

# SPCC e-magazine

fot. Dag Nilsson

No. 01/2017



## SPCC Activities

**THE IMPACT OF FOREIGN DIRECT INVESTMENT** – Report summing up the contribution of FDI to the Polish economy

**SCANDINAVIAN LABOUR MARKET** – How is it different from the Polish market? KEY INDICATORS AND STRENGTHS

SPCC REVIEW 2016

CALENDAR OF EVENTS FOR THE UPCOMING MONTHS

## SPCC Community

### SUMMARY OF EVENTS IN 2016

What happened in Scandinavian -Polish business?

**INTERVIEW WITH ADAM JĘDRZEJCZAK**, GENERAL MANAGER DANFOSS POLAND – 25 years of Danfoss on the Polish market

**INTERVIEW WITH KAJETAN KAJETANOWICZ BY EXTENDED DISC** – trust is the foundation of a good team!

100 YEARS ANNIVERSARY OF THE STOCKHOLM ARBITRATION INSTITUTE

FIVE YEARS OF **POLAR LOGISTICS** IN POLAND

## News from Scandinavia

### 100 YEARS OF FINLAND'S INDEPENDENCE

Historic expansion of the Copenhagen airport

### TRADE FAIRS IN SCANDINAVIA IN 2017

Sweden has 10 million inhabitants

Experimental study on a universal basic income in Finland

Forbes ranking „Best countries for business 2017”

## SPCC Patrons



The Scandinavian-Polish Chamber of Commerce is an association created by and for business people and entrepreneurs associated with Scandinavia. Currently, SPCC brings together around **380 Members** and is one of the largest bilateral chambers in Poland. Membership in the Chamber gives plenty of networking opportunities with an elite group of high-performing managers of Nordic companies and is also a good way of finding inspiration for everyone who would like to expand their business.

## EVENTS

We are looking forward to see you at:

- Annual General Assembly and Business Mixer, **29<sup>th</sup> of March**, Warsaw
- Scandinavian Days in Szczecin – the energy of smart cities, **30<sup>th</sup> of March**
- Design Thinking workshop with Skanska, **4<sup>th</sup> of April**, Warsaw
- Economic Outlook with Danske Bank, **7<sup>th</sup> of April**, Warsaw
- Speed Business Meeting in Gdańsk, **25<sup>th</sup> of April**
- Facts and myths about e-commerce - STYLEPIT Poland company visit, **27<sup>th</sup> of April**, Szczecin

More events in the **SPCC Calendar!**

## EVENTS HELD

SPCC Kick-Off Business Mixer and CEO Meeting with Martin Mellor, Country Manager Poland, Ericsson



## MEMBER COMPANIES

**13** companies have joined the Chambers since the beginning of 2017

SPCC brings together **381 Members**

**356** corporate Members, **23** honorary Members and **2** individual Members

 140 companies	 66 companies
 93 companies	 57 companies

The Chamber represents **8** countries:

- **5** Nordic countries: Denmark, Finland, Iceland, Norway, Sweden
- **3** Baltic states: Estonia, Latvia and Lithuania.

Meet new SPCC Members  
**CLICK HERE!**

## REVIEW 2016

### SPCC 2016 Review

BUSINESS SUPPORT

EVENTS

PROMOTION



60 new companies joined SPCC in 2016. We organized 85 events with the participation of 6000 guests representing 300 companies associated within SPCC.

We carried out few key projects promoting Scandinavian business and Scandinavian-Polish economic cooperation.

Have a look at the summary of our activities in 2016!

To download the REVIEW  
**CLICK HERE!**

# THE IMPACT OF FOREIGN DIRECT INVESTMENT - REPORT SUMMING UP THE CONTRIBUTION OF FDI TO THE POLISH ECONOMY IN THE PAST 25 YEARS



**The Nordic countries are one of the most important foreign investors on the Polish market – this is confirmed by the new report summing up the contribution of FDI to the Polish economy. The report was prepared by Polityka Insight in cooperation**

**with 14 bilateral chambers of commerce which are active in Poland, including SPCC.**

According to the report which was presented on the 1st of March during a conference in the Ministry of Development, over the past 25 years Poland has attracted an average of PLN 26 billion per year through FDI. The current value of FDI in Poland exceeds PLN 712 billion. The report confirms that Scandinavian companies are one of the largest investors on the Polish market and constitute the third biggest group of companies with foreign capital in Poland.

