

# SPCC e-magazine

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SPCC E-magazine: Scandinavian-Polish business community online

E-magazine is a quarterly publication in online format distributed by Scandinavian-Polish Chamber of Commerce (SPCC) among wide group of readers interested in Scandinavia and Scandinavian-Polish cooperation. We reach SPCC Members, business organizations, media and individual readers interested in topics related to Scandinavia.

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### Dear SPCC Members,

It has been an exciting time for SPCC development in the past 15 years and 2019 is shaping up to be one of the most active year in our history. We have the privilege to support Scandinavian-Polish economic cooperation and represent the **6th biggest group of investors in Poland**, with the value of investment EUR 10,3 bn.

SPCC and our Member companies are strongly engaged in shaping business cooperation and the dialogue at many policy levels between Scandinavia and Poland. Lately we observe impressive **developments in energy sector, digitalization processes, including 5G investments and circular economy**.

As leaders in the field of innovation, Scandinavian companies today implement a number of solutions that contribute to increasing competitiveness of the Polish market in the region and throughout Europe. The social aspects of this influence is visible on the employment level - **1785 companies with Nordic capital offer jobs to more than 170 000 people** and plan to increase the employment within the next 12 months by at least 1000 jobs. **Nordic investors create unique business standards and culture**, modern and friendly workplaces and unite to **effectively address climate change**.

**The traces of the North are visible in everyday life of thousands of Polish people.** Nordic

brands are recognized and highly appreciated by Polish society. We go to Medicover with our health issues, we look out through the windows from Velux, cook in the ovens from Electrolux while our kids are playing with LEGO. Scandinavian way of life is present in our homes thanks to IKEA and Jysk - we aim to live *hygge* or *lagom* life.

A great example of really strong presence in Polish everyday life is Electrolux, celebrating this year a 100 years anniversary. In this issue we talk to **Tomasz Sypytkowski, General Manager at Electrolux Poland** about the company's investments in Poland, what trends will have an impact on our daily life and how Electrolux responds to current challenges.

Polish real estate and construction sector is growing towards the best standards thanks to the influence of Scandinavian investors. They offer the highest level of the materials but also emphasize the security issues, respect environment and natural resources. Those core values are showcased by VELUX and Ruukki Polska.

In this issue we haven't forgotten about legal and tax issues. Experts from KAM Redovisning AB present how Polish companies can succeed in Sweden, what to take under consideration before entering the market and how to post employees. ARPI Group showcase the new tool which can helps us in following current changes in accounting, human resources and payroll as well as tax issues.

We rarely wonder how many useful solutions we adapt to our daily activities but we hope that our Members presented in this e-magazine will provide the readers with the inspiration and showcase some of the Nordic way in Poland.

At the end I would like to pay a tribute to all 430 our Members! You are our inspiration. Thanks to your trust, suggestions, willingness to share knowledge we have managed to create a family like organization. You are the reason we are able to offer perspectives and unlimited possibilities for cooperation.

Agnieszka Zielińska,  
Managing Director

### POLAND AND SCANDINAVIA ARE CREATING TOGETHER A NEW ADDED VALUE FOR ECONOMY AND SOCIETY

On the 18th of September in the Radisson Collection Hotel in Warsaw the Scandinavian-Polish business community celebrated the 15th Anniversary of SPCC.

The keynote speech was delivered by **Wojciech Hann, Board Member of the Bank Gospodarstwa Krajowego**. Panel discussion with the attendance of the biggest Scandinavian investors in Poland was planned as the next part of the evening. Our guests were: **Carolina Garcia Gomez, CEO IKEA Retail Poland, Jacek Siwiński, General Manager, VELUX Polska, Esa Tuomi, Head of Baltic Corporate Region w Nordea Bank, Tomasz Trela, Managing Director MOWI Poland and Grzegorz Słomkowski, Board Member of the Polish Investment and Trade Agency**. The discussion was moderated by **Artur Tomaszewski**, Chairman of DNB Bank Polska. The evening ended with a beautiful concert by Dorota Miśkiewicz, renowned Polish jazz artist and singer.

The 15th Anniversary celebration was a great opportunity to present crucial data regarding the scope of investment, scale of economic cooperation between Scandinavia and Poland and to sum-up the presence of Nordic companies in Poland. The economic cooperation between Poland and Scandinavia has a positive impact on both innovativeness and effectiveness of Polish economy, as well as Polish society. These are one of the key findings of the report *Scandinavian business in Poland - the past, present and the future* published on the occasion of the 15th Anniversary, which results were presented at the event. The report was created in cooperation with DNB Bank Polska and under Honorary Patronage of Nordic Embassies in Poland. According to the data published, Scandinavian countries are **the 6th biggest foreign investor in Poland**. By 2017, the amount of FDI liabilities of Nordic investors in Poland was valued at **EUR 10,3 bn**. In 2017 itself, the inflow of Nordic FDI was EUR 732 mln and the value of reinvested earnings reached EUR 414,7 mln. In the past five years, the dynamics of mutual trade has grown by 23% and at the end of 2018 the value of trade exchange between Poland and Scandinavia was noted to reach **EUR 25,5 bn**. Scandinavia opened its gates to Polish producers and is now the 2nd major export destination of Poland. The most spectacular growth was noted in terms of Polish export to Finland which has grown by 80%

since 2011. Around 67% of managers surveyed by SPCC and representing Scandinavian business in Poland confirmed further development plans on the Polish market. The value of planned investments can reach **EUR 2,8 bn**.

We extend a warm thank you to all guests that took part in the event and accompanied us to celebrate this special occasion. We also thank the Partners of the event: **IKEA Retail Polska, MOWI Poland, Nordea Bank and VELUX Polska**.



During the event we presented the results of the latest study „Scandinavian business in Poland - the past, present and the future”





The event was opened by Carsten Nilsen, SPCC Chairman



Artur Tomaszewski, CEO DNB Bank Polska and Board Member of SPCC presents data about Scandinavian investment in Poland



The guests of the panel discussed, among others, the factors that determine the company's success in Poland and the features of an effective leader



A cake decorated with Scandinavian colour was a must have!

