need for novelty. The second one is **organization**, and these are our tools - people have to know how to perform in order to complete a task. The third pillar is **empowerment** - of activities dedicated to creating innovation by equipping the team with knowledge and a belief in their actions. The last pillar is **reward**, mainly by celebrating the successes of innovative colleagues. We promote our innovators in two ways. Apart from the obvious reward, we always aim to bring skeptics 'in from the cold' by having a proactive attitude. Furthermore, we also organize various open workshops that release creativity. These include courses on design thinking and - what we like to call in Polish - "creative mangle". The latter constitutes our original workshop aimed at encouraging "out of the box" thinking, and teaching how to use concept searching tools by means of all available methods that increase teamwork efficiency.

In order to perform all of the above mentioned activities in a systematic and professional manner, we decided to create the position of Innovation Manager.

Furthermore, we introduced "Innovatorium" - a special tool for employees to present their innovative vision and encourage them to share their knowledge on innovation. It is an internal online platform, based on popular social media that we have designed in-house as we felt that the market solutions didn't match up to what we required. At Innovatorium, all employees can post their ideas or inspirations as well as designate others to find a solution to a specific problem. Interactions such as liking each other's posts, commenting on them or tagging one another can contribute to





the successful development of ideas. It is worth noting that the gamification theory is the concept that led us to create the Innovatorium, since positive competition has been seen to improve motivation.

Each idea undergoes verification and those that pass this process are implemented. In a way, they are sort of mini-startups. In order to be successful with their idea, the 'owner' is supported by an Innovation Champion. There is one champion for each Central and Eastern

European country that we operate in. All of them have been trained in various techniques and tools for implementing innovations, which in turn lets them support the execution of each innovative project. We are committed to allowing everyone to develop an idea, but we want to do it in the right way. Ideas that have been implemented and put into practice are shared within the company through webinars that present particular implementations, and other methods.

Moreover, Innovation Champions from four CEE countries meet on a regular basis to exchange their own experiences and knowledge. Therefore, we can adjust the implemented innovations to the reality of a specific market and make use of those solutions that perform best. This process has generated such ideas as electric cars for tenants that can be rented via an app, a holographic presentation of an office complex with the help of Microsoft HoloLens smartglasses and an Activity Based Parking system. Such innovations are also important in terms of business as they allow us to stand out from the competition. Thanks to this culture of innovation, we also contribute to the development of the market per se - others implement our innovations too. So we really are helping to create the future.

ATLAS COPCO - THE GOOD MOOD TEAM



Number of employees

406

Atlas Copco is a global leader in providing sustainable productivity solutions. Atlas Copco Group produces innovative compressors, vacuum systems, air treatment systems, construction and mining equipment, as well as power tools and assembly systems. In designing its products and services, Atlas Copco prioritizes productivity, energy efficiency, safety and ergonomics. The company was founded in 1873. It is based in Stockholm, Sweden, and its reach spans over 180 countries. In 2016 Atlas Copco Group achieved revenues of SEK 102 billion (EUR 11 billion) and counted over 45,000 employees. www.atlascopco.com/pl-pl

Atlas Copco has a vision to become and remain First in Mind-First in Choice® for all stakeholders. This vision also drives the strategy in order to create positive value for customers, shareholders and employees in an increasingly resource-constricted world.

The Scandinavian origins of our company have a direct impact on our organisational culture, which we define as "caring culture", focused on building positive employee experience in employee-employer relations.

In Atlas Copco Polska, employees initiated formation of a "Good Mood Team" as a part of the broader process of internal employer branding by fostering a workplace good atmosphere and creating positive employee experience. The team, sponsored by the General Manager and supported by the HR Manager, includes several employee volunteers from different departments: sales, services, logistics, finance and business support, who have been working on the positive atmosphere in our company for nearly two years.

The Good Mood Team also contributes to designing training and workshops for employees and developing action plans which we prepare based on the periodic Employee Opinion Survey results, it participates in designing office space and promotes Atlas Copco as an employer outside of the company.