Through a deep analysis of the contribution of FDI on the Polish economy, the report indicates positive economic effects such as growth in productivity of Polish firms or a better position in the global value-added chains. Investments have also contributed to a higher economic growth - the authors estimate that the increase in demand which is associated with growth reached an average of 3 per cent of GDP per year. The inflow of the FDI grew economic potential by an

**PLN 712.1 billion**  
the value of foreign direct investments in Poland at the end of 2015

average of 0,7 per cent annually. As a result, GDP was 15,6 per cent higher in 2015 due to the investment of capital in Poland and the activity of international corporations than it otherwise would have been.

Apart from the contribution to the Polish economy, the report also indicates positive effects of FDI on the labour market. It noted 8,9% increase in wages and 8.5 per cent to employment – at the same time reducing income inequality by about 5 per cent. In addition, companies with foreign capital provide workplace to 1/3 of all employees in the national economy.

During the conference, Witold Słowik, Undersecretary of State at the Ministry of Development read a letter from Mateusz Morawiecki, Minister of Economic Development and Finance addressed to the participants of the conference:

*“The Polish state appreciates all initiatives and projects of foreign investors, however it especially needs and supports those investments which create highly-paid and highly qualified workplaces and are located outside bigger cities, those which create research & development centers and build bridges between science and business”* – the Deputy Prime Minister wrote.

**67.1 per cent**  
the share of Polish export with foreign capital

The Scandinavian countries are the sixth largest foreign investor in Poland, their presence on the Polish market goes back to the beginnings of XX century. Scandinavia is also one of the most important trade partners – it remains in the top three destinations of Polish exports (6-7% of total exports) and in the top five of Polish imports (5-6% of total imports). In 2015 the total value of trade exchange with the Nordic countries amounted to EUR 20,9 mln. Scandinavian investors are distinguished by their innovativeness – their presence on the Polish market enables the transfer of knowledge, new technologies and solutions. Scandinavian companies are also important employer and they are transferring innovations in the workplace.



**DOWNLOAD THE REPORT  
– „THE IMPACT OF FOREIGN DIRECT INVESTMENT”**



# LABOUR MARKET IN SCANDINAVIA

**According to the Global Workforce Happiness Index ranking published in December 2016, Denmark, Norway and Sweden are the countries in which the most satisfied employees live. Scandinavia is also one of the most attractive markets in terms of employment - Nordic cities attract talents and are startup-friendly. So what does the Scandinavian labour market look like, and how does it stand out?**

*The policy of consensus and strong trade unions are the strengths of the Scandinavian labour market*



*fol. Waldemar Kaliczak*

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 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.

Fundamentally, policy development within these three pillars is closely intermeshed, for which reason the objectives that are ultimately formulated, the actions taken and the results achieved are conditioned upon the solutions in the other areas.

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 2000s. 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.

## Scandinavia vs. Poland - key labour market indicators

What distinguishes the Scandinavian labour market from the Polish one is a number of important elements - namely a high employment rate (both among women and men), high level of unionisation, employment flexibility, relatively long period of labour participation and, on the other hand, on average shorter time spent at work. It is in Scandinavia - and specifically is Sweden - that attempts are made at introducing a 6-hour working day.

Furthermore, Scandinavia has a relatively low unemployment rate, but in this respect the difference between Poland and the Nordic countries is less and less visible.



Scandinavian working culture can be quite different from other countries, with for example a low level of hierarchy, casual atmosphere, consensus culture and conservative yet casual attire. Fot. Susanne Walström, imagebank.sweden.se

## Employment rate and the period of labour participation

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 2015, in the EU-28, the employment rate among people aged 15-64, measured in the survey examining the labour participation of the EU population (EU LFS), was at the level of 70.1 %.

In 2015, among the EU Member States, **the highest employment rate**, i.e. 80.5 %, was recorded in Sweden. Norway, which is outside the EU, recorded the employment rate at the level of 79.1%. The next Scandinavian country whose result is higher than the EU average is Denmark, with the employment rate of 78%, and Finland with 72.9%. In this regard, Poland is slightly below the EU average, with the employment rate at the level of 67.8%. Scandinavians' labour participation 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 it, are also high in the ranking. Norwegians and Danes work slightly shorter (39.8

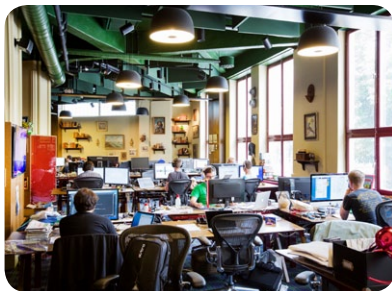
and 39.2 years respectively). Poles' average labour participation is 32.4 years. The EU average was 35.4 years.