The evening ended with a beautiful performance by Dorota Miśkiewicz, a world-famous jazz artist







2019 is a special year for SPCC - we celebrate our 15th Anniversary. On this occasion we offer you a small journey into the past and this year we will show you a bit of our history. This issue is about 2013-2015.

In 2014 we reached another important milestone - 10 years anniversary. Roger Andersson joined the group of SPCC Chairmen. A year later, noticing intensive growth of BPO sector in Poland we join forces with Pro Progressio on a common project summing up the activities of Nordic companies in that sector. In 2015 the Chamber opens Regional Office in Tricity and since then the region has been taken care of by our representative, Katarzyna Frąckowiak. In the same year we published the first issue of SPCC e-magazine.



SPCC celebrated 10th Anniversary in 2014



Conference „Scandinavian models in Business Services Sector”, 2015



SPCC opens Regional Office in Tricity in 2015

## SPCC Premium 15

This year we would like to bring your attention to companies, which have been SPCC Members since the very beginning. In this issue, we present you the Premium 15 Members from the Norwegian Section. Tusen takk!

#SPCCPremium15

**Norwegian Section**  
SCANDINAVIAN - POLISH CHAMBER OF COMMERCE





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## SHAPING A BETTER LIFE IS OUR GOAL

Electrolux, a company with Swedish roots, has blended into Polish landscape, both in economic terms and thanks to the impact on the everyday life of the average Polish household. The company is just celebrating its 100th anniversary. We talk to Tomasz Sypytkowski, General Director at Electrolux Poland, about the company's investments in Poland, what trends have influenced and will affect our lives and how Electrolux responds to these challenges. Mr Sypytkowski has just taken over the function of General Manager in Vietnam since the 1<sup>st</sup> of October.



Photo: Olga Świątecka



**This year, Electrolux is celebrating its 100th anniversary. Which of Electrolux's values are Scandinavian and have remained unchanged in the company's operations since the beginning? Are they particularly important today? What does this say about the current market situation?**

When in 1919 the Swedish businessman Axel Wenner Gren decided to start his own company, he probably did not think that 100 years later Electrolux will become the leading producer of household appliances in the world. Today, our company has a global reach, and through our products and initiatives in which we engage – for example, the **Better Living Program** – we have a real impact on shaping a better life. And shaping better life is exactly our goal, which is why from the very beginning we have put human and his needs in the first place. All of our innovations are aimed at improving the quality of life and expanding the possibilities for each of us. We focus on issues related to taste, clothing care and caring for well-being at home. For example, the excellent sous-vide cooking technique was once reserved only for the chefs of the best restaurants. Today, selected models of our ovens and induction hobs allow you to prepare meals in your own home this way.

Our roots and Swedish values such as **openness, focus on people, authenticity, care for the natural environment and Swedish design** are an important element of our success. Today, when the consumer is more aware and has broad access to information, our honest, open approach works perfectly. We conduct a dialogue with consumers and thanks to this we can adapt our offer to their needs even better. What does this say about the current market situation? First of all, it shows that users are present in the product development to a greater extent, and companies are not only producing devices, but are striving to provide people with great experiences.

*Electrolux has found a friendly climate in Poland for the development of its business, which is why we are constantly increasing our commitment and investing more.*

**The first Electrolux showroom was opened at Krakowskie Przedmieście in 1926, while in 2018, Electrolux was the second largest producer of household appliances in Poland. What is your impact on the Polish economy? And what about the everyday life of Poles?**

Indeed, Electrolux appeared in Poland as early as 1926. Unfortunately, the times of war and the Polish People's Republic suspended our investments, but in 1992 we began to develop intensively. First, a sales office was established in Warsaw, which currently also deals with sales management in 26 countries belonging to the CEE region. Then in 2001 the tumble dryer factory started operating in Siewierz. In 2006, three factories joined: production of washing machines in Oława, dishwashers in Żarów and cookers and ovens in Świdnica, and in 2019 the kitchen hood factory in Zabrze. In 2005, we opened a Service Center in Krakow serving all of Europe and some non-European countries. We influence the Polish economy by creating new jobs, educating our employees, investing in modern technologies and paying taxes here. In turn, we affect the everyday life of Poles by offering them modern and friendly devices, discovering new opportunities for them and engaging in various educational and social activities. We are currently focusing on the problem of food waste and promoting healthy, balanced nutrition. To achieve this, we have established co-operation with Food Banks and we have created an application to share food called Taste & Share. We are also starting the Food Heroes educational workshops for school children, which will be conducted by our employees as part of employee volunteering.

**What part of Electrolux's global business are its operations in Poland? Which Polish investments are crucial for you and will there be more? What are the closer and further development plans for Electrolux in the Polish market?**

Poland is an important market on the Electrolux map. Five modern factories, the Sales Office in Warsaw, the Service Center in Krakow, the Logistics Center in Oława, the R&D Laboratory in Żarów, over 6000 employees and the management of the entire CEE region – it speaks for itself. All investments are crucial for us. Each of them is preceded by detailed research and analysis. Electrolux has found a friendly climate in Poland for the development of its business, which is why we are constantly increasing our commitment

and investing more. At the beginning of this year, a kitchen hood factory in Zabrze joined us. Now our priority is its modernization. In addition, we invest in automation, robotics, new production lines and the development of individual factories. Modern technologies guarantee greater reliability, better quality and relieve people of tedious, repetitive activities. Thanks to this, we can improve the qualifications of employees by offering them more interesting and demanding jobs and better wages.

### What trends affecting everyday life are currently crucial? Are we ready for them? And which of the current trends have the greatest impact on the Electrolux's strategy?

I think two trends are worth distinguishing here. **The growing awareness of consumers** who, thanks to wide access to information, make much more informed decisions and expect producers to act ethically. Companies must be transparent and honest, because each fail will be noticed and publicized in social media. For us, this is nothing new, we have always been working like this, but we enjoy better communication with users. The second trend is **digitalization and taking advantage of the opportunities it offers**. For many people, the smartphone has become the command center of life, which is why more and more of our devices work with smartphones. We even have ovens with a built-

in camera so that the baking process can be monitored by doing something completely different. We have recipe applications that, after choosing a dish, tell us what to buy and prepare, and control the oven settings themselves. We also have connected devices, e.g. an induction hob and cooking hood, as well as a washing machine and dryer, which optimize their work by choosing the right programs. At the moment, we are also developing cooperation with Google so that our devices can be voice controlled.