The Good Mood Team's achievements include a competition "Friendly Atlas Copco Employee", in which employees express appreciation for their colleagues who are particularly dedicated and cooperative.

Thanks to the Good Mood Team, we have fortune cookies on St. Andrew's Day; Santa Claus visits us on the 6th of December and distributes small gifts;

employees receive sweet treats on their birthday, and on Children's Day we go sailing together with families on the Vistula. Another hugely popular project was "Atlas Copco Honoured Voluntary Blood Donor" - the conference room of our Warsaw office became an infirmary where employees donated over a dozen litres of blood.

By consulting our employees and allowing them to implement their ideas, we make them more dedicated to their everyday work and proud of representing a company they feel good in and identify with. This approach creates positive employee experience, which in turn translates directly to our customers' positive experience in their relations with our company.

CYBERCOM - "MOST WANTED EMPLOYEE"



Number of employees

250

Cybercom is an innovative IT consulting company enabling companies and organisations to benefit from the opportunities of the connected world and to enhance their competitiveness. Our Polish Software House team consists of over 250 people including developers, Agile people, QA (manual and automatic), business architects and advisors. There is also IoT, Security and Cloud division in Poland. Our Swedish roots combined with Polish expertise and technical know-how guarantee optimal results in delivering cutting edge solutions. <https://www.cybercom.com/pl/Poland/>

Based on broad analysis regarding employees' engagement we got to know that there are some gaps in our Human Resource Management practice. While we are consultancy company, we realized we should have more flexible rules for people to change their role or project. At the same time, it was important to have clear salary and promotion boundaries, to create fair environment where everybody can ensure their personal development while keeping team goals in the first place.

On the other hand, from business perspective we didn't know exactly what kind of people should we

have so that the company is ready for the future challenges and that we maintain consistent company culture that more and more resembles Scandinavian workplaces. We were sure though that people are our biggest strength, that we want to invest in their development and that we aspire to be an employer of a first choice.

Our aim was to create a model of Cybercom most Wanted Employee based on business needs and to give employees clear information about competency expectations, clear rules of movements and clear salary ranges which in consequence, will increase the employees' engagement level.

Taking the above into consideration, we decided to build our own internal competency model.

We have invited our employees to work together on the project. Within project groups we were working on salary ranges, additional benefits system, company structure, criteria for promotions and progressions and most of all we were working on a set of competencies which are now a part of Cybercom Most Wanted Employee Model. As a Scandinavian company operating in Poland it is important for us that everybody is engaged in shaping our company rules and culture.

The result of the project: new, clear company structure with criteria for movements and transparent salary ranges: competency model as a base for employees' development and salary changes.

DGS - TO KNOW MORE: COMPANY MONITORS IN DGS POLAND



Number of employees

2135

DGS Poland, being located in Mierzyn, is a part of a Danish William Demant Group, a leading global company that develops, manufactures and sells hearing instruments, hearing implants, diagnostic instruments and personal communication devices. Thanks to its personal policy and organizational culture it has grown from 150 to over 2000 employees over the past 10 years. As DGS Poland we offer modern workplaces both for specialists and graduates. www.dgs.pl

How to communicate effectively with two thousand employees, three-quarters of whom have no access to the Internet? This is the challenge we faced in 2015.

As a company with Danish roots, we understand Danish culture as i.a. open access to information. The communication channels we have used so far turned out to be insufficient - pieces of information passed to employees during quarterly meetings or in bimonthly company's newspaper DGSPress quickly started to fade. We lacked such media which would present information about our company to all employees (including also those with no access to computer) in real time.

This was when we came up with an idea of introducing company monitors, which were supposed to be placed in all six buildings where they could be easily seen by

our employees. There were a lot of challenges. We had to search for a company that could provide us not only with monitors, but also software enabling us to edit information on our own. Next, we had to provide proper technical facilities and train employees how to use the system.

The pilot testing started with the beginning of 2017. We have decided to start with information from three departments, which are the most important from an employee's perspective - HR, Finance and Office Administration. News has been changed once a week, and one could see not only text but also graphics or films.