### Employment flexibility

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%).

### Weekly working time

On average, Scandinavians spend less time at work during a week than an average full-time employee in the European Union. The only exception in this respect among the Nordic countries is Icelanders, who devote as many as 45.1 hours to work a week, which is 3.7 hours more than the EU average for full-time workers. The smallest amount of time per week is devoted to work in Scandinavia by Norwegians (38.9 hours) and Danes (39 hours). Finns and Swedes devote to work 40.1 and 40.7 hour per week respectively. For comparison, Poles spend at work on average 42.2 hours per week.



Fot. Melker Dahlstrand/imagebank.sweden.se

### Unemployment

The unemployment rate in the Scandinavian countries remains, except for Finland, at a lower level than the EU average. In comparison with Poland, the unemployment rate in all Scandinavian countries, with the exception of Iceland and Norway, is at a higher level. The average unemployment rate in the EU as of the end of 2016 was 8.3%. In the case of the Scandinavian countries, that level ranged from 2.8% in Iceland and 4.8% in Norway to 8.8% in Finland. Denmark recorded the unemployment rate of 6.5%, whereas in Sweden it was at the level of 6.8%.

In Poland, in December 2016 the unemployment rate was lower than the EU average, and was at the level of 6%.

## Scandinavia – a leader of global rankings when it comes to attracting talent



Fot. Susanne Walström, imagebank.sweden.se

What is characteristic for the Scandinavian countries is a big ability to shape the correct talent retention policy. These countries consistently top the international rankings which examine the ef-

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

The potential of Sweden and the remaining Scandinavian countries in the area of talent competitiveness has been also recognised in another ranking - **European Cities Talent Competitiveness Index 2016** (ECTCI), prepared by a leading international business university INSEAD. Sweden's Gothenburg has received very high ratings in the ranking, and ranked 6th among the 10 top European cities in terms of developing, attracting and retaining talents, as well as creating attractive conditions for them. The top ten of the ECTCI ranking also includes two other Scandinavian cities: the winner - Copenhagen - and Helsinki, which ranked the 3rd.

Similar conclusions can be found in **IMD World Talent Report**, published by IMD World Competitiveness Center. Out of the 61 countries included in the survey, Denmark ranks the 2nd, Sweden the 4th, Finland the 6th, whereas Norway the 7th. Poland ranks the 29th. 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. **(For sources click [HERE](#))**

### SCANDINAVIAN WORKPLACE

*will be the main theme of many SPCC activities this year. The project will be finished in October with a conference and report dedicated to good practices and solutions of Scandinavian companies in the HR area.*

### INTERESTING FACTS

- One in three employees in Sweden work in a family-owned enterprise
- Experimental study on a universal basic income in Finland
- Record number of internationals working in Denmark. The largest number of employees from Poland
- Employees in Nordics among the happiest in the world according to Universum Global study

# SCANDINAVIAN-POLISH BUSINESS IN 2016 - SUMMARY

## Polish president Andrzej Duda visited the Ericsson headquarters



The President visited the Ericsson headquarters in Kista, which is often called the Swedish Silicon Valley. During the visit Carl Mallander, Chief Financial Officer presented the Ericsson profile and presence worldwide.

## Ericsson completes the acquisition of Ericpol

As a result of the acquisition 2100 employees from Ericpol in Poland and Ukraine joined Ericsson.

## Stena Metall signs agreement to acquire IL Recycling

Stena Metall acquired IL Recycling, a total waste management supplier of recycling services, with operations in Sweden and Poland. The acquisition gave Stena Metall, through Stena Recycling, the opportunity to expand its services, in paper recycling amongst other things, helping the company meet increasing market demand for sustainable total waste management solutions.

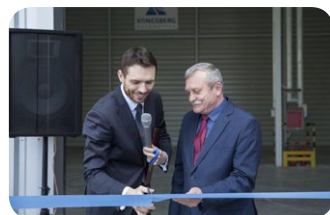
## New Fortum power plant in Bytom

In November Forum completed the investment of a new power plant in Bytom worth 50 mln PLN. The plant with the production capacity of 25 megawatts was built on the existing site in Miechowice and is a part of a broader Fortum investment plan for the Silesia region.

## Eltel opens a Global Shared Services Centre in Gdańsk

Eltel Networks, a company with Scandinavian origin is a provider of technical services to the Infranet industry, spanning over Eltel's three business segments: Power, Communication and Transport & Security. The newly opened centre will provide all Eltel businesses globally with support services in the field of finance, human resources and procurement.

