



FUTURE WORKPLACE

How Scandinavian employers
inspire and motivate people

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Publication:

Scandinavian-Polish Chamber of Commerce
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FOREWORD

We are pleased to present to you the latest SPCC report. First of all, we would like to extend a warm thank you to the Embassies of Denmark, Finland, Norway, and Sweden for granting the honorary patronage.

The current impact of economic, technological, and social change on the workplace and organizational culture is enormous. Therefore, we decided to take a closer look at the challenges the employers are facing and the expectations of employees, as well as on the solutions implemented by Scandinavian employers in Poland.



We have conducted a number of interviews with Scandinavian employers which shed some light on how Scandinavian companies see current trends and how they respond to them. Amongst main issues which we have touched upon in this report are: remote work, new dimensions of well-being, search for talent, diversity, openness, and managing the expectations of employees with a special emphasis on combining several generations on the labour market.

A common element that helps in the employer-employee dialogue is the organizational culture. Together with Antal we have researched what



kind of organizational culture employees, specialists & managers expect. It turns out that it is the Scandinavian style of organizational culture manifested, among others, in horizontal organizational structure, innovation, diversity, and openness which characterizes, in the opinion of respondents, a friendly workplace where employees can accomplish their professional and personal objectives and develop. Scandinavian companies which already employ in Poland around 175 thousand employees, are along with American ones the most attractive group of employers. Moreover, among employees who have had an opportunity to work in a company with Scandinavian origin 62% chose those companies as the most attractive employer. In addition, in the report prepared by us you can find examples of good practices and innovative initiatives implemented by the following companies: IKEA, AstraZeneca, DSV, KMD, and Zalaris, which show how to build an inspiring and motivating work environment in practice.

Artur Swirtun, SPCC Chairman

Agnieszka Zielińska, SPCC Managing Director



WORKPLACE FOR A NEW ERA. OPENNESS, TRUST, WELL-BEING

Scandinavian-Polish 
CHAMBER OF COMMERCE

The pandemic has definitely transformed the labour market. And when the epidemiological threat has passed and the situation seemed to be getting stable, sudden geopolitical and economic changes have brought new challenges for companies. Businesses struggle with staff shortages, inflation, and salary pressure, and constantly compete for talents. What will the 2023 labour market landscape look like?

In cooperation with Antal, we have checked what organisational culture is expected by experts and managers. At the same time, we have looked into the other side of the labour market – and asked the Scandinavian employers how they manage the current challenges.

Remote, office, or hybrid

Trends accelerate in the times of the crisis – which has proven to be the case for remote work that has become a new normal practically overnight.

The key to a successful transition to work outside the office has been much more than just digital competence of the staff and technical resources. What have the employers feared most? First and foremost - lower efficiency, as well as less engagement and loyalty from their employees.

The organisations that have decided to continue remote work and the recruiters who search for experts for them can, in fact, select from a much wider set of candidates, but at the same time they find themselves competing with foreign employers who are able to offer salaries way beyond such companies' budget.

A number of companies have already resigned from a fully remote work, but the hybrid model have become a new standard in many businesses. Plus, the hybrid work is precisely the solution many employ-

ees expect. On the other hand, it continues to pose a number of challenges for both leaders and HR departments. How can you make the remote work as efficient as the traditional model? To answer that question, it is worth to take a closer look at the experiences of the IT sector that adopted a flexible work model way before 2020.

The task is much easier for **high-trust organisations**. In their case, it isn't necessary to control the working time and keep track of duties performed by the employees working remotely.

As noted by **Jakub Strzemżalski** of the Danish company **7N**, in the process of implementing flexible working models, *"we must, first of all, learn the needs and expectation of employees.. In 2021, 7N held an internal poll in which we asked our consultants from Poland, Denmark and India, among other things, about their preferred working model. The results differed greatly from country to country. It turned out that the Poles more often opt for the model in which when work 100% from home (29% of respondents) than the Danish (4% of respondents).*

Learning our staff's preference helps us effectively plan e.g. our office space to adjust it to the number of employees and the purpose for which it is used."

The experience of another Danish company, KMD, also points the key role of trust in the organisation. Business are willing also to use **digital tools to navigate the work** of dispersed teams. Kanban board helps visualise the workflow, while virtual boards such as miro and mural facilitate efficient process management, team meetings, and brainstorming. Naturally, employees are more willing to opt for working from the office if given an opportunity to work as a team also in an offline environment. One of the interesting examples of actions that support relation-building is the Internal Trainers program at DSV ISSC that enables knowledge sharing among the people within the organisation. The company points out that the astonishing popularity of the program is an evidence of the fact that the employees demonstrate a strong need to share their expertise.



photo: Melker Dahlstrand/Imagebank.sverige.se

Katarzyna Kwiatkowska of the Norwegian company **Zalaris** is certain that even when working remotely, it is possible to build the atmosphere of collaboration and trust. A significant element here is an open, bilateral communication and team leaders who are well familiar with an empathetic, participative leadership model.

As far as the communication goes, one needs to ensure an equal access to information to all employees, both those working remotely and in the office. Otherwise, not only work efficiency, but also relations within the team may be endangered. The solutions may be very simple. At 7N, if some



One of the main conditions for the employees' well-being in their workplace is a right attitude to space planning. It is not only about mitigating the stress factors and illnesses, but also improving comfort of the work environment. A well designed and carefully planned practical and ergonomic office space offers a range of benefits.

In a space centered around well-being of the staff, instead of working mainly at the desks and in conference rooms, the employees are free to choose from ad hoc meeting spots, silent rooms, teamwork spaces, and telephone booths. It is up to them to decide the best place to work and do their job. An interesting part of the space is an amphitheatre with seats. It works as an arena for all types of gathering of a more or less official nature: occasional speeches, company parties, as well as project meetings and daily discussions with the staff's participation.

A lot of attention is paid nowadays to providing leisure facilities, such chill-out rooms and a kitchen. Such zones offer a moment of rest with a cup of coffee, and alike. They help strengthen the social bonds and facilitate informal communication. An access to daylight and surrounding filled with plants, premium quality furniture, or even stimulating colors work as mood-boosters and speak to the employees' needs and habits.

Ewa Łydkowska, Marketing Manager, Vastint

team members work in the office and others join in remotely, all participants are asked to dial in from their computers. That guarantees the same level of comfort and equal chances to gain access to information.