After three months we have organized a contest for the most interesting opinion on how monitors work. The proposals we received shown us that our employees like this form of communication, however they were missing information not connected strictly to company's life, e.g. about entertainment. This is why, we decided to present such pieces of information as interesting events in Szczecin, fun facts or a word of the day which helps to learn English in a creative way.

But this is just a beginning of changes. This summer we conveyed a survey checking the effectiveness of particular communication channels. Monitors received the best feedback. Almost 80% of respondents admitted that they read news presented there at least a few times a week. Our plan for the nearest future is to create a dedicated editorial group within the company which will consist of almost 20 people from various departments. We want to know more and share even more pieces of information with our employees.

DSV ISS - EMPLOYEE DEVELOPMENT PROGRAMS



Number of employees

780

DSV is one of the leading TSL (Transport, Spedition, Logistics) companies in the world. Our headquarters is located in Denmark and our offices in more than 80 countries. DSV divisions include: DSV Road, DSV Air & Sea, DSV Solutions, DSV International Shared Services. DSV ISS located in Warsaw is in phase of rapid development. www.pl.dsv.com

DSV International Shared Services (DSV ISS) is in phase of rapid development that is why our business needs to hire Leaders, Managers and Experts are increasing. We invest in our Employees and motivate them to grow within our organization. Taking into account their different predispositions, besides traditional training programs, we have created two additional, dedicated Programs - the "Talent Program" and a program for individuals with managerial potential - the "Leadership Journey Program".

1. Talent Program. Employees participating in the Program, besides taking part in numerous trainings, are working in teams on cross-functional projects. They

develop competences by gathering experience, knowledge sharing, networking and mentoring. The key idea behind the program and an important added value is promoting ideas and initiatives of the "Talents", openness to innovative solutions and empowerment of our Employees.

2. Leadership Journey Program. The Program is based on the "experiential learning" formula (experience - reflection - theory - practice). It consists of two training modules - "Leading self" and "Leading others". Between the two modules, Employees work with their Managers (mentoring) and realize their carefully planned, individual development plan focusing on their managerial skills.

Finding strengths and areas to develop, as well as the process of planning the individual development plans for Leaders is facilitated by Hogan's tests.

We conduct internal surveys regarding all the trainings and development programs organized within our company, to ask about the utility of the modules and satisfaction of Participants and their Managers. We gather feedback during Exit Interviews and modify the next editions of the Programs. Both the "Talent Program", as well as the "Leadership Journey" Program have been evaluated very positively by the Participants and their Supervisors. So far more than 150 Employees have taken part in the Programs.

ERICSSON - FOOD TRUCK FIKA



Ericsson is a world leader in communications technology and services with headquarters in Stockholm, Sweden. Organization consists of more than 111000 experts who provide customers in 180 countries with innovative solutions and services. Net sales in 2016 were SEK 222.8 billion (USD 24.5 billion). The Ericsson stock is listed on Nasdaq Stockholm and on NASDAQ in New York. Read more on www.ericsson.com

From the very beginning our employees were transferring and adjusting the character of Polish branch to the one present at Ericsson, including company culture as well as Swedish traditions. In this way, the concept of Fika appeared in Poland.

The meaning of Fika is "to have coffee", often combined with pastries or a pie, with your colleagues, friends, family members. In our company Fika takes place usually on Fridays at 3 pm when our employees meet within their teams, having coffee, chat as well as self-prepared sweet snacks.

It has been noticed, that most of the employees spend their time among the same group of people - team members or colleagues met in the shared kitchens.

We wanted to give them an opportunity to meet other employees, exchange views, integrate. That is why, in 2015, the idea of Fika has been expanded to Food Truck Fika - open air events organized every two weeks, taking place within company premises when various food trucks are invited to cater our employees.

This year, Food Truck Fika is being organized for the third time, in our three locations in Poland. First Fika takes place in the first days of June, the last one in September. During Food Truck Fika our employees have an open-air lunch break filled with chatting, meeting, as well as tasting variety of dishes.