## Kongsberg Automotive invests in its plants in Pruszków and Koluszki



In April Kongsberg Automotive opened a new part of an existing factory in Pruszków. The factory expanded by 2500 sq metres. The Norwegian holding also opened a new factory with 70 new workplaces in Koluszki. The plant near Łódź had been built by Panattoni.

## New honorary consulates

In 2016 a Norwegian Honorary Consulate was opened in Wrocław. The Honorary Consul is Bartosz Masternak. In June, Arkadiusz Hołda was nominated the Honorary Consul of Sweden in Katowice.

## ANNIVERSARIES

- 40 years of DSV
- 125 years of Scania
- 140 years of Ericsson
- SAS celebrated 70 years in the sky and opens new flights from Poland to Scandinavia
- 25 years of Danfoss in Poland
- 25 years of Oriflame in Poland

## VELUX enlarges the plant in Namysłów

On the 10th of May 10 the grand opening of the new part of the VELUX factory in Namysłów was held. With the new investment, production and warehouse space in the factory was increased by 4 260 m<sup>2</sup>. The whole plant, including 9 halls has now more than 67 000 m<sup>2</sup>. Currently, it is the largest manufacturing plant in Namysłów.



## IKEA Retail Poland with a new CEO and a new store in Lublin

Since September, Anna Pawlak-Kuliga, is the new CEO of IKEA Retail Poland. Earlier this year, in March, IKEA started the construction works of the IKEA store in Lublin. It will be the 10th IKEA store in Poland and the first in lubelskie voivodeship. The official opening is scheduled for the second half of 2017.

## Stora Enso is modernizing its sawmill in Murów

The value of the investment amounted to 28 mln EUR. The modernized sawmill will increase the company's competitiveness and the production capacity from 70.000 sq m to 400.000 sq m yearly.

## New Scandinavian investments on the real estate market

Vastint purchased new land plots in Warsaw and Gdańsk - on the first of the plots that have been acquired Vastint currently plans on developing a primarily commercial project. The second plot with an area of 6.5 ha is located in close vicinity of the Old Town in Gdansk and will mainly be destined for residential and commercial functions. Skanska Property Poland is carrying out the biggest project in history - Generation Park complex near Rondo Daszyńskiego in Warsaw. Generation Park's three buildings will provide in total nearly 84,000 sqm of LEED Platinum certified, modern office space.



# INTERVIEW WITH ADAM JĘDRZEJCZAK, EAST EUROPE REGIONAL PRESIDENT AT DANFOSS



Adam Jędrzejczak

**In 2016 Danfoss was celebrating its 25 anniversary in Poland. How did the company develop on the Polish market in the past quarter century? How does our market compare to other countries where the company is active? What are the future plans?**

Danfoss was one of the first companies with foreign capital which started production in Poland after the political transformation. We have been present here since 1991. Currently the company owns 7 production sites in Poland. The size of sales revenue classifies us in the top 500 largest companies. The past quarter century was most of all a possibility to influence the further development of Poland based on energy efficient solutions that respect the environment and society. Poland belongs to the 15 largest development markets of Danfoss and in 2016 it started to be considered as a country which will decide about the future development of Danfoss in the whole Eastern European region. This is a proof of a strong position of Poles in the global structures of Danfoss and a result of growing interest and needs for implementing energy efficient solutions, especially in the building & construction sector. At the end of 2015 the Eastern European Region noted a 15,3% increase in sales and Poland itself noted 11,4% increase. We feel strongly connected with this market – not only through financial investments, but also thanks to the amount of work and time that has been dedicated to education in the area of new technologies, especially those focused on reducing the use of energy. Even though we produce many devices and systems used in cooling, heating and air-conditioning, we are mostly known for the thermostatic heads, which are often called “the danfosses”. So far we have installed 23 mm thermostatic heads in Polish homes – we can imagine that if we installed them in all homes in Poland, the CO<sub>2</sub> emissions would decrease by 1,5 mm tonnes which is equal to emissions generated by 750,000 cars.

We are optimistic about the future and we forecast further growth. We will be still focusing on the development of solutions that increase the energy efficiency and decrease the CO<sub>2</sub> emissions. This will significantly improve the quality of air that we breathe and our health in general. It will also bring social benefits through the effective fight against energy poverty and will create new workplaces in our factories but also in companies that cooperate with us.