The new face of well-being

Taking actions to boost the employees' well-being is not a new phenomenon in the Scandinavian businesses, but the latest events made them significantly more relevant and over the last two years the staff's expectations towards additional benefits packages have changed tremendously.

Katarzyna Pąk of Ericsson points to a material shift in an employee-employer dynamics. The employers tend to support their people to an increasingly larger extent, also when it comes to the problems of their private lives. The employees need and expect the managers to understand their personal or family struggles.

Healthcare and a multisport card are no longer seen as a benefit, but a part of the compensation. Additionally, a number of businesses make a decision to provide their staff with psychological care. Over a year ago, **Ørsted**, a company operating the renewable energy sector, introduced a new benefit to provide an access to psychological and psychiatric care, as well as coaching.

KMD launched its new „**KMD Good Life**” program. The project consists of providing the employees with an access to a number of mental health and stress management related materials. They are also invited to take part in meetings and workshops on well-being and mental health and psychology. The program involves also online consulting sessions with a psychologist or a therapist.

At **Lundbeck**, a well-being program has been in place for three years now, which was originally devoted to solving issues resulting from work in isolation. Now, with its agenda adjusted to hybrid model work conditions, the program is centred around restoring team relations in a post-pandemic world, learning effective collaboration in remote teams, as well as relaxation methods, mindfulness, strengthening emotional intelligence, and responding to the burnout syndromes. Before 2020, such a form of support was rarely on the table.

The “tailor-made” benefits are also gaining popularity. Considering the unstable economy, variable work models, and dispersed teams, the customised solutions to suit the actual needs of particular employees seem to work best. At KMD, the employees may choose the benefits of their interest, depending on their lifestyle, needs, work model, etc.

When it comes to well-being, the Norwegian **Equinor** puts safety first in its “I am safety” pro-



AstraZeneca's scientific approach is reflected in its concern for the well-being of its employees. Our program called “STAYSAFE. STAYWELL. STAYGREEN” is one of its measurable results. The program is based on three pillars: the physical safety of our employees, their mental and emotional development, and strengthening habits of caring for the environment.

The message directed to employees is broad, authentic and always based on scientific research. We emphasize that to achieve well-being, the workplace should be a place where accidents do not happen thanks to the commitment of each individual. It should also be a psychologically safe place. We achieve good results by collaborating with experts and reaching for such niche solutions as “low information diet” workshops (limiting unnecessary information), breathing workshops, and creating workstations that meet the standards of innovative ergonomics.

It is crucial for us to monitor trends and analyze changes to be able to respond flexibly to crisis situations. Fortunately, these are exceptions because the “STAYSAFE. STAYWELL. STAYGREEN” program is based on the medical maxim “Morbium evitare quam curare facilius est” (Prevention is better than cure).

Katarzyna Ochman, Director, Safety Health & Environment, AstraZeneca Pharma Poland

gram. Its main objective is to ensure that every Equinor employee stays safe and feels good in the organisation.

One of the major factors in boosting staff well-being is the space they work in. The recent events have left their mark in this area, too. In 2020, when the offices emptied, many predicted the end of the traditional office work and at the same time seemed to forget that the office space is not

merely a location for performing one's individual duties, but also establishing social relations. Today, attractive, flexible office spaces equipped with a gym, like the DSV ISSC head office opened a couple of years ago, a brine graduation tower (Lundbeck), or massage armchairs encourage the employees to come back to offices.

In between the generations – managing expectations

A different sets of expectations and needs demonstrated by the X, Y, or Z gen workers require new management approaches and methods on the employers' side. **What seems to be the most striking difference between these generations is their attitude to the work.** The Millennials and the Z-gens see their job as a means to an end, and not a goal itself. In a relation with their superiors, the younger generations expect a **more empathetic leadership style**, search for a source of inspiration, and openness to a variety of ideas.

For the employees born after 1995, the above mentioned work-life balance, as well as inclusion and the company's approach to sustainable development, seem to be equally important.

It is a good news for the Nordic businesses that lead the way in implementing such initiatives. For a number of years, **IKEA Retail** in Poland has implemented its Equality, Diversity, and Inclusion Strategy, and last year it joined the "Skills Matter" initiative (PL: "Liczą się Umiejętności") addressed to the persons with refugee background.

The young generations entering the work market value a partnership attitude and expect **to sup-**

port their development. As the **Zalaris'** experience indicates, the young employees want the company to be open to their own initiatives and confident that the good ideas will in fact be executed. AstraZeneca has in place dedicated programs for students and graduates. One of such programs, AZ Ambassadors, invites them to join the organisation and take an look inside at the work culture and the characteristics of particular departments and functions. At the same time, a mentoring program is popular among more experienced employees.

In search for the right talents

Organisations cannot expand and face the challenges of the market without the right competences. The IT and technology sector are perfectly aware of that fact and actively engage in searching for the right solutions, i.e. they support employees that want to try their luck in the IT in the process of changing their career paths. **Attracting women to the technological sector** seems to offer a huge potential, too. It is not only about gaining new employees, but also boosting the team potential by increasing diversity.

When discussing the growth of the Polish labour market and the skills of the future, one needs to consider the ongoing **energy transformation.**

As a result of the energy transition, some 300 000 new jobs are expected to be created in Poland by 2030. The energy industry employs and will continue to employ both highly-skilled IT experts and engineers - such as specialists and technicians skilled at wind turbine operations in the offshore wind energy sector.

In a number of cases, the jobs to be created will be either completely or relatively new. As the Danish company Ørsted notes, what matters to the employers in the recruitment process is not only the technical education of a candidate, but also their curiosity, openness to new solutions, and eagerness to expand their knowledge and gain new experience.

The Scandinavian twist to organisational culture

Organisational culture is usually defined as a set of norms, values, attitudes and beliefs shared by the employer and the employees. The Scandi-



photo: Lena Granefelt/imagebank.sweden.se

navian organisational culture is not easily defined, but it intuitively brings to mind such concepts as work-life balance, flat structure, innovativeness, and openness. The respondents participating in the survey “What organisational structure the employees expect” held by the Scandinavian-Polish Chamber of Commerce in collaboration with Antal, had similar connotations.