Over the past three years we have organized over 50 Ericsson Food Truck Fika, building the image of the company which takes care of employees and organizes interesting events. Moreover, by posting periodic summaries and sharing photos on our career Facebook profile, we shared the company culture also with our potential candidates. Worth mentioning is that our employees supported us with external communication by mentioning Fika during conversations with their friends, being enthusiastic about the idea. Also, many of them started following our profile and sharing published content there too.

Adrian Karpiński
Employer Branding & Talent Acquisition Specialist
Ericsson Sp. z o.o.

FLÜGGER - SCANDINAVIAN WORK ENVIRONMENT AND ATMOSPHERE



Number of employees

282

Flügger sp. o. o. manufactures and sells high-quality products for surface finishing in the construction industry, such as decorative paints, primers, fillers, wallpapers and painting tools. In Poland, our products are distributed through our network of Flügger shops. At the moment, we have 63 retail outlets in Poland. Flügger's assortment and advice are targeted at both professional painters and private consumers. www.flugger.pl

Scandinavian style is understood as quality, design resulting from function and minimalism. Similarly, Flügger employees understand Flügger's Scandinavian style as a stable employment, high quality products, informal organizational culture, and optimization of internal processes. Being Scandinavian is a leading factor in attracting candidates to work for our company. It was showed by workshops conducted in order to build an employer branding strategy. This is reflected, inter alia, in our approach to employees during the entire recruitment and implementation process that is conducted with respect to all the parts. Work on creating recruitment and implementation processes that contribute to employee retention never ends. The processes change as the market changes. We would like a person

who is being recruited to our company to feel like our equal partner: everyone from the first stage is informed about the status of their applications. An important part of an interview is the time when we talk about the company, and the candidate has the opportunity to ask questions. This approach allows both parties to make a judgement, the candidate is matched to the organisation and decisions to hire/accept a job offer are made.

The process of introducing an employee begins before the first day of work: at this stage the future employee receives a deployment plan so that he or she knows what will happen in the first few weeks. We make sure to get the tools and information we need on the first day, but we also want to make the candidate welcomed by the team. Informality (and management style), which dominate the whole company, enable employees to build relationships quicker and give a sense of community. Sharing important knowledge and keeping the promises make managers people who can be trusted.

Thanks to this approach, a number of recruiting activities has been significantly reduced. Despite the significant changes associated with the dynamic development in Poland and the organisational structure of our company over the past two years, we note better results year-on-year. There is more and more work in our company but its standard and quality are maintained because the processes and development are balanced.

KMD ACADEMY



Number of employees

300

KMD is one of Denmark's leading IT and software companies who has played a key role in digitizing the Danish welfare state for almost half of the century. In our Warsaw's office we have more than 300 experts developing software and creating IT solutions for the local and central government, regional and private markets in Denmark and other Scandinavian countries. www.kmdpoland.pl

As the basic idea, we were looking for ways in which IT could help the Polish society. This is what KMD has been doing for the last 40 years of its history in Denmark. Now, we want to do it in Poland too.

It happened that among our friends we have had many handicapped fencers, even Olympic champions with disabilities, who knew what a need of the handicapped part of the society was. Our friends from the Academy of Integration, as this is the name of the foundation which we have been working with, have suggested that many people from their circles are in long term medical therapies. Those therapies require them to take pills on a regular basis. Also, they have told us that they

struggle to remember to take those pills as directed by doctors, which affects the effectiveness of therapies.

As KMD Poland is a software company, we decided to build a mobile application to help to tackle this problem. We also wanted to help students of IT related majors get their first experience in a professional IT project. Therefore, we have invited 30 students into the KMD Junior Academy, where experienced mentors were providing those students with guidance and direction in their way to build their first mobile app. Piller, as this is the name we have given to the app, was realized using the Agile approach to software development, which KMD Poland has in its DNA. Working on Piller has been a 6 month project.