**Danfoss is one of the most renowned brands with Scandinavian origin. Therefore, can we speak about the Scandinavian model of management in Danfoss? If yes, how that model is visible in conducting everyday business activity in Poland?**

At this point I would like to quote the words of H.E. Steen Hommel, the former Danish Ambassador in Poland, who said: “Danfoss has created a little Denmark in Poland”. In our Polish factories

we have introduced rules and values that apply to Scandinavian business. Here I mean mostly respect to all our stakeholders, starting with our employees and coworkers, through our suppliers and customers. We have introduced the code of conduct which now constitutes a crucial element of our corporate culture. What is also important it is our internal structure which is more flat than hierarchical and helps to shorten the distance. As an effect we gain more creativity and engagement of employees. For us, the scope of responsibility and the influence on how the organization is functioning is more important than positions and titles. We truly believe that through those values and by using our Scandinavian experiences we can develop our business in “fair play” way.

**Danfoss is also an important employer – you provide workplaces for 1700 people in Poland. How the Scandinavian approach and good practices are displayed within the relationship with its employees?**

In Poland we are expanding not only thanks to organic growth but also through acquisitions – recently 300 employees of the Sondex company have joined us.

Apart from the ethical principles, which guide us in our daily contact with employees, it is the sustainable development of our business including social responsibility for our team, the environment and the company’s closest surroundings that constitute an important element of our strategy. This is best illustrated in the Danfoss approach to charity. It is exactly our employees who decide which charity actions are supported by the company and what is the level of donation as it is a result of number of kilometers run in our Danfoss Charity Run. Since 2009 the company has donated 325,000 PLN to the children in need. In order to achieve this our employees with families run 5,000 kilometers.

**Research & development activities and the innovation transfer are one of the most promising directions of the Scandinavian-Polish cooperation, especially considering the fact that Scandinavia is one of the most innovative places on the world map. What are the activities of Danfoss Poland in terms of R&D and the innovation transfer? What are the priorities in this regard?**

Every year Danfoss invests in innovations around 1 bn PLN globally, which is 4% of the company’s revenue. We own nearly 50 production lines, which are responsible for filling our customers’ needs and on average every day we are granted a new patent. During the past 25 years Danfoss has invested in Poland around 800 mm PLN in production plants and R&D activities.

Poland has become a competence centre for Danfoss Group, mostly due to our skills and number of engineers employed in Danfoss Poland who not only transfer new technologies to Poland but they also create them by taking part in global projects.

In Poland we develop many projects connected not only with product innovations but also we create business innovations. Thanks to the openness of Polish people, their creativity and

mindset focused on new business it is in Poland where we conduct many pilot-phase innovation programs and solutions which are later transferred to other factories.

Due to the specific market possibilities that Poland provides, Danfoss innovative solutions dedicated to energy efficiency can be implemented here. In terms of innovation, this is a real challenge.

**Scandinavian countries are also leaders in sustainable development – they promote long-term solutions focusing not only on the current and but also future generations. How Danfoss perceives the global environmental challenges and how products and solutions provided by Danfoss are answering those challenges?**

Danfoss plays an active role in global sustainable development, where social responsibility, environment and climate issues go together with the development of business. Therefore we support the UN "Global Compact", we promote the responsible way of conducting business activity and we make effort to reduce our environmental burden. We often take part in conferences, panel discussions and debates presenting our ideas in terms of low-emission economy which show that using energy efficient

technologies can open new perspectives for economic growth. They also contribute to sustainable development of the building industry and industries associated with it.

At Danfoss we have solutions at our disposal that help to save energy in buildings, heating networks and industry. We don't limit our activity to pure business and annual profits – we are also a company with positive influence on environment, climate and energy. We are optimizing our energy efficiency through using Danfoss technology in residential and non-residential buildings in Poland. We do not only educate the society and the market about the energy efficiency and climate protection, but we contribute ourselves to those values. Sustainable development at every stage of the company's activity lays in the core of our business. We modernized and optimized our factories in terms of systems controlling ventilation, heating and cooling and that contributed to better energy efficiency. Thanks to those projects, the production sites in Grodzisk Mazowiecki and Tuchom will limit the CO<sub>2</sub> emissions by 900 tonnes every year and yearly savings are estimated to reach 600,000 PLN.

Danfoss has also made a commitment to reduce the use of energy by 50% until 2030 in comparison to year 2007.