### Let's talk more about Smart Living and Internet of Things. At the end of 2016, in Scandinavia, on average, there were three connected devices for every person. It is estimated that this number will double by 2021. Do Poles already live smart? Can we already talk about "smart living" in Poland?

Polish people have fallen in love with the advanced technology. We are open to new products and willingly buy modern devices that become our assistants in everyday life. One example are induction hobs, very popular on our market. Our hobs can be described as smart, because they work with the hoods, controlling their work, they themselves control the cooking process, using the first wireless and battery-free probe inserted into the dish, and prevent boiling over from the pot, thanks to the SenseBoil function. Steam ovens, which we were the first to launch on the market, are also a success. And because sometimes consumers do not know how to use such advanced technologies, we as a company focus primarily on the intuitive service. Wondering how much steam you should add when baking bread to get a soft center and a crispy crust? Do not worry. Steamify will do it for you. We have noticed that the issues of temperature setting, program duration and selection of other parameters are the bane of many people. That is why we have clear icons, simple operating panels, and when choosing a program, what counts is what the user wants to do, not how. If you want to bake pork, just select pork on the control panel, enter its weight and ... the oven will do the rest for you. And it will prob-



Photo: Electrolux





Photo: Electrolux

ably do it even better than you would do yourself, because it has been programmed based on our many years of experience working with professionals. Their knowledge and secret methods are the basis of our devices.

**So having this all in mind, what place does the design itself occupy when choosing the equipment? Maybe utility value is more important for Poles? How does it fit into current trends?**

Of course, utility value is important for consumers, but it cannot be described in isolation from design and quality of workmanship. We are based on Scandinavian human-oriented de-

*We are based on Scandinavian, human-oriented design, which is characterized by its functionality, simplicity and clean lines. Scandinavian design seeks inspiration in nature and is therefore beautiful by nature.*

sign, which is characterized by its functionality, simplicity and clean lines. Scandinavian design seeks inspiration in nature and is therefore beautiful by nature. But above all, its main goal is to improve people's daily lives. Based on the basic principles: functionality and usability, we create products that are designed to provide users with more human, memorable, timeless and comfortable experiences. Such experiences are defined by 3 terms: effortless, enriching and inspirational. Our consumers appreciate this, which is confirmed by our strong market position. Having a wide selection of different models with similar utility value, they choose those that suit their lifestyle.

**Most of your professional career you have been working at Electrolux. Do employees often stay longer in the company? Why is it so? For you personally, what is the greatest value of working at Electrolux?**

What really distinguishes Electrolux is the special atmosphere that prevails in the company. Currently, many companies boast about the fact that people are the heart of their organization, but for us, this is not an empty declaration. In fact, the basis of all our activities is the belief that it **is through caring for our team and continuous development of people that we build our business.** I would describe Electrolux as a place where the most important principle is the respect for other people, regardless of their position and role. Thanks to this, we were able to create a working atmosphere based on partnership and trust.

We want people to feel proud that they are working here, and not elsewhere. I think the best proof that we have achieved this is the fact that employee rotation in our team usually results from a change of position, promotion or retirement. I myself started working at Electrolux 18 years ago as a sales representative, and currently I am the general director in Poland and sales director in the central region covering Poland, Ukraine, Lithuania, Latvia and Estonia, but from October I am moving to Vietnam, where I will be supervising the development of the local market as General Director - of course, staying with Electrolux.

## POLISH AND SWEDISH SMEs ARE LOOKING FOR SOLUTIONS TO THE SHORTAGE OF EMPLOYEES

The difficulty in attracting new employees remains the main factor hampering the development of small and medium-sized enterprises (SMEs) in Poland and Sweden. The latest data on the dynamics of SMEs in both countries confirmed the predictions of 2018 saying that the sector will remain strongly influenced by the labor market situation.

Small and medium-sized enterprises remain the main engine of global economic growth. Nearly 90 percent all enterprises are currently SMEs, which means that two-thirds of the entire labor market finds employment in this sector. In Poland, small and medium-sized enterprises generate three-quarters of gross domestic product, while providing 50 percent jobs available on the local market. This means that the sector remains the driving force of the developing Polish economy.

In the third quarter of 2019, Polish entrepreneurs surveyed by the EFL Barometer pointed to the currently unfavorable conditions for business development in Poland. Only 21 percent respondents declared that they had new investments planned. The last time such negative sentiment for the third quarter was recorded was in 2015. Experts suggest that the slowdown in the SME sector since the beginning of this year is due to concerns about the expected economic slowdown. The International

Monetary Fund predicts that the global economy in 2019 will grow more slowly and the expected economic growth will not exceed 3.2 percent. At the same time, Poland's GDP will grow by 3.8 percent - a significant decrease from 5.1 percent last year. A further decline in the unemployment rate is also expected. This year it is to amount to 3.6 percent and 3.5 percent a year later.

According to GUS data, in 2018 Poland already had the lowest unemployment rate since the 1990s at 5.8 percent. This means that the number of unemployed currently is below one million.

Everything indicates that the number of people of working age in Poland is regularly decreasing and workers from Ukraine are not able to fill this gap. According to the latest survey of the economic activity of the population (GUS), professionally active people in the first quarter of 2019 amounted to 55% of population aged 15 and more. This



The productivity of the Swedish small and medium-sized enterprise sector goes far beyond the European average



means a decrease of 0.1 pp compared to the first quarter of 2018.