The mobile application is available for free for everyone for Android phones and tablets and is easy to use - this was one of the requirements. The application can read the bar codes, which are on every medicine box in Poland, so you do not have to type the information into the app. You just have to confirm the dosage and frequency and set the time. Then the app reminds you with a clear picture which medicine you should take and when.

Summarizing, at the end of the project students could say that they have built the app which is on the Google Play store - they can be proud of it. We have also given the app for free to the society and we have helped many with their medical treatment. This is what KMD is all about: helping society through technology.

Our Junior KMD Academy has been widely covered in the mainstream and industry media in Poland. The articles can be found in Gazeta Wyborcza, Wirtualna Polska (top largest web portals in Poland), Wprost, InnPoland, Dziennik Internautów, Radio Campus, PC Format, Computer World. We have also launched a monthly outdoor campaign with 100 citylights in Warsaw, advertising Junior KMD Academy, Piller and KMD as an inspiring place to work. The media and the outdoor campaign have generated a reach of approx. 0.5 million.

If you want to know more about our Academy or want to participate (the recruitment to the next edition will start in the fall 2017) please visit <http://kmdpoland.pl/akademia/>. The app can be downloaded from Google Play.

NORDEA - OFFICE SPACE ACCORDING TO NORDEA UNLIMITED



Number of employees

2000

Nordea Group is the leading financial institution in the Northern Europe. It employs over 32 000 employees, who deliver services to 10 million customers in 1400 bank branches in the Nordic countries. Nordea Bank AB Oddział w Polsce represents Nordea Group in Poland. The Branch provides the Group with comprehensive solutions for IT as well as supports Nordic Business Units in processing financial services. www.nordea.pl

Nordea Unlimited is an approach to the working environment, which in Nordea is based on the mutual trust and necessity to develop. The concept promotes the idea of activity based work, empowers employees and promotes cooperation.

implemented in all the premises of Nordea Bank AB SA Branch in Poland (Łódź and Tricity). The employees can benefit from different zones for work and will have freedom to choose the workplace. There are both standard desks in the office but also a lot of free space for meetings, informal discussions and exchanging opinions. The main idea is to have a flexible working place depending on the daily tasks. It helps to use the offices in the most effective way. The documents are kept in the archives and personal cabinets, locked at the end of each day.

The possibility to choose workplace is also connected with many technical solutions, like wireless connection available in all areas. All conference rooms are equipped with all necessary devices, like big screens and projectors and all necessary tools for telephone conversations. Depending on the daily plans, the employees can choose from many workplaces instead of sitting behind the same desk every day. This concept enables also informal meetings, working on the projects or sharing ideas with other teams.

The another perspective of the implementation of the project is state of the art design which makes the

offices more comfortable and friendly. Apart from the big green areas and spacious nice kitchens and dining rooms, the employees can benefit from relaxing areas equipped with cozy sofas, colourful armchairs or massage chairs. Additionally each floor is equipped with modern coffee machines.

"When travelling in Scandinavia, our attention is often drawn to the windows of the local houses - usually not

decorated with curtains which gives a glimpse of the interior and the lives of its inhabitants. Being a Scandinavian company open for cooperation, we also invite to see our office. Everybody can make a virtual visit and see how we work. We hope that the friendly solutions will be an urge to establish cooperation with us" - says Mikołaj Ługowski, Head of Nordea Bank AB Branch in Poland.

ORIFLAME - TALENT PROGRAM



Oriflame is a cosmetic direct-selling company which was founded in 1967 on the idea to enable people around the world to fulfil their dreams. This is our mission and our purpose. We believe that all people in the world deserve the opportunity to change their life for the better.

Oriflame, just as other Scandinavian companies is characterized by the unique organizational culture. The company is less hierarchical, as the managers are available for the employees and high emphasis is placed on the upheld values: Togetherness, Spirit and Passion. Throughout the process of recruitment, we believe that hard competencies can be taught however inner values of the candidates must be aligned with those of our company. This attitude is present both during the recruitment for specialist as well as managerial positions.