The results of the survey regarding a preferred work style presented in the next part of the report indicate, the employees **by far prefer to work in a flat, egalitarian organisational structure**. They want a boss to be open to a conversation or feedback and conduct an **“open door policy”**.

The KMD’s experience show, that the main advantage of the Scandinavian work culture is the very openness to feedback, flexibility, and what follows also a sense of ownership when it comes to the final version of the product the team develops. That is inherently linked to the expectation of **greater freedom in executing one’s tasks**. More than half of the respondents expect to be able to act independently, and at the same time accept the risk of making mistakes. To a large extent, the candidates also wish for an **individual level of support** adjusted to their personal needs.



photo: Maskot/Folio/imagebanksweden.se

The Nordic businesses that operate in Poland highlight that the Scandinavian culture helps them in **attracting talents**. Yet, it is also a commitment and builds high expectations on the candidates’



When thinking of YIT as a workplace of the future, we do our best to create an environment where our employees are treated with respect and attention, and at the same time a workplace that helps them flourish both in terms of their technical expertise and personal development. We particularly care for the atmosphere at work which is highly valued by our staff.

During the onboarding, it is important to introduce the new employees to our culture and at the same time we believe we can learn from them, too. We cherish feedback and facilitate development based on the talents and their potential. We hold regular sports events that help build bonds, such as our monthly YIT Fit Challenge. Moreover, we believe in an open communication with the staff.

At YIT, we have a deeply-rooted urge to win new talents by the internship programs designed in a manner that offers an option to acquire practical skills. Many internships supervised by our experts and managers have turned into a long-term cooperation.

Marta Galińska, HR Manager YIT Poland

side who instantly verify if the organisations actually practise what they preach. Maintaining coherence of actions, business operations, and executing the strategy in a manner that reflects the company’s values is undoubtedly one of actual competitive advantages.



photo: Melker Dahlstrand/Imagebank.svealand.se



WHAT KIND OF ORGANIZATIONAL CULTURE EMPLOYEES EXPECT?

RESULTS OF A SURVEY



Organizational culture is the foundation of business operations. It is a proof of development in the workplace and attracts the talents that the organization needs and, as a consequence, enables the achievement of business goals. Workplaces are constantly evolving and reacting to current trends and market needs. However, one element remains constant - the organizational culture is created by people and there are places which are more attractive for development and pursuit of professional goals, mainly thanks to an unique organizational culture. So in today's competitive and demanding job market, what kind of culture do employees expect? In what way, and if at all, the elements associated with Scandinavian culture in the workplace respond to these needs?

Together with Antal, we surveyed the opinion of specialists and managers on the key elements of culture, such as:

- Organization of teamwork
- Organizational structure
- Qualities of a good leader
- Communication

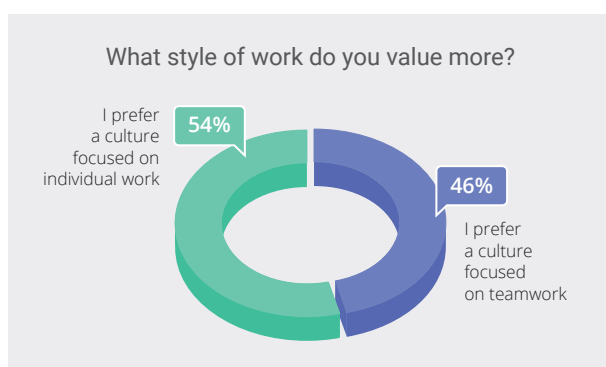
We have also checked what features are associated with Scandinavian employers in Poland and to what extent companies with Scandinavian origin are perceived as attractive employers.

The survey was conducted using the CAWI method on a sample of 1,056 respondents on: 08/09 -20/10/2022.

1. Organization of teamwork

Individual vs teamwork

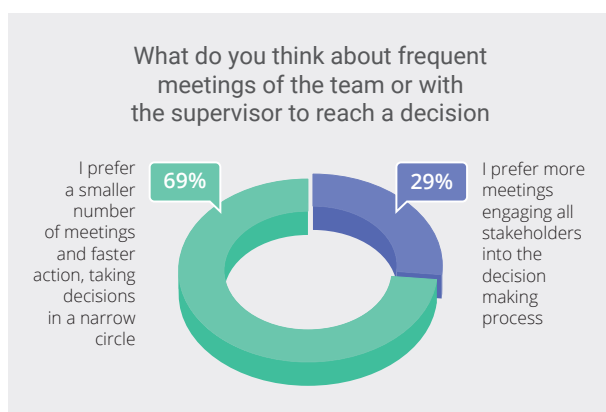
A slight majority of respondents (54%) prefer a work style focused on individual work over teamwork (46%). Employees of administration (63%), legal departments (64%), IT departments (57%) and finance and accounting departments (53%) like working individually the most. On the other hand, senior management (59%), HR (58%) and marketing (56%) prefer a culture focused on teamwork.



Industry	I prefer a culture focused on individual work	I prefer a culture focused on teamwork
Administration	63%	37%
Finance and accounting	53%	47%
HR	42%	58%
Engineering	43%	57%
IT	57%	43%
Logistics	51%	49%
Marketing	44%	56%
Law	64%	36%
Sales	50%	50%
Senior management	41%	59%
Other	58%	42%

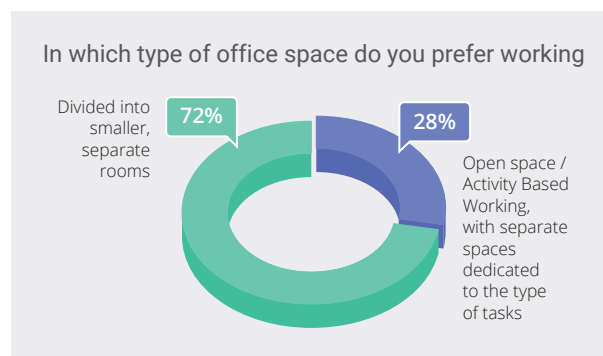
Meetings and decision-making processes

Although almost half of specialists prefer working in a team, decision-making processes involving all stakeholders are preferred by only 29%. **Almost 70% prefer a smaller number of meetings in a small group, which they identify with faster action.**



Office space

Almost ¾ of the respondents prefer to work in an office space with separate rooms. 28% feel better in an open space or Activity Based Working, with separate places adapted to the type of work currently performed.