- The solution to this problem may be the automation of some processes. Aware of the growing problem of labor shortage, Swedish companies are already implementing a number of solutions to fill this gap. Especially the role of the small and medium-sized enterprise sector cannot be overestimated in relation to the impact they have on generating GDP - notes **Agnieszka Zielińska, Managing Director of the Scandinavian-Polish Chamber of Commerce**. - We have been observing these phenomena in Scandinavia for a long time - proof of the progressing automation as solutions to staff shortage is also in the trends selected by the Chamber in the report "Nordic Insights - trends shaping the future of business" such as SmarterLiving and working or AI for Humanity - she adds.

In response to the same problem, Swedish small and medium entrepreneurs focus on development. According to **Daniel Larsson, Counselor at the Embassy of Sweden in Warsaw**, factors that will affect the SME sector include sustainable development, digitization and automation. Support in creating an innovation-friendly environment is also needed. - Tools enabling the development of the SME sector include: financial instruments, export promotion as well as support for internationalization, availability of test centers, cooperation with the scientific community and research, as well as information campaigns and education - says Larsson. - Finally, digital innovation is recognized as an important factor contributing to the competitiveness of small and medium-sized enterprises. In other words, the SME sector needs a transformation into an intelligent industry to keep up the pace of development. Individual actions will not solve the problem. It is crucial to act in all these fields - he emphasizes.

The stakes are high because, according to Larsson, most jobs will be generated in the future by small and medium-sized enterprises. In addition, the productivity of the Swedish small and medium-sized enterprise sector goes far beyond the European average. And this is despite the fact that, compared to other countries in the region, the number of people employed in the SME sector is smaller.



Automation can be one of the answers to the shortage of labour

According to data from the European Commission, the expected increase in added value for SMEs in Sweden is 3.2 percent in the period from 2017 to 2019. In the longer term, Swedish small and medium-sized enterprises can grow by up to 4.7 percent. In addition, at a time when the global economy is clearly slowing down, Sweden recorded a slight and smaller than expected fall in GDP in the second quarter of this year. At that time, the country's GDP contracted by 0.1 percent, clearly exceeding market forecasts at 0.3 percent.

Despite this, uncertainty is showing among Swedish entrepreneurs in the SME sector. The Swedish organization Företagarna, which unites small enterprises and trade union entities, asked entrepreneurs about the mood in the sector and 68% of them confirmed that they see good opportunities for further development - 2 pp less than a year ago.

This is closely related, as representatives of companies have said, to the situation on the local labor market. The factor that currently inhibits the development of small and medium-sized enterprises in Sweden is the recruitment of suitably qualified employees - as indicated by 29% of entrepreneurs surveyed by Företagarna.

Investment funds will flow, among others, from the European Investment Bank (EIB). For the first time in May this year, the EIB signed an agreement with a Swedish commercial bank. 100,000 small and medium enterprises have already benefited from the support offered on these favorable terms.

## STAY UP TO DATE WITH POLISH TAX LAW – A NEW BLOG BY ARPI ACCOUNTING EXPERTS

Polish tax law is currently experiencing a real revolution. New regulations appear every month, which in turn create new responsibilities for business owners. ARPI Accounting has created a new blog dedicated to its clients and all international companies planning to open their business in Poland.



Jan Prejsnar, CEO, ARPI Group

It is difficult to estimate the impact of this year's changes in the tax law. Among the most important is the obligation to pay in the split payment method which is being progressively introduced to subsequent industries from November 1st. This means that entrepreneurs will not be able to use their capital as freely

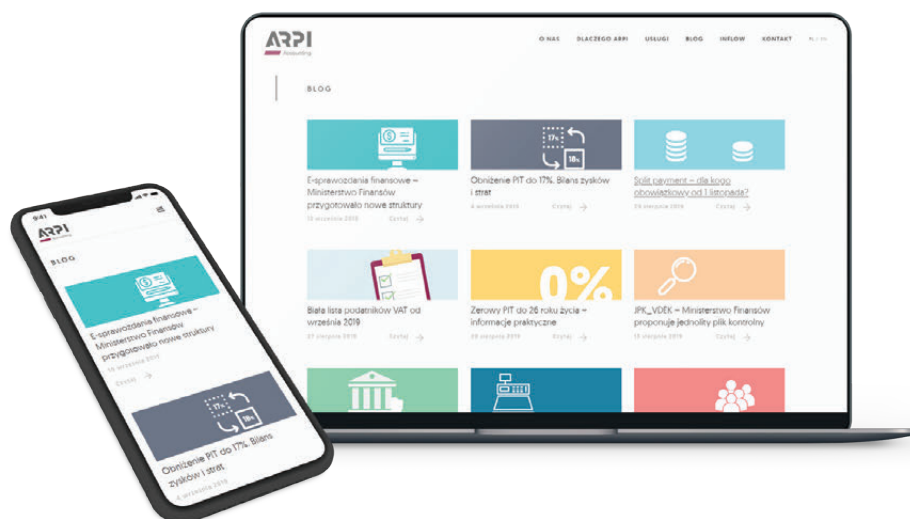
as before. There is also a forthcoming necessity to replace all cash registers with models that have online capability enabling continuous data transmission. Moreover, a new requirement to report tax schemes retrospectively can cause many controversies, since the definition of a tax scheme is still unclear. Failure to submit the report will result in costly penalties and all active entrepreneurs, including companies planning to

start operations in Poland, will have to face these new circumstances.

ARPI's intention is to provide a useful and trustworthy source of information regarding the changing situation in tax law. – Over the past several months, the number of questions from business owners has increased significantly. That's why we decided to create a blog with up to date information always at hand – explains Jan Prejsnar, CEO at ARPI Group. – Our experts are closely monitoring changes in Polish law. We want to inform our clients about upcoming changes and give practical tips on how to cope with new regulations – adds Jan Prejsnar.

The graphic layout of the blog was designed by the ARPI Network creative team. The blog's rollout aligned with the launch of the new ARPI Accounting website and InFlow mobile application. Also, the articles are comprehensible to everyone who seeks advice or information concerning accounting, HR, or tax law. By subscribing to the ARPI newsletter, you will receive a monthly selection of the most important articles.

We invite you to follow the blog at <https://arpiaccounting.com>.