In order to ameliorate the recruitment of the management, Oriflame in 2012, organized the first Talent Program. The program proved to be a great success and nowadays participants of the program occupy high positions in both local and regional structures.

Basing on feedback from the participants as well as the observations of the board and HR department, decisions are being made to adjust the program so that it suits the current organizational needs, for example the program has been extended from 12 to 18 months and enriched by new elements.

The main benefits for the participants are:

- six two-day-long conventions, during which participants have an opportunity to exchange knowledge and their experience;
- four training sessions specially prepared by an external training company (intercultural difference, presentation skills, negotiation and leadership);
- internal trainings/workshops (managing projects, finance for nonfinance training, how to realize dreams and reach goals);
- 360-degree assessment which is conducted at the beginning and end of the program, aimed at showing participants what areas they should further work on and what progress they have already made;
- mentoring sessions with inspiring members of the board who share their experience;
- project work (group and individual) in order to develop the ability to manage projects;
- business simulations - Global Business Challenge, giving people the opportunity to experience what it is like to individually manage a virtual international organization;
- the opportunity to get to know the company better, due to the cooperation with management and other departments;
- presentation of group projects to the board of Oriflame Group in Stockholm, an opportunity to present oneself to the Senior Management team.

The program, apart from its undoubted substantive aspect, also has a cultural aspect. The program is attended by employees from Poland as well other Central European and African countries. This allows participants to acquaint themselves with other cultures, learn cooperation as well as tolerance and cultural sensitivity to others, which is very useful in the diverse environment that we live in today.

PURO HOTELS - EMPLOYER BRANDING CAMPAIGN ON SNAPCHAT



Number of employees

220

Puro Hotels is a new, fast developing lifestyle hotel chain in Poland. Each hotel has an individual culinary concept, tailor-made to the local market and each hotel's location. The hotels are all new buildings, have very high quality and a warm and informal atmosphere. Puro hotels are also more than just a place to stay, it's an experience. The hotel chain opened its first hotel in Wrocław in 2011, and has since opened new hotels in Cracow, Poznań and Gdańsk. Puro Hotels plans to open new hotels in Kraków Kazimierz & Łódź in 2018; Warsaw in 1st quarter of 2019. Furthermore, several additional hotel projects are in the pipeline. www.purohotel.pl

How to encourage a young person to work in our company? How to find a SuperHero? A Snapchat employer branding campaign may serve as an example. And Puro Hotels was one of the first companies which decided to run such campaign through this application.

Our target group was young people from 16 to 25 years old, who are just starting their journey on the labour market. This group requires a specific approach which cannot be schematic - therefore we had to redefine our thinking towards the specifics of this group: its preferences, behavior, and language. Moreover, these are people who spend most of their time on the internet, preferring information passed through images rather than long messages. This is a generation which defines its identity through platforms and groups which they become part of. Therefore Snapchat was a perfect choice for our campaign.

Our goal was to show the receivers how it is to work in PURO through the eyes of the passionate associates. That is why we have entrusted them the essential

role of delivering the content. We did not expect idyllic scenes and actually we did not want them at all. This was supposed to be the backstage of the work life in PURO - the backstage of the work through the perspective of a barman, waiter, host, cook. All of this didn't look so easy anymore when we took into consideration that we have four locations for PURO hotels - Wrocław, Cracow, Poznan, Gdansk. How were we to face this challenge, assuming we're going to snap every day from another city and present different jobs? We needed a very good plan. First of all, we have created a schedule for the publications divided by the snapping hotel and the profession that the snaps will concern. Secondly, the schedule and the communication concept were presented to the PURO team during a several hour workshop. Thirdly, we created "key messages" as a part of our daily communication plan. Each day started with the board communicating the profession that we would present on the day. We ended each time with a short link redirecting to the recruitment form. Our aim was not so much to carry out a campaign, but to develop a narrative that will permanently integrate into our communication. Therefore we focused on authenticity and spontaneity. Keeping it authentic, we wanted to make use of the high potential of the young people already working at PURO. It is ultimately they who have the most to say about the work experience in the various locations. Keeping it spontaneous, we knew that creating a script for our actions will not be effective when dealing with this target group. And that is when we gave full liberty of action to the snapping team - proving to be the best decision for the success of the campaign.