EXPERT'S COMMENT



The recent years have shown the importance of work-places, but how to create a work environment focused on the future? For the times full of challenges and changes? The responses in the survey suggest that employees expect most of all a modern, flat and egalitarian structure. It is strongly bonded with a role of empathetic leader, who engages employees in the decision making processes and appreciates their input. This, in turn contributes to a creation of good atmosphere and helps to keep the right talent.

One of the most desirable features of a good leader is a high degree of freedom in the implementation of tasks. This aspect resembles the Scandinavian concept of "freedom through responsibility". A culture built on trust makes it easier for employees to make bold decisions, which is crucial for creation of innovative solutions and the development of entrepreneurship in the spirit of the "ownership mindset".

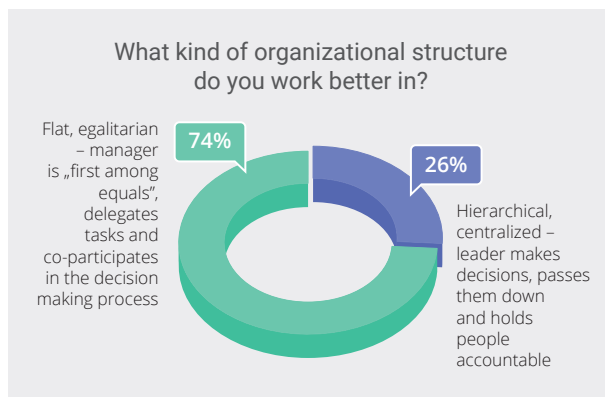
The results of the study also indicate the key role of clear and transparent communication. It is often a challenge, but it's just efficient communication that builds the inclusiveness of the organization, allows for so needed effective meetings and faster decision-making.

Agnieszka Zielińska – SPCC Managing Director

2. Organizational structure

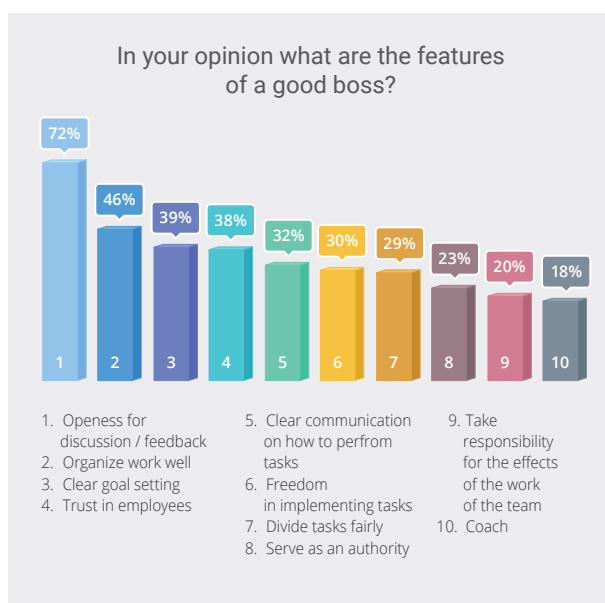
Hierarchy vs flat structure

Most people (74%) prefer a flat organizational structure in which the manager is the first among equals and he/she delegates tasks and co-participates in decision-making. One quarter prefer a hierarchy in an organization where the leader makes decisions, passes them down and holds others accountable for their implementation.



Features of a good leader

The most frequently indicated feature of a good leader was openness for discussion and feedback (72%). Almost 50% pointed out that a good boss should be able to organize work well. Clear goal setting and trust in employees is desired by 38% of respondents. Equally important is clear communication of how tasks are to be performed, a fair division of work and a lot of freedom in the implementation of tasks (approx. 30%).



EXPERT'S COMMENT



At times when it is difficult to retain good employees and attract candidates, the importance of leaders' soft skills cannot be overstated. In this context, the results of this survey support the theory that today in the field of people management it is crucial to understand the complex world of employees' needs, but also to show your own weaknesses and limitations as a leader, as this gives you the opportunity to work together on a person-to-person level.

There is no longer the need for leaders who are charismatic and at the same time strong "Teflon bosses" to whom the serial employee does not dare to give feedback. What is needed today are leaders who are empathetic and supportive, with whom employees can exchange feedback, "vent" their frustrations and say directly what is lacking in their mutual cooperation. Providing space for free discussion, easy access to the supervisor, and a partnership relationship are the qualities that describe Scandinavian employers. This explains why employees in Poland are so eager to take up employment in Scandinavian companies.

Alexandra Kazimierski, SPCC Board Member, Executive Director, Morgan Philips Group

Among less frequently mentioned characteristics were:

1. charisma
2. regular job evaluation
3. instructing employees

Responsibility and control

According to 60% of the respondents, it is more advantageous to have more freedom in the way tasks are performed, while accepting the risk of making mistakes, than clear instructions of the supervisor. Freedom of action that allows going beyond the patterns is definitely preferred by senior management (84%), people working in marketing (74%) and HR (70%).

EXPERT'S COMMENT



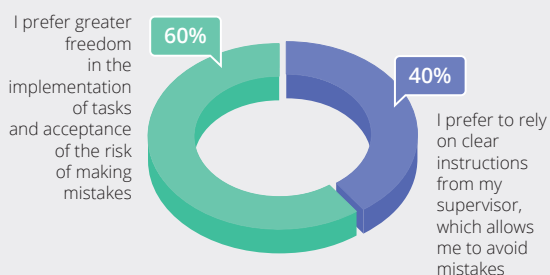
It is very encouraging that employees prefer a flat organizational structure. Managers are expected to act as „individualists“ as well as „a team“ based on trust, open unfiltered communication, freedom through responsibility and clear goals towards well organized common goals.

The Scandinavian „networking/consensus“ cultural, creating clear common focus, being conscious about balanced behavioral values between private/work life, individual/team motivation seems to meet the employees expectations very well.

Leif Christiansen, Vice Chairman of SPCC

Employees in administration rely on clear instructions to greater extent (56%). Such approach resembles the Scandinavian concept of “Easier to receive forgiveness than permission.

Which management approach in the organization is better for you?



EXPERT'S COMMENT



Work culture is a well-liked and frequently used concept in employer branding activities. By examining the preferences of male and female candidates, we can find out what the company's approach to particular aspects of work is currently desirable, and how particular job groups relate to these issues.

We see a trend that individual work is preferred in industries and professions where there are strict rules, regulations and guidelines. On the other hand, employees are more comfortable with teamwork in organizations where the exchange of ideas has a significant impact on the end result.

Decision-making processes that are carried out with as few people as possible and involve as little time as possible are also highly valued. Time savings and optimizations in today's fast-paced reality positively affect the comfort of employees, who can use the saved time for operational work.

Work culture is also a culture of space. Open space offices, which have grown strongly in popularity in the last decade, designed to facilitate collaboration and communication and also integrate teams, are highly rated by only 25% of those surveyed. Smaller spaces with less noise allow for better focus and efficiency. Also, problems related to temperature or lighting preferences, which in large spaces generate conflicts between employees, are easier to solve in small spaces.

Structure and management approach also play an important role. Flat structures, greater decision-making and leaders open to discussion and feedback are all components of organizations where employees want to thrive. Nearly 60% of those surveyed prefer having freedom to carry out tasks rather than limited guidelines and no opportunity to contribute their ideas. This builds a culture of mutual trust and creates a safe space to grow, learn through risks taken and acquire new skills.

*Aleksandra Jędrzejczyk
Senior Consultant, Antal SSC/BPO*

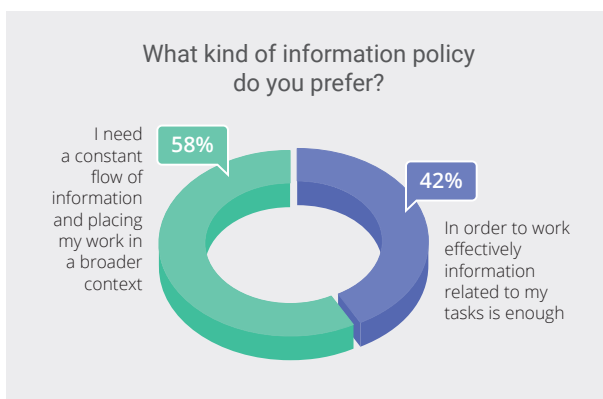
Industry	I prefer to rely on clear instructions from my supervisor, which allows me to avoid mistakes	I prefer greater freedom in the implementation of tasks and acceptance of the risk of making mistakes
Administration	56%	44%
Finance and accounting	46%	54%
HR	30%	70%
Engineering	37%	63%
IT	43%	57%
Logistics	46%	54%
Marketing	26%	74%
Law	39%	61%
Sales	37%	63%
Senior management	16%	84%
Other	40%	60%

Industry	I need a constant flow of information and placing my work in a broader context	In order to work effectively information related to my tasks is enough
HR	73%	27%
Marketing	72%	28%
Logistics	68%	32%
Finance and accounting	66%	34%
Senior management	66%	34%
Engineering	65%	35%
IT	61%	39%
Administration	48%	52%
Sales	47%	53%
Law	42%	58%
Other	51%	49%

3. Communication

Information flow in the organization

Nearly 60% of people need a constant flow of information and place their work in a broader context, while the remaining 40% need only information related to their duties to work effectively. Among lawyers, information related to the employee's duties is usually sufficient to work effectively (58%). People from other industries mostly prefer to have a broader perspective – especially people from HR (73%) and marketing (72%).



Communication with a supervisor and within a team

72% of respondents indicated that a feature of a good boss is openness for discussion and feedback, so it should come as no surprise that the vast majority, as much as **84% of respondents, in communication with their supervisor and team, prefer the “open door policy” and willingly sharing opinions.** Only 16% prefer keeping their opinions to themselves.



EXPERT'S COMMENT



It all comes to trust, but via different ways. A stereotypical Finnish leader is often managing via email or chat – by giving short, high-level messages and expecting work to be done or being asked for more questions to clarify. As we see from the results, that can be stressful. But what is perhaps not seen is that by doing minimal communication that person also shows a high level of trust to subordinates, and often having a door wide open for additional questions. My advice for my countrymates is always a) try to rather overcommunicate and b) be present and spend time with your team.

Tuomas Asunmaa, Vice Chairman of SPCC, CEO Spondeo

EXPERT'S COMMENT



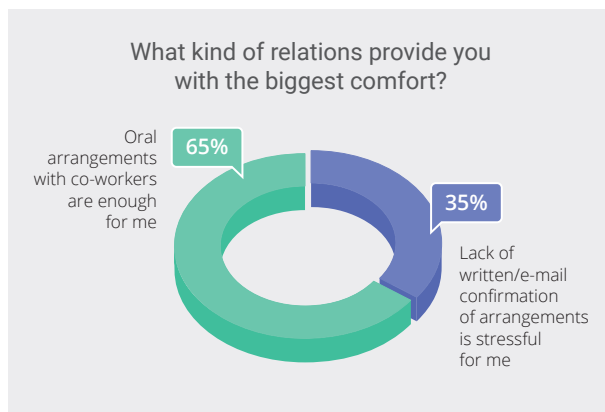
Nearly 60% prefer information circulation and transparent communication. A broader view of a particular specialization, business, market or a particular project, as well as an open-door policy, can actively involve those working in the company in important aspects of the organization's operation and/or increase their awareness of it. This is how you build an inclusive management style that activates a sizable group.

In addition to the natural positives of these issues, there are also business risks such as the lack of rapid and effective decision-making common in a flat organizational structure, which, at a larger scale, can lead to the preservation of cause-and-effect relationships or a loss of trust in the employer due to the lack of visible progress in projects or inquiries in which employees have been involved or have volunteered themselves. These days, a lack of involvement in decision-making or consultation may be treated as exclusion of a particular professional or employee group from decisions that directly or indirectly affect that group. The consequence of these actions is higher employee turnover. More than 40% of those surveyed believe that they have enough information about their duties to work effectively. This is definitely not a downside, also this group plays an important role in the organization. Often, a person focused only on their duties can be more efficient and equally professional.

*Roman Zabłocki
Business Unit Director, Engineering & Operations, Antal*

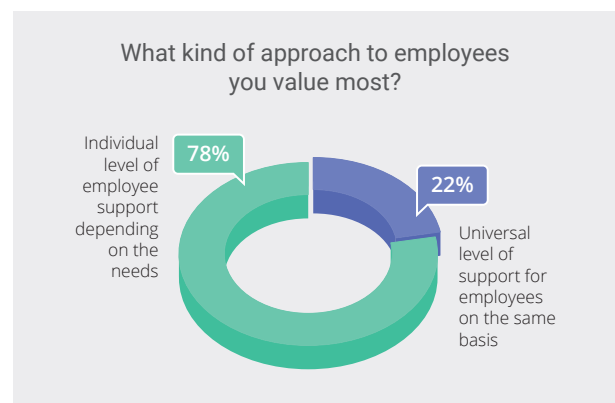
Trust – written or oral arrangements?

The lack of written or e-mail confirmation of the arrangements is stressful for 35% of respondents, but the majority of respondents (are satisfied with verbal arrangements with colleagues.



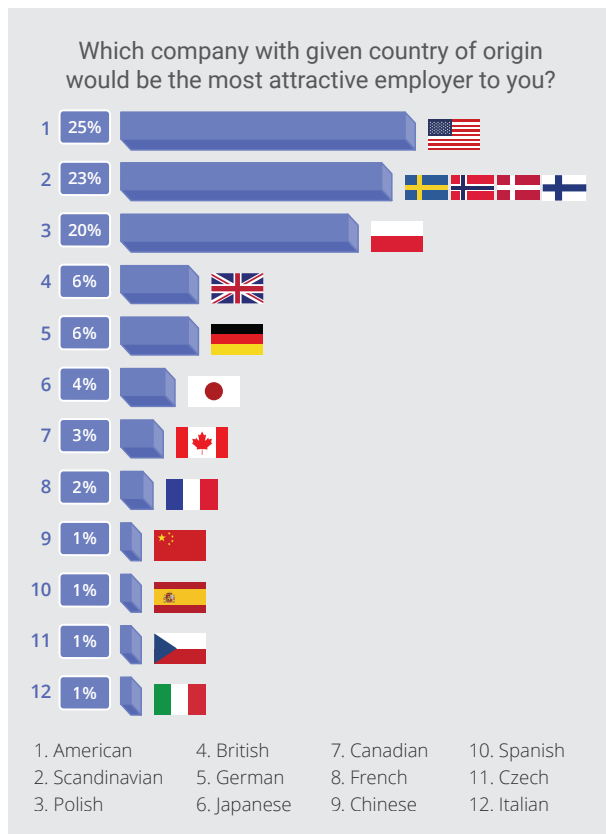
Rules of support

The respondents value individual support tailored to their needs (78%) more than universal support, on the same terms for all employees.



4. How does the company's country of origin affect its attractiveness in the eyes of the candidates?

The respondents rated companies with **American (25%), Scandinavian (23%) and Polish (20%) capital as the most attractive.**



Respondents were also asked the following question: what features do you associate with the organization selected in the question above? The key features identified as characterizing organizations with both American and Scandinavian capital are:

1. Modernity
2. Renumeration
3. Developing
4. Openess

At the same time, among all the surveyed organizations, companies with Scandinavian capital received the highest marks for positive features such as: diverse, changing, prospective, interesting and innovative. Polish companies were assessed as the most traditional, but also developing, stable and empathetic. In turn, German companies were considered the most stable and hardworking, but also demanding.

Attractiveness of a company with selected capital and location in Poland

Companies with Scandinavian origin are attractive to 75% of respondents from the West Pomeranian Voivodeship and to almost half of from the Pomeranian Voivodeship (48%) as well as from the Mazovian and Lubuskie Voivodships (44%). Companies with Polish capital are particularly attractive to people from the Warmińsko-Mazurskie (62%), Kujawsko-Pomorskie (50%) and Wielkopolskie (42%) Voivodeships. More than half of people from Podlaskie (56%) and 47% from Opole would like to work in a company with American capital.

Willingness to work for a company with a given capital:

Place of residence	Polish	American	Scandinavian
Dolnośląskie	31%	37%	31%
Kujawsko-Pomorskie	50%	36%	14%
Lubelskie	33%	33%	33%
Lubuskie	33%	22%	44%
Łódzkie	29%	41%	29%
Małopolskie	27%	44%	30%
Mazowieckie	21%	35%	44%
Opolskie	40%	47%	13%
Podkarpackie	36%	36%	27%
Podlaskie	22%	56%	22%
Pomorskie	25%	28%	48%
Śląskie	36%	39%	25%
Świętokrzyskie	46%	23%	31%
Warmińsko-Mazurskie	62%	38%	0%
Wielkopolskie	42%	40%	18%
Zachodniopomorskie	13%	13%	74%

EXPERT'S COMMENT



Companies with Scandinavian capital are valued employers. In regions where Scandinavian investors are abundant, the local community appreciates their presence and involvement, as can be seen by looking at the impressive result of the West Pomeranian region. The second aspect indicating the special position of Scandinavian employers is the opinion of people who have already had the opportunity to work in Scandinavian companies. About 62% in this group indicate Scandinavian companies as the most attractive employers. These organizations are more likely to meet the expectations of candidates.

Agnieszka Zielińska, SPCC Managing Director

The perspective of people employed in a company with a given capital

Over 3/4 of the respondents have had the opportunity to work in a company with Polish capital, 1/4 in companies with American capital, almost 20% with German and 13% with Scandinavian capital. Experience from working in organizations with British and French capital was indicated by 12% of respondents.

Taking a closer look at these results, approximately **662% of the respondents who had the opportunity to work in a company with Scandinavian capital chose companies with Scandinavian capital as the most attractive employer.**

32% of people who have had the opportunity to work in a company with American capital indicated this group as the most attractive, while 23% of employees with work experience in a Polish organization indicated this group of employers as the most attractive.

EXPERT'S COMMENT



Very often the capital of an organization is linked to the management style of the company. Why are companies with American and Scandinavian capital such attractive employers? There are many reasons, but a modern company, whose most valuable assets are people, makes sure that the most important financial and non-financial needs are combined, because people who are open to dialogue and discussion contribute to the development of the organization. Most candidates who have worked in a Scandinavian organization in the past would be very happy to return to the same or a similar company.

So why do they change organizations? Scandinavian respect for other opinions, discussion and a focus on collectivist decision-making puts "WE" before the individual, giving a sense of stability, security and growth. In U.S. companies, the approach is similar, but the focus on "ME", the leader, lends a personal touch. The leader sets the course, initiates the main directions of development, and involving others creates perspectives for them to develop. In Scandinavian organizations, everyone creates goals and visions together, and gives ideas and development directions to others for consultation and modification.

*Roman Zabłocki
Business Unit Director, Engineering & Operations, Antal*

62% of the respondents who had the opportunity to work in a company with Scandinavian capital chose companies with Scandinavian capital as the most attractive employer.



WE LOOK FOR PEOPLE, NOT RESUMES



IKEA stands out on the Polish labour market not only by being the largest employer of a Scandinavian origin. Its customised approach to the recruitment process, partner relations, groundbreaking initiatives to support diversity and welcome the persons with refugee background – these are the topics we discuss with Katarzyna Bartodziejska – Succession Leader and Katarzyna Kaczmarek – Equality Diversity & Inclusion Leader in IKEA. It goes without saying that the actions taken by IKEA are a driver for positive change.

The employees' market has in recent years been observable in a number of industries, including retail and, what follows, major commercial chains. On that demanding market, IKEA "looks for people, not resumes". How do the values that you cherish in your organisation help reduce the staff rotation and attract new talents?

Katarzyna Bartodziejska: Values are at the very heart of our leadership. The true spirit of IKEA means passion, relentless strive for improvement,

cost-awareness, and readiness to give and accept responsibility for the business and growth of the people who build the company.

It helps us build the sense that together we create the work environment that allows us to benefit from and improve our strengths and use the individual talents of each of us to grow. We follow that line of thinking every step of the way – starting from the recruitment process, our daily operations and achieving business objectives, to the development of us as individuals. With a strong sense of actual



Katarzyna Bartodziejska



Katarzyna Kaczmarek

impact on how we work and basing on the shared values, we can truly shape who we are and how we reach our goals. Altogether, these factors help us reduce the employee fluctuation rate, but also attract to our organisation the candidates that identify with our values and want to work in the company that puts such values in practice.

What is so distinctive, particularly in practice, about the IKEA's approach to the recruitment process?

Katarzyna Bartodziejska: In practice, the market often continues to differentiate between the company's approach to the customer and the candidates. The customers are offered choices, get customised products and services, and make conscious purchase decisions wherever and however they want. Communication with customers is very different today - multiple channels, such as social media, help the companies reach their target audience with an offer made to fit their needs and what they actually look for. At the same time, we notice that the contemporary work market still fails to provide the same opportunities to the candidates. The recruitment processes are not customised, they apply rigid schemes, and the very term "recruitment" continues to evoke negative connotations. At IKEA, we want to remove a variety of obstacles and barriers, and therefore we follow a customised approach to the recruitment process.

The IKEA group is the largest Scandinavian employer in Poland. How can such a large organisation satisfy the requirements of the candidates?

Katarzyna Bartodziejska: One of the basic expectations in the recruitment process is to maintain partner relations between the candidate and the recruiter. Nearly half of the people who are professionally active and search for employment opportunities want the recruitment process to be held in an open and friendly atmosphere. This is one of the three main expectations that candidates have, next to the need to be listened to with care and attention during the interview and the expectation to be given feedback regarding the result of the recruitment process. At IKEA, we want the candidates to have a good experience, by actively engaging them in the process. Once you have applied for a job at IKEA, we leave you space to present yourself in an individual manner,

however you prefer. During the interview, the recruiter pays attention to every person interested in a job at IKEA, while the candidate is given an insight into the company and the brand: we discuss our attitude to the people and the planet, our culture, values and collaboration, growing business in an omnichannel sales environment, and competences in space design. Irrespective of the location and the type of job the candidate applies for, we make sure that they can reach us fast, and the communication is based on actual interest, respect, and openness to diversity.

As far as diversity is concerned, what is the proportion of women on the managerial positions at IKEA and what is your current strategy for and objectives in the area of diversity & inclusion?

Katarzyna Kaczmarek: For three years now has IKEA Retail in Poland pursued its Equality, Diversity, and Inclusion Strategy that introduces certain actions that are meant to drive positive changes in the workplace, as well as inspire other entities and the society to follow our lead.

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At IKEA Retail in Poland we regularly measure if the representation is equal, while the equal representation is a result of equal opportunities (Women 58% / Men 42%, Managers: Women 54% / Men 46%).

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One of the key objectives of the strategy is to strive for balancing the rights and obligations, by offering both women and men equal opportunities and supporting their professional growth. The diverse and inclusive teams impact creativity and innovation, and offer motivation and support to their members. What is also important is an increasing share of women on managerial positions, in senior management, as well as the management and supervisory boards. At IKEA Retail in Poland we regularly measure if the representation is equal, while the equal representation is a result of equal opportunities (Women 58% / Men 42%, Managers: Women 54% / Men 46%).

In Poland, we have so far introduced a number of solutions to balance the gender equality by providing equal chances on variable levels of the company's operations. We not only ensure that the final rate meets our expectations, but we also verify if both female and male workers have been offered the same access to the key processes at every stage. Yet, we continue to develop new plans and take actions in order to implement new solutions in that field. IKEA believes that the diversity contributes to the company's continued growth by putting in place a truly friendly and inclusive workplace.

Inequalities at workplace are not only gender-based. Today, ageism has become widely discussed, as both the employer and employees are more conscious about multicultural character of our society. How do you include such factors in your strategy?

Katarzyna Kaczmarek: The key directions in our strategy, other than the gender equality, encompass also such concept as offering support to LGBT+ employees, hiring people with disabilities, establishing an open approach to different cultures and nationalities in the workplace, as well as supporting age diversity, which means also including in the job market the employees aged 50+. As part of that approach, IKEA wishes to inspire the local communities by collaborating with NGOs that prevent exclusion. We want our staff to be offered fair treatment and equal opportunities, and to be active in co-creating an inclusive workplace.

Our strategy reflects also the IKEA's commitment to operate in a manner that promotes equality. We want to leave a positive mark in the world by inspiring other companies, our customers, and NGOs to take similar equality-related actions.

In 2022, in your IKEA store in Warsaw Targówek, you launched “Skills Matter”*, a pilot program addressed to the persons with refugee background. Similar initiatives were taken by the Ingka group in other countries, too. How have you prepared this program in Poland? Do you collaborate with the local partners or rather use the Ingka group's expertise? There are still relatively few examples of such activities in Poland.

* PL - “Liczą się umiejętności”

Katarzyna Kaczmarek: In 2022, IKEA Retail in Poland joined the global project “Refugee Skills for Employment” addressed to the persons with refugee experience. The project is an answer to the challenges related to inclusion and equality when it comes to the ethnicity and nationality. In case of such persons, it is often impossible to find employment due to the prevailing stereotypes and lack of experience on the local job market, even though they do have multiple talents, expertise, professional experience and motivation. By launching such a program as one of the pioneers in Poland, IKEA Retail wants to inspire other entrepreneurs and actually change the situation of refugees on the labour market. As part of the project held in IKEA Targówek, ten six-month-long paid internship programs were created, whose participants worked in multiple different teams. During their working hours, they also learned the language in an intense Polish course. To conduct this initiative, IKEA collaborated with a strategic partner, Fundacja Ocalenie (The Rescue Foundation). The Foundation held a number of workshops in the store to prepare the employees on various levels to cooperate with the persons with refugee experience, and help them understand better the very concept of exile. The Foundation lent its hand also in the recruitment process, and afterwards offered legal, psychological help and support of the Refugee Support Center to the new interns. The program is addressed to the people of different origins, and in its first edition we had participants from five countries.

The key element of the program was also offering to the interns the support of so-called Buddies, i.e. other IKEA employees who also introduced them to the work in the company. The Buddies help the interns at every stage of their work by sharing their knowledge and experience, as well as being their first point of contact in case of the daily challenges of the workplace.

How would you sum up the first edition of the program?

Katarzyna Kaczmarek: At the moment, 60% of interns continue their career in IKEA. We have observed also improvement in the language skills by 1 or even 2 levels as per the Common European Framework of Reference. Also the employees of the store experienced a visible positive change

– the inclusion rate grew by 8 p.p., as indicated in our internal survey that measures IKEA employee work satisfaction (so-called “Ishare”).

The participants of the internship program found that to be a highly valuable experience that opens the doors to strengthening their position on the Polish labour market.

Do you plan to continue the internship program?

Katarzyna Kaczmarek: In the coming year, our initiative will expand to five stores, instead of the one, and over 50 participants who will begin their six-month internships in March 2023. The new edition will be held in the IKEA stores in Gdańsk, Cracow, Łódź and 2 stores in Warsaw, and the interns will be working in several different departments. The good practices of the pilot program will be applied in the upcoming edition of the project, which will again be organised in collaboration with Fundacja Ocalenie and also new local partners.

And what does the expression “IKEA. It means more” mean to you personally?

On a daily basis, it means interesting tasks that give a sense of impact, contact with other people, supporting and inspiring one another, a chance to take things in your own hands, making decisions and taking responsibility for them, a right to make mistakes and learning from them, initiating actions and cooperation with diverse teams, taking advantage of the synergy effect and co-creating new solutions for the customers and colleagues.



MOVIE PROJECT IKEA. ACTION!



Different jobs and development paths, but one brand and values built around it – this is how the stories of heroines and heroes were combined in the IKEA reportage entitled “Means more.”* This is the first film production of this type at IKEA in which employees show how does work in such a large company looks from backstage. Aleksandra Hajęcka, Talent Acquisition and Employer Branding Leader at IKEA Retail in Poland tells us about the challenges and the effects of this unique employer branding project.

The project was inspired by the employer branding communication platform “Work in IKEA. It means more” launched in 2021. Our objective was to reinforce its message – we wanted to keep it as authentic as possible and encourage the IKEA team to engage at every stage of the project. That’s how we came up the IKEA. Action! project which main element is the out of the box employer branding movie reportage on working at IKEA titled “Means more”.

When launching the project, we faced a number of challenges. One of them was to find the right protagonists for our story who would be willing to share their IKEA stories, show some behind-the-scenes of their private lives, and take part in the project whose large part was developed outside standard business hours. Another challenge was to maintain authenticity in a movie focused on work. How did we approach them?

* PL - “Znaczy więcej.”



Employees taking part in the reportage

photo: M. Zakrzewski

The IKEA. Action! project was developed for 10 months in 2022. It started with a webinar run by Szymon Wasylow, a reporter working with us on a number of projects worldwide. The webinar gave some tips on how to shoot a movie with your smartphone. It was also a prelude to the next stage – a contest for the staff.

The participants were invited to make a 1-minute clip on how the work in IKEA means more. The winning video was selected by a jury and an audience voting (i.e. the IKEA employees); and one of the prizes was an invitation to join a directing team and co-develop a reportage. During a meeting with Szymon Wasylow, the team selected the people whose stories should become a part of the reportage.

The last-but-one stage of the project involved 8 days on the filming set, preceded with one-

on-one meetings between Szymon and the characters from the movie – in order to get to know one another.

Once the work was done, the time came for the grand finale of the project. We took a non-standard approach and held an official premiere in the Muranów cinema. There was an actual photo wall, red carpet, and a formal banquet. An online



Premiere at the Muranów Cinema in Warsaw

photo: M. Zakrzewski

premiere took place the next day, supported by a local viewings for the employees in all regional IKEA units in Poland.

What benefits did our action bring? Firstly, at every stage of the project, we managed to engage many people from our team. The engagement took a direct form – taking part in the contest, joining the directing team, or starring in the reportage, but also manifested itself indirectly,

by casting votes by the audience or active commenting on the project-related materials published on the internal communication platform. The employer branding documentary we made was a product of a common effort by a number of people – which allowed us to keep it authentic and depict versatility of the IKEA team and the possibilities that open by working here.

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It is the people that make me want to work here and feel good about my job. I appreciate they are diverse and exceptional, and bring so much to the team. We actually care about the relations at work and can always count on each other.

Bernadetta

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At IKEA, we feel appreciated - not only by the leaders, but also the people you work with on a daily basis. I also like it that my supervisors are available just like that, whenever I need to speak to them about anything.

Józef

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IKEA is like one big family whose members support one another. Plus, it's important to me at work is that IKEA, just like, cares about not wasting products, but rather reuse, repair, give them new life.

Tsezar

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WE FOCUS