## POLISH COMPANIES ACHIEVE SUCCESS ON THE SWEDISH MARKET: HOW TO POST EMPLOYEES TO BECOME ONE OF THOSE?

More and more Polish companies are taking advantage of business opportunities on the Swedish market. The winners are those who follow the approach of "Rätt från början" ("Well from the very beginning"). We talk to Przemysław Skorosz, an expert from KAM Redovisning AB, about how to apply it in practice.



Przemysław Skorosz, KAM Redovisning. Photo Marcin Pietrzak

### "Well from the very beginning", but how?

First of all, one needs to have a well-prepared plan. The more thoroughly we think about the mode of operation on the foreign market, the more effectively we will use its potential and avoid time-consuming, and sometimes also costly changes. Many companies are not quite aware of this. They find a good offer, a contract or an order and start with the posting of workers, forgetting that the way in which they will operate is very important.

### Where should a company start if it decides to enter the Swedish market in concordance with this philosophy?

One should start with understanding the most important division - whether the company should be

registered as a taxable permanent establishment or not. The second most important issue is the planned time of conducting business activities in Sweden - whether it will be longer or shorter than 183 days, i.e. 6 months for an individual (employee) or 12 months for an employer (company).

### It seems rather easy to determine, why could it be problematic for companies?

Many companies, regardless of their actual potential, try to avoid setting up a taxable permanent establishment in Sweden. In practice, such a solution requires constant rotation of employees, which significantly increases administrative costs and reduces the quality of work (new employees need time to adapt to the conditions and learn about the details of the project). It is not easy



to manage a project "remotely", without a permanent place of business. It is easy to make mistakes, despite one's best intentions.

Although it does not seem very convenient, some companies create such a structure due to fear of the tax burden. We can say from experience that it is more profitable to register as a tax company in the long run. It saves not only on administration but also on time spent to comply with Swedish legislation. The profitability of the projects can amply compensate it.

### **What are the reasons for changing the form to a taxable permanent establishment? Do companies stay longer than planned?**

Very often. The reasons include as-built activities or an additional order. In Sweden, it is popular to recommend contractors and subcontractors, so if we execute the contract well, we can expect further orders, and then it turns out that the period of activity in Sweden has extended, the company has acquired the status of a taxable permanent establishment and there is a need to correct the settlement system. A very small percentage of companies know with certainty that they will not operate for more than half a year. The best way to proceed is to include registration as a taxable permanent establishment already at the planning stage of entering the Swedish market.

### **If you register as a taxable permanent establishment, what obligations arise concerning employees?**

I would suggest starting with checking whether the project that the company will be carrying out is covered by a collective agreement and whether the company has to sign an agreement with employers' or workers' unions. They often set minimum wages, benefits and accounting rules concerning employees. Signing a union agreement obliges us to comply with it, especially if it concerns, e.g. supplementary pension insurance or medical insurance, which increases costs. Moreover, a trade union agreement can, and should, be negotiated, preferably with the help of an expert, because it is a hard negotiation.

In addition, employees who perform work for more than 5 days must be registered with the Arbetsmiljöverket, Swedish Work Environment Authority. They must also apply for a tax identification number in the Revenue Office. The correct registration of the employee is very important - it depends on the length of their stay and the duration of the contract. The type of industry and the way it functions in Sweden must not be forgotten either. There are four options that vary greatly in how you settle with the Revenue Office and in the

amount of income tax on your employees, which also affects your tax deductions on an annual basis. We also need to assess whether the employee will be working for more than 6 months. If we are sure that they will not, then we are obliged to pay the SINK flat-rate tax (25%). The remaining social security contributions are settled in Poland, as it has been done so far. It is important to remember, however, that if the centre of an employee's vital interests remains in Poland and ZUS (Social Insurance Institution) benefits are paid there, it is necessary to have an A1 certificate (obtained from a Polish office). This is necessary to avoid paying social benefits in Sweden.

### **What if the company is not registered as a taxable permanent establishment?**

In this case, the company cannot be registered in Sweden as an employer and therefore the registration and tax obligations fall on the employees. They must declare their own income and take into account the advance personal income tax payments. For companies that find a one-time project lasting less than half a year, it may be a convenient solution. However, it is worth noting that a large proportion of Swedish companies requires documents confirming that we operate and pay taxes in Sweden.

### **What steps must a company take if it turns out that it has received an additional order and exceeds 6 months of operation in Sweden?**

The procedure itself is not very complicated, but it involves additional costs and, of course, time. One of its elements is the settlement of overpaid taxes - the employee must first fulfil their obligations to the Tax Office in Sweden, and then recover the contributions in Poland, which may take several months. The employer, however, must register correctly and pay outstanding liabilities. It should also be

**It's always a good idea to talk to an advisor. At KAM Redovisning AB we have analysed hundreds of cases. We have a good understanding of the problem and can tell which companies should immediately decide to register as a tax company and which do not have to.**



In Sweden, it is popular to recommend contractors and subcontractors, so if we execute the contract well, we can expect further orders

mentioned that in certain situations, the Tax Office may decide that we should be registered as a taxable permanent establishment. It is better to have it prepared in advance and included in the costs.

### Can specific solutions be assigned to company types? How to judge which one is best for us?

The easiest way is to talk to an advisor. At KAM Redovisning AB we have analysed hundreds of cases. We have a good understanding of the problem and can tell which companies should immediately decide to register as a tax company and which do not have to. Likewise, we can tell whether the company will operate in Sweden for less than 183 days, or whether it just might think so. Let's take a construction company as an example. A construction company that is involved in several processes as part of a year-long investment. Although the conducted activities may not exceed six months in total, the Revenue Office may conclude that participation in the whole investment does and that the company should have registered as a taxable permanent establishment. It is better not to leave the interpreta-

tion of the legislation to chance when it comes to the time of posting; one should rather entrust experts with the task. On the other hand, companies that carry out short-term activities, such as specialised activities, do not have to register as a taxable permanent establishment.

### Can any regularities be found regarding changes in the legislation?

From January 2018, it can be seen that most large Swedish companies working with Polish subcontractors usually require registration as an employer, including the payment of taxes applicable to the employee and the company itself in Sweden - which should be calculated in the project costs. More and more often we witness expectations for the employers to pay the FORA supplementary pension insurance on behalf of their employees or to use Swedish occupational health services for medical certificates. Sweden is generally considered to be a very high-taxing country. In practice, if we stick to the "well from the very beginning" principle, we may pay a few percent more than in Poland, while maintaining greater profitability.

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## THE WAY TO AN EFFECTIVE TEAM IS THROUGH THE STOMACH

### Business meetings at the Hotel Rezydent Sopot.

Training courses and conferences are usually associated with having to spend the better part of a day in a conference hall, then grabbing a quick lunch, and then taking part in a more or less successful integration event in the evening.

Even though knowledge acquired in the course of such training courses may often prove invaluable, it is usually the latter part of them that is remembered by the participants - although sometimes they do not seem to be able to remember much of it... :)

Maybe it would be a good idea to make use of a type of integration which is fun and intriguing, while also enriching the participants with new experiences and the ability to work together better. It is precisely with this idea in mind that the **"Pasjami..." Restaurant of Hotel Rezydent in Sopot** is encouraging companies to organise training sessions and conferences in a cosy environment, combined with **Culinary Workshops** or a **Commented Supper**.

The first option may be light-hearted in form, but it nevertheless teaches the participants a lot. It is basically having fun while cooking under the care of a Chef. Participants are divided into teams whose task is to make two dishes, usually some appetizer and a main course, based on the ingredients they are given. To keep things fair, all teams get the same range of products - whipping up dishes which look good and taste even better is entirely up to their creativity, inventiveness, and skills. Obviously, they can also make use of the Chef's help as a last resort - he is there to share his knowledge and experience, and there are no restrictions connected with this.

It is a well-known fact that where there is good food, the mood soars. There may also be some



Hotel Rezydent in Sopot offers a wide range of opportunities to organize a cozy meeting and conferences

surprises in store for the participants: who knows, perhaps the shy colleague you see in the office on an everyday basis excels at cooking... Things get even more interesting when our colleagues from abroad try to tackle the challenge of making traditional Polish dishes - their creativity may result in completely new versions of Polish cuisine. After around two hours of preparations, the Chef chooses the victorious team, which receives an attractive prize. After that, everyone sits at supper together and the meal sometimes stretches well into the small hours. After all, we all know that it is possible to discuss food and eating for a very long time...

The Commented Supper is something different. For one thing, it is less "labour-intensive" for its participants, but nevertheless allows them to learn a great deal about different cuisines, wines, and table etiquette. During a meal consisting of several courses, we share our knowledge about preparing particular dishes with the participants and provide them with some tips for recognising good wines and gracefully enjoying "difficult dishes" such as escargot and lobster. Some ask us about the rules for using the utensils, which sometimes do seem very fancy and counter-intuitive, and about matters which may seem like trifles, for example: how to correctly set down a butter knife. Rest assured, we never scoff at such questions.

You want training combined with fun? Do come to the Hotel Rezydent then!

Hotel Rezydent

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Cooking fun guided by a Hotel Chef



## POLISH CONSTRUCTION WITH SCANDINAVIAN INFLUENCES

Resistance to harsh and quickly changing weather conditions, high safety levels, a simple and modern form, respect for the environment and natural resources – we automatically connect these values to the Nordic countries. They are also at the base of activities of Ruukki Polska, a company that manufactures and delivers steel construction components to the Polish market. Ruukki Polska, as part of the Finnish group Ruukki Construction Oy, has been present in Poland for 25 years. Since 2015, Ruukki has been a part of the Swedish steel concern SSAB.



Production hall with office facilities, Wood-Mizer, Poland

### Houses, halls, power plants, shopping centres

For private consumers, Ruukki is first and foremost about roofs. Houses crowned with modern tile sheets or standing seam roofs, in the most fashionable graphite and grey shades, can be found all over Poland. But Ruukki is also about industrial, commercial and office construction. Sandwich panels manufactured by Ruukki at Oborniki Wlkp. are the basic and most popular material for a wall and roof envelope for production and logistics halls, warehouses, offices or shopping centres. Among architects and designers, Ruukki's facade cladding products are even more popular as they allow for the creation of modern, visually attractive building facades.

### High levels of safety confirmed by FM certificate

Sandwich panels, tested and proven in the severe Nordic climate, ensure the highest safety level for people and properties. They are strongly resistant to fire and other forces of nature, including hurricanes. These properties are confirmed by the FM Approved certificate, granted by the world's biggest insurance company FM Global. The use of Ruukki's FM-certified wall panels ensures compliance with the highest safety standards and increases property value.



IKEA, Bielany Wrocławskie

## In line with sustainable growth

For Ruukki, environmental protection and sustainability are of great importance. Ruukki was one of the first manufacturers to implement energy-efficient sandwich panels. Their structure, production method and extra elements, such as special seals, ensure high air-tightness of the envelope and thus decrease the need for heating and cooling energy. This solution is popular among investors in Poland and is used, for example, by IKEA, who decided to build its new centre in Bielany Wrocławskie with Ruukki's energy panels.

## COR-TEN® steel attracts attention

Building components from Ruukki are not only strong, durable and environment-friendly: the wide variety of shapes, materials, sizes, colours and finishing options enables the design of individual and attractive facades that highlight a building's architectural form. One of the most interesting materials

is COR-TEN® steel with its rust colour, covered over time with a natural patina, which makes the steel practically maintenance-free. The use of COR-TEN steel together with materials such as concrete, wood or brick results in impressive visual effects.



European Solidarity Centre, Gdańsk





Galeria Galaxy, Szczecin

new and renovated structures. When comparing the current look of the shopping centre in Szczecin, Centrum Galaxy, with how it looked a few years ago, it's hard to recognise that it is the same building. Changing the façade with Liberta panels from Ruukki resulted in a completely new structure, perfectly matching current urban trends. For bold and innovative investors looking for ways to set their headquarters apart from the field, Ruukki offers the facade systems Ruukki Emotion® or Ruukki Expression®. The possibility to perforate cladding, to backlight it or to print individual patterns and images transforms the building into a company's best showcase. Ruukki's solutions contribute to higher aesthetics and permanently change the architectural landscape.

[www.ruukki.pl](http://www.ruukki.pl)

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## Unlimited freedom of design

Simplicity and minimalism, often associated with Nordic products, allow for excellent architectural designs, made using Ruukki's solutions. Facade panels and profiles from Ruukki are perfect for both

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## THE MODEL COMPANY OBJECTIVE - WHEN TRADITION OUTPACES THE PRESENCE

Hardly anyone remembers the times when attics were just a surplus space without access to any natural light. It was VELUX that changed the European architecture at the beginning of the 1940s.

The history of the company dates back to over 75 years ago and is clearly linked with the vision of one engineer - Villum Kann Rasmussen, the inventor of the roof window. Currently, the company owes its success to 10,200 staff it employs all over the world. Its growth would not be possible without strict adherence to the Model Company principle formulated by the founder of VELUX long before the concept of corporate social responsibility started to be applied on a wide scale. Initially, the Model Company vision was understood as being equivalent with a socially responsible enterprise that not only supplies products that are useful for the community, but also treats its customers, suppliers, workers and shareholders better than the majority of other corporations. The vision has served as a foundation stone for a socially-aware business model. **90% of the company's shares are owned by the VELUX FOUNDATIONS, while the remaining 10% is in the hands of the founder's family.** A considerable portion of the profits which are not reinvested to facilitate the

growth of the entire Group, is earmarked for funding projects pursued in the area of environmental protection, natural sciences, technology, health and society. The VELUX FOUNDATIONS support Polish non-governmental organizations as well. Thanks to their funding, 34 projects have been completed in Poland, and the total value of the subsidies provided exceeded PLN 131 million.

VELUX has been present in Poland since 1990. The roof windows it has introduced to our market have totally transformed the construction industry landscape - not only in relation to residential buildings. Poles are the happy users of millions of VELUX windows. The VELUX Group currently operates two roof window and window hardware plants in Poland: in Gniezno and in Namysłów. The manufacturing base includes also a factory of vertical windows located in Wędkowice near Tczew, as well as a trading company and shared services center in Warsaw. Along with its affiliated entities, the Group is Poland's largest manufacturer and exporter of windows. The main export markets in-



VELUX factory in Namysłów





VELUX windows fit in well with the trend of healthy and energy-efficient building

clude Germany, Great Britain, France and Scandinavian countries. **More than PLN 220 million has been invested in the growth of the Polish factories over the past three years, and additional PLN 80 million worth of investment projects have been commenced in 2019.** The Namysłów plant was expanded recently, and its machinery and equipment was modernized. The lighting fixtures in the factories in Gniezno and Namysłów were replaced with LED light sources as well. A great emphasis was placed on automation of the production process, ergonomic workstations, occupational safety, as well as on improving energy efficiency and lowering CO<sub>2</sub> emissions.

**The VELUX Group employs over 4,300 staff, with most of them working in its four production plants.** This result positions the Group 11<sup>th</sup> in the SPCC ranking of Scandinavian employers in Poland. Being a large employer, the company exerts a considerable impact on the growth of the regions in which its plants are located. In 1991, Vilum Kann Rassmussen established the Employee Foundation that aims to provide financial support to the employees and their families. It also facilitates the growth of local communities in which they live on an everyday basis. The employees may count on the Foundation's support if they are faced with hardship or if they need subsidies to co-finance the education of their children. **Grants are also offered to facilitate the implementation of social projects pursued in areas adjacent to the factories. The total value of financial aid provided in Poland equaled PLN 6.3 million.** Thanks to the long-term approach to employee matters, involved teams that stimulate the growth of the company may be built. Ideas brought forward by the employees result in considerable improve-

ments and savings. The readiness of the workforce to embrace change, in turn, eliminates activities that increase energy consumption.

The company's environmental policy covers the entire life cycle of VELUX products. It takes into consideration not only the manufacturing and shipping phases, but also the manner in which the products are used and recycled. VELUX windows fit in well with the trend of healthy and energy-efficient building. **Thanks to their superb quality and durability, they may be used for as long as 40 years,** still remaining in a good condition. With the environmental challenges and the increasing share of short-lived products designed to last several years only taken into consideration, this is quite an important feat. The construction sector exerts a particularly serious impact on the environment and has a great potential to decrease the emissions of harmful substances. It is estimated that buildings consume up to 40% of all energy produced by humans. As many as 60% of residential buildings are over 40 years old. Their modernization, consisting in the replacement of heating sources and in thermal insulation, may contribute to a considerable decrease in energy consumption. VELUX products are continuously perfected to make sure that energy efficient solutions become available to an ever increasing group of consumers. **The company does its best to educate customers, expanding their knowledge about creating healthy living conditions indoors, and about saving energy.** A great emphasis is placed by VELUX on the role that daylight and fresh air play in the health and well-being of humans. The company raises the level of awareness concerning the risk of contracting numerous diseases by staying in damp and poorly lit rooms.

## SCANDINAVIAN BUSINESS IN POLAND - DEVELOPMENT & LATEST INVESTMENTS

### Ericsson speeds up 5G in Europe by investing in Tczew factory

Ericsson has announced the decision to invest in Tczew in the production of breakthrough mobile technology solutions. The production of radio transmission devices, including 5G, began in the 2Q of 2019, while the production of radio transmission devices began in the 3Q of 2019. Ericsson and its production partner in Tczew are planning full production for the European market in the first quarter of 2020. The factory in Tczew will fully service the European market.



Photo: Ericsson press materials

### Panattoni Europe builds a factory for Kitron and Hydroline

Panattoni Europe, the leader of the industrial space market in Europe, has completed the construction of a factory for the Finnish company Hydroline, a leading manufacturer in the field of power hydraulics. The 13,000 sq m investment was created in Stargard as part of the Modern Technologies Industrial Park and is a flagship example of the relocation of a production facility. Also, in Grudziadz a plant was built for the Norwegian company Kitron, an electronics manufacturer, among others for industry. It will employ 150 people by the end of 2020.



Nordic Sadyba. Photo: YIT press materials

### YIT announces further investments in Warsaw

The Finnish developer is preparing further housing investments in Warsaw - Nordic Sadyba, at ul. Nałęczowska 33/35 and Mehoffer's House in Tarchomin. Construction of 281 Nordic Sadyba apartments is scheduled to start in the fourth quarter of 2019. The 13-floor Mehoffer House will be a combination of the best in Finnish construction with the accents of the work of the famous painter Józef Mehoffer.

### DSV completes the acquisition of Panalpina

Panalpina is among the globally leading providers of supply chain solutions with approximately 14,500 employees in 70 countries. The combination with DSV creates one of the world's largest transport and logistics companies with a pro forma revenue of approximately DKK 118 billion and a workforce of 60,000 employees in 90 countries.

The entire integration period is expected to take 2-3 years, with most of the operational integration being completed within two years.



Photo: DSV



Photo: Greencarrier

### Greencarrier branch in Szczecin has moved to a new location

Greencarrier Freight Services with its head-office located in Sweden, is one of the biggest logistics operator in Scandinavia. It specializes in global logistics solution such as sea&air transport, road transport, rail transport with its operational scope being predominantly in Eastern Europe, Central Asia and China. It is the branch in Szczecin that has moved to a new location - Panattoni Park Szczecin II Trzebusz. The new warehouse in Szczecin provides cross-dock services increasing the logistics operator's transport capacity for traffic to and from Scandinavia as well as offers warehousing services for contract logistics customers.



### FIVE QUESTIONS TO....

Rune Askevold, Managing Director, Puro Hotels



#### 1. What is the most valuable advice you were given through your career?

Make people around you feel good, then they are more likely to cooperate with you rather than to fight against you. In general I have learned that it is better to seek agreement than to create a conflict to achieve my targets.

#### 2. In your opinion a good leader is who....

...manage to motivate his or her team to bring results whilst creating a friendly atmosphere where everybody feel respected and are given a chance to develop their role within the company.

#### 3. The most important trend shaping our future in the years to come....

...is the development of Artificial Intelligence and we take this into consideration in Puro Hotels, but considering how important it is to us that our guests feel welcome when they check in meeting a friendly face, we are not likely to

replace our hosts with AI in the near future.

#### 4. Name one thing that Norwegians and Polish people can learn from each other

In Norway we have a less formal corporate culture with a flat hierarchy which makes it easier for all members of a team to cooperate on equal terms. Moreover, our culture is very much based on consensus.

In Poland people are very good at finding solutions to obstacles, which is a useful trait when setting up a company, providing that it is within ethical and legal borders.

#### 5. What is your favourite place you would recommend visiting in Scandinavia and Poland and why?

In Poland I would of course recommend to visit Puro Hotels which are now located in 6 cities in Poland (Warsaw, Krakow, Gdansk, Poznan and Wroclaw). Each hotel is different and must be experienced/explored. I come from Haugesund which is located on the coast, and I love spending time by the sea, but when I visit the islands outside Ålesund where Anne-Lena (my wife) grew up, I really feel I can lower my shoulders and totally relax listening to the waves hitting the shore..

**RUNE ASKEVOLD**  
Managing Director

is a Norwegian citizen. He started his career working within the international banking- and shipping industry. In 2003 he became a hotelier and has for the last 12 years been the Managing- and Creative Director of Puro Hotels Sp. z o.o. - the first Polish lifestyle hospitality brand. Mr. Askevold is married and has 3 sons.

Sustainable development, energy and new technologies are common topics both for Poland and Scandinavia. The Finnish Presidency in the European Union is on - the Prime Minister Antti Rinne has announced that he aims for EU to declare still this year CO2 neutrality to be achieved before 2050. Danish app, which helps to minimize food waste was launched in Poland and the City of Gdańsk, together with partners from Baltic Sea is testing an autonomous bus.

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## The Finnish Presidency of the Council of the European Union is underway

W dniu 1 lipca 2019 r. Finlandia objęła prezydencję Rady UE. The slogan for the Presidency summarizes its priorities: 'Sustainable Europe - Sustainable Future'. The priorities for Finland's Presidency of the Council of the European Union are to strengthen common values and the rule of law, to make the EU more competitive and socially inclusive, to strengthen the EU's position as a global leader in climate action and to protect the security of citizens comprehensively.

## Prime Minister Mateusz Morawiecki visiting Stockholm

In connection with the centenary of the Polish-Swedish diplomatic relations and at the invitation of Prime Minister Stefan Löfven, the head of the Polish government paid a visit to the Kingdom of Sweden at the end of August. The talks of the Prime Ministers concerned strategic partnership and economic cooperation. European issues were also raised, including migration, climate and energy, as well as EU institutions and security in the Baltic Sea region. During the Prime Minister's visit to Sweden, decisions were also made on the investment of the Swedish telecommunications company Ericsson in Poland. Prime Minister Morawiecki also informed that he met with the presidents of Swedish companies, including Vattenfall, which invest in wind energy.

Source: [www.premier.gov.pl](http://www.premier.gov.pl) and Polish Radio



## Danish app Too Good To Go launches in Poland

By using the app you can order food that could not be sold during the day by selected restaurants or hotels. The customer receives a "surprise package" completed by the restaurant that cooperates with the application. Too Good To Go creators are guided by the idea of reducing food waste - over 16 million meals have been saved thanks to the application, which reduced emissions by more than 41,000 tons of carbon dioxide.

Source: [www.virtualnimedia.pl](http://www.virtualnimedia.pl)

## Gdańsk, together with partners from the Baltic Sea region, is testing an autonomous bus

A bus connection without a driver was launched in Gdańsk. The autonomous bus will carry passengers to the Gdańsk ZOO until the end of September. Gdańsk is the first city in Poland that tests a driverless vehicle in public transport, and the bus tests take place as part of the Sohjoa Baltic project, which involves partners from Finland, Estonia, Sweden, Latvia, Germany, Poland, Norway and Denmark.

Source: [www.businessinsider.com.pl](http://www.businessinsider.com.pl)