In order to promote the campaign we chose only offline channels - through posters including our snap code which were placed in 50 upper secondary schools. The campaign started in October 2016 and it is still continues up to this day. We managed to reach 700 followers from the top of our target group during the first month, and the data base of applicants is constantly growing. The campaign was created in collaboration with the creative agency Adbirds.

SCANIA - THE HEALTH DAY



Number of employees

670

Scania is a world-leading provider of transport solutions. Together with our partners and customers we are driving the shift towards a sustainable transport system. In 2016, we delivered 73100 trucks, 8300 buses as well as 7800 industrial and marine engines to our customers. Net sales totaled nearly SEK 104 billion, of which about 20 percent were services-related. Founded in 1891, Scania now operates in more than 100 countries and employs some 46000 people. Research and development are concentrated in Sweden, with branches in Brazil and India. Production takes place in Europe, Latin America and Asia, with regional production centres in Africa, Asia and Eurasia. Scania is part of Volkswagen Truck & Bus GmbH. For more information visit www.scania.com

Once a year, we organize a unique day for Scania Polska employees - The Health Day. It is an event which promotes and supports a healthy lifestyle, also at work. Trainings about ergonomics with massages, family days, healthy juices are only a few of the attractions to mention. Every year to year we observe an increasing number of participants and we are collecting more and more positive comments from our employees.

The main thought in organizing such an event was to support our employees in developing healthy lifestyle habits, showing how we can help our body to function better at work and after work.

In the first edition, which took place in 2014, during the weekend we organized a family picnic near Warsaw,

where everyone could come with children and took part in games with animators. In addition, our employees prepared healthy snacks for this day. Adults also had gymnastics with fitness trainers and diet consultations.

The next edition took place in the office during the working day. We started with a puzzle - short crossword - every employee who scored a correct password could pick up healthy vegetable or fruit juice on a special prepared stand. During this day, every employee could also use the office massage zone - 15 min of relaxing massage for the neck part of the spine.

The following year we conducted a series of training sessions and workshops about workplace ergonomics: at the desk and while driving a car. Workshop form allowed us to gain practical skills and apply them in everyday life, to improve health and comfort. In Scania services mechanics also took part in such consultations. They were preceded by a review on the workplace and then observations were continued with individual trainings during work. The purpose of the exercise was to show to mechanics bad habits at work and how to correct them. Our staff has appreciated valuable tips about healthy postures while repairing.

The effect of this action is bigger awareness about healthy posture both: at the desk and in the services in Scania. Employees are using pads on chairs which help them to maintain proper posture. We are also convinced that the knowledge about healthy diet is put into practice and this is certainly in line with increased physical activity - more and more employees are taking part in the action: *Kilometers of hope* in which every kilometer translates into 1zł for those in need.

SEB - EMPLOYEE DEVELOPMENT PROGRAMS: "PEER TO PEER REVIEW"



Number of employees

50

SEB is a leading Nordic financial services group, guided by a strong belief that entrepreneurial minds and innovative companies are key in creating a better world. We are here to help them achieve their aspirations and succeed through good times and bad. We care for ambition. In Sweden and the Baltic countries, SEB offers financial advice and a wide range of financial services. In Denmark, Finland, Norway and Germany the bank's operations have a strong focus on corporate and investment banking based on a full-service offering to corporate and institutional clients. In Poland SEB provides its home market corporate banking and financial institution clients with a wide range of services. We also serve Polish companies seeking to grow and expand in Germany and the Nordic-Baltic region. www.sebgroup.com

SEB in Poland is only 50 people but we do make up a strong team where everyone is contributing to SEB's vision to deliver world class service to our customers. We want to attract and keep the most engaged employees because we believe that engagement leads to employee satisfaction and thus business performance.

In a digital and changing world we have a strong focus on competence development and we believe that continuous learning is essential.