## THE ARBITRATION INSTITUTE OF THE STOCKHOLM CHAMBER OF COMMERCE ON A 'GREEN MISSION'



MAGNUSSON



Daniel Klementewicz, Magnusson

**On 19-20th January 2017, the Arbitration Institute of the Stockholm Chamber of Commerce celebrated its centennial anniversary at its home city. The nearly 800 of guests coming over to Sweden to celebrate the occasion witnessed the inauguration of the project that may change the image of international arbitration.**

Being at the centre of global international arbitration, the Institute is world's second-ranking institution in terms of the number of investment cases heard. Pending on its agenda right now is e.g. a commercial arbitration involving the Polish PGNiG and the Gazprom, in relation to the change of the price terms of a long-term gas purchase agreement.

### An initiative for Institute's Centennial

As part of the official celebration of its centennial anniversary, the Institute presented the project through which it intends to set the direction for development of international arbitration in the coming years.

The project relates to the Paris Agreement under which almost all countries in the world undertook to combat climate change.

What do international arbitration and deceleration of global warming possibly have in common?

### Arbitrage with a mission

The Paris Agreement unfortunately failed to provide for the international regulations ensuring support and protection of the

'green' investments, including an instrument allowing enforcement of the undertaken commitments.

The Institute embarked on a mission to create such regulations assuming that the developed model would potentially engage all parties to the above-mentioned Agreement, including Poland that ratified the Paris Agreement in 2016.

### The Stockholm Treaty Lab

In the coming months, the Institute will announce an international contest – the Stockholm Treaty Lab Prize – for the development of a model agreement on support and mutual protection of environment-friendly investments.

International investment arbitration is seen as a significant component of such framework legal regulation, providing stable and transparent terms and conditions for 'green' foreign direct investments.

### Social responsibility of international arbitration

Thanks to the Institute's initiative, international arbitration has a chance to play an important role of the guarantor in the process of proper implementation and effective operation of the regulations supporting the 'green' investments.

The initiative marks the Institute's first step towards its envisaged goal – certainly taken in the hope of not being the last one.

*Daniel Klementewicz  
Advocate/Partner, Magnusson*

*Daniel Klementewicz is a Partner heading the Dispute Resolution & Arbitration practice at Magnusson in Poland.*



# TRUST IS THE FOUNDATION OF A GOOD TEAM

An interview with Kajetan Kajetanowicz, rally driver, double European Rally Champion and a fourfold Polish Champion.



**Romeo Grzębowski: Congratulations on your second European Rally Champion title in a row! How do you go about becoming a master in this sport? Budget? Good car? Talented driver? Training hard?**

**Kajetan Kajetanowicz:** The truth is that every element is important. Every, even the smallest detail may prove decisive. Rally driving is an emotional and fascinating sport. At the same time it is very complex. Ultimately, success is determined by whether it is possible to achieve an advantage over the competition, then whether that advantage can be maintained or better yet, increased. Both the first and the second steps must be made. I am convinced that this cannot be done without a team of people who believe in our mutual success. Such faith can be seen in engagement in actions and in taking care so collaboration is good, even when not everything is going smoothly.

**Waldemar Olbryk: True, the media usually talk about the drivers, sometimes about their co-drivers. How many people really worked for the success of "Kajto"?**

**KK:** Actually, there are dozens of such people, maybe even into the hundreds. My road to being a European Rally Champion did not start at the beginning of the 2015 season, but many, many years earlier. I successively climbed up the rungs of a rallying carrier and very many people helped me.

**RG: What does "good team" mean to you?**



**KK:** If I was only looking at results, I would say that a good team is one that achieved success. However, for me, a good team is one that allows me to act, concentrate on being the fastest, and on driving the most effectively. For that to happen you have to have a clear and unencumbered head and know that everything will be done well. Among other things, that is the basis of a good team that is based on trust. My team really works hard and effectively in order to provide me with conditions for development. In return, I try to appreciate their efforts and motivate them to work. Thus, we mutually turn up the heat so as to act even better and more effectively. Someone once said that your company is as good as how well it can operate without you. I am proud of the fact that my team is capable of taking on the responsibilities and working even when I am completely absorbed by other tasks.

**RG: How do you go about building trust in your team?**

**KK:** The first step to building trust is understanding its essence. The word does not have the same meaning for everyone. For me, trust is something that is built on very many planes. It is not exclusively a question of confidentiality, but also of effective action and responsibility. I am convinced that in building trust, it is an open and concrete approach to people that is important. At times, things get so hectic that I don't even know what day of the week it is. This means that I must very carefully decide how to allocate my time so it is utilized appropriately and so I become even better. In the team, we trust each other in that we feel that every one of us is acting exclusively for its good. Such an approach facilitates the facing of difficult topics.

**RG:** In professional sport, one should use advanced tools on various levels. You don't cut corners on your car's "tooling." Recently, you used some specialized diagnostic tools to improve communication and collaboration within the team. How do you assess the usefulness of such solutions in your situation?

**KK:** That is true. We arranged for a workshop based on the Extended DISC assessment for the whole team. Prior to the meeting, each one of us completed the online questionnaire. At the meeting itself we received individual reports describing our predispositions, what we feel comfortable with and what makes us feel uncomfortable. We also analyzed how we communicate, what draws our attention when talking to someone, how we make decisions, and how we react to stress. It is especially reaction to stress that is very important for us because the pressure is really high during a rally and that is when conflict is easy, but never called for. During the workshop, I saw in myself as well as on the faces of others that the process stirred many emotions. This is because we all approached the topic very seriously. At the conclusion, we talked together about the results and also received a "psychological map of our team." Thanks to this, we better understand our



reactions and know what is important to each of us as well as what should be avoided in relations with a given person. I think that such an "oiling of the bearings" is useful in every team. This sport delivers moments of extreme stress. What we learned is intended to help us better concentrate on the goal, which is the winning of rallies.

**RG:** After winning this year's Barbórka and Aces' Criterion [rallies] with its famous Karowa [Street segment], you started your interview with reporters by thanking your team. That is not common among rally drivers...

**KK:** I started that way because I know how hard they work. In many sports it's the competitor who is in the limelight so almost no one is aware of the just how many people work for his result. In our case, it is not only the team, but also our sponsors.

**Thank you for this interview!**

If you wish to read the whole interview, please click [HERE](#).

*Kajetan was interviewed by:*

*Romeo Grzębowski*

*President of the Board of Extended DISC Polska, a company specializing in the diagnosis of talent and employee potential.*

*Waldemar Olbryk*

*Head of the business support divisions of Skanska in Poland*

Extended DISC Polska, Contact details: tel. +48 22 866 54 75 [www.extendeddisc.com.pl](http://www.extendeddisc.com.pl)

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## KNOWLEDGE CENTER – REVIEW OF REPORTS

### „Directions 2017. Negative economic shocks. Stress-tests of the Polish economy in 2017”

A new report prepared by DNB Bank in cooperation with Deloitte was launched at the end of January. The simulations by DNB Poland suggest that analyzed sectors seems to be more resistant to the crisis compared to 2009.

### The novel report “Energy consumption in office buildings”

The “**Energy consumption in office buildings**” report is a result of mutual co-operation of specialists from three areas of expertise: an experienced developer of office buildings - **Skanska**, experts in environmental certification - **Go4Energy**, and property managers from advisory firm **Cushman & Wakefield**. The project's partners analyzed data from 20 office buildings in Poland, including 16 buildings holding LEED or BREEAM certification.

### Don't be afraid of Activity Based Working

Hays, Kinnarps and Skanska, have published a comprehensive material on the Polish experiences of implementing the **Activity-Based Working (ABW) concept**. The publication elaborates on the results of a common research – *Office and the needs of the company*, as well as presents a broad context of ABW and a review of numerous expert opinions.

### Stena Recycling Trendbook

The Trendbook was prepared by Stena Recycling on the occasion of the 15th anniversary of the company's presence in Poland. The report presents solutions that make environmentally friendly waste management possible. It shows the possibilities of recycling, draws attention to legal regulations and presents innovations in terms of future needs.

# FIVE YEARS OF POLAR LOGISTICS POLAND



**Polar Logistics commenced operations in Poland exactly five years ago, by opening an international freight forwarding office in Warsaw.**

The first year of operations mostly consisted of planning optimal transport solutions, partnering with subcontractors, and conducting analysis to search for potential clients who could help the company develop. The headquarters of a company from Finland played a major role in our rapid development, providing the first proper forwarding contracts. Since the beginning of our business, freight transport between Poland and Finland has formed the core of all deliveries carried out by the Polish branches of Polar Logistics.

The next step was to create trade networks in Poland, and to gradually establish contacts with domestic clients. After five years, we are now present in three locations in Poland: Marki near Warsaw, Katowice, and Gdynia, and we employ more than 50 people.

Throughout these years, we have gained the recognition and trust of our clients. They include small and medium manufacture and trade businesses, as well as industrial corporations from the paper, automotive, construction, packaging, and clothing industries. We have expanded the range of our forwarding services to Sweden, Norway, the Baltic States, Russia

and Ukraine. Our Sea Forwarding Office in Gdynia provides global container forwarding services. We invest in the transport fleet. We have 60 modern "Mega" trailers.

We place particular emphasis on the quality of our services. Three years ago, we obtained the ISO 9001 certificate. In March, we received the "Gazela Biznesu" (Business Gazelle) distinction, placing 28th among 900 companies from the Masovian District. Since January, Polar International Group has been a part of the Nordic Transport Group (NTG) from Denmark. Nordic Transport Group A/S includes several companies, mainly from Scandinavia. Combining the companies facilitates the development of both organisations.

In Poland, it gives us new opportunities to expand into markets where in which we were previously unable to provide our services. One example is Denmark, a Scandinavian country. We expand groupage connections with Baltic States, as well as with the United Kingdom and Turkey. We want the Polar brand to be associated with the North, and to be seen as a professional, reliable partner for companies working with Scandinavian countries.

Please see our new offer for details.

*Krzysztof Miegoń,  
Sales Director, Polar Logistics Poland*

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## Sweden's population reaches historic ten million milestone

Statistics Sweden confirmed that the population of Sweden has hit the ten-million mark. In 2010, Sweden was predicted to reach ten million in 2021, but the population has increased faster than expected. Between 2010 and 2015 the population grew by some four percent a year, behind only Luxembourg in the EU, and far above the EU's average of one percent. There are two reasons behind the increase: the birth rate and immigration.

## Investments in Stockholm tech companies hit new record highs



Fot. Grzegorz Sulek

Interest and investment in Stockholm continues to rise, with nearly three times as many investments in Stockholm tech companies in 2016 than the previous year. According to a breakdown by The Nordic Web, a total of 247 investments were made in 2016 compared to 90 investments during 2015. In terms of money invested, Stockholm also keeps hitting new record highs with \$1.4 billion invested in 2016 compared to the \$892 million that was invested during 2015.

## Experimental study on a universal basic income in Finland



Source: [www.kela.fi](http://www.kela.fi)

The Government of Prime Minister Juha Sipilä is testing a guaranteed basic income in Finland during 2017 and 2018. A working group of researchers from a range of organizations under the project leadership of Kela explored ways in which to carry out the basic income experiment. The basic income experiment was launched on 1 January 2017. During the experiment, a total of 2,000 unemployed persons between 25 and 58 years of age will receive a monthly payment of €560, unconditionally and without means testing. The experiment will run for two years.

## Forbes ranking „Best countries for business 2017“



Fot. Simon Paulin, [imagebanksweden.se](http://imagebanksweden.se)

Over the past 11 years the US has declined from being the number one country to do business in to 23rd place, in Forbes' annual ranking. Meanwhile, Sweden has climbed from 17th place and finally become number one. The other nordic countries are not far behind: Denmark #6, Finland #8 and Norway #9. Forbes' ranking is based on a comprehensive compilation of data on 139 countries. The countries receive scores in 11 categories: protection of property rights, innovation, tax burden, technology, prevalence of corruption, freedom (personal, trade and monetary), bureaucracy, investor protection and stock market performance. Poland was ranked 32rd.

## Finland 100 centenary year has begun



The year 2017 will mark Finland's 100th anniversary as an independent state. It is the most important anniversary year of this generation which will be celebrated throughout 2017 all over Finland. The theme selected for the centenary year is 'Together'. The centenary year programme is open to everyone. The proposals can be submitted up to the end of October 2017. Nearly 600 different proposals for the programme have already been submitted from all over Finland. Proposals can be made via the website [www.suomifinland100.fi](http://www.suomifinland100.fi).

## Trade fairs in Scandinavia in 2017

SPCC team has prepared a calendar of the most important trade fairs in Scandinavia in 2017. Click [here](#) in order to download the calendar.

## PAIIZ transforms into the Polish Investment and Trade Agency

On Friday, 3rd February, Polish Information and Foreign Investment Agency has changed its official name to the Polish Investment and Trade Agency. Expanding its objectives, the new Agency will focus on two main issues: servicing investors in Poland and supporting Polish companies in their global expansion.

## Historic expansion of the Copenhagen Airport

Copenhagen Airport is one of Europe's fastest-growing airports. A brand new expansion plan will create capacity and facilities to handle 40 million passengers a year and new routes, including 17 long-haul routes. With a total investment of around DKK 20 billion, the expansion of Copenhagen Airport to handle 40 million passengers a year will be one of the largest privately financed construction projects in Danish history.

**SPCC e-magazine: Scandinavian-Polish business community online!**

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