One of SEB's HR tools for facilitating employee development and feedback also applied in the Polish site is the PEER TO PEER REVIEW.

What is Peer Review? It is a short survey (7 questions only, 5 structured and 2 open) for giving and receiving feedback between colleagues in SEB, aka "peers". Peer Review is a feedback tool for personal development.

The purpose is to receive input on how others perceive our behaviors when it comes to collaboration. The overall goal is to improve cross collaboration between teams, business units, divisions and geographies. We believe that focusing on types of behavior will make a difference. The results are used as an evaluation of collaboration and serve as an input for discussion around our performance and development.

The peer review is not mandatory and it is not performed in any indicated time in the organization. The employees and managers can use it whenever they feel it is suitable. It is however recommended as a tool to become more aware of employees collaborative behaviors and how others perceive them.

As it is primarily focusing on feedback coming from team members and colleagues it can be used as a complement to the feedback from the manager. SEB employees are responsible for their own development and that also involves collaboration with other people within SEB and that is best evaluated by colleagues. So, they can ask for feedback any time at their own initiative.

The survey results are only available to the employee through the Peer Review system and should be used for self-reflection prior to a one-on-one session with the manager. SEB is able to follow statistics on an organizational aggregated level.

The Peer review serves as one of many sources for evaluating employee performance, targets, mind set and behaviors. The Peer review is meant to be used on a regular basis, when relevant and needed. The survey can be conducted using a mobile phone through a special application.

STENA RECYCLING - "STENA WITHOUT ACCIDENTS"



Number of employees

550

Stena Recycling is a leader of comprehensive solutions in the area of waste management, recycling and environmental services on the Polish and Scandinavian market. At 19 locations throughout Poland we process 630 thousand tons of waste a year that comes from business and industrial operations, obtaining new raw materials from them. www.stenarecycling.pl

In Stena Recycling we believe that all accidents are avoidable through employees' engagement, increase of awareness, risk analysis, preventive measures. This is the starting point of our vision "Stena without accidents".

Over 7 years ago we started acting intensively for the safety improvement. At that time we noted 11 accidents resulting with sick leave and we decided to act in a complex way having a Zero Accidents goal. Through engagement of all the employees (starting from managers to production employees), change of the attitude and behaviors, reporting and analyzing not only accidents but also incidents and inconsistencies, we reduced the number of accidents resulting with sick leave by more than 50%.

To achieve that, we introduced:

- Golden safety rules and trainings for the employees and subcontractors, including company cars drivers
- Daily and weekly meetings for employees with their leaders, safety walks where employees observe work place and discuss safety matters, then report inconsistencies and incidents, suggest improvements in the dedicated system
- Incentive scheme promoting employees' engagement, based on the cards (green, yellow, red) awarded or mentioned during conferences and in the Safety First newsletter distributed among all the employees
- Periodic teleconferences and managers' meetings starting with safety walks in a chosen branch across Poland; all the safety aspects including good practices are on the table
- Yearly audits in every branch analyzing level of the safety policy implementation with recommendations of improvements
- Safety hours called Time out for employees with discussion around a watched movie and our direct influence on the safety

We are aware that systematic work on the safety issues never ends. Our constant goal is an increase of employees' engagement, communication improvement and identification of danger as well as avoiding similar situations in the future.

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The Scandinavian-Polish Chamber of Commerce (SPCC) is one of the biggest bilateral chambers in Poland. Currently, it has 400 members. SPCC is an association established by and for business people having links to Scandinavia or interest in this region. The main office is located in Warsaw and the Chamber is active in Poznań, Tricity, Kraków, Szczecin and Wrocław. SPCC offers its members a wide range of activities, such as networking business mixers, seminars, thematic branch committees, conferences and breakfast meetings with renowned personalities from the world of politics and economy. Membership in SPCC offers not only networking opportunities with an elite group of high-performing managers of Nordic companies, but is also a way of finding inspiration for everyone who would like to expand their own business.

SPCC Patrons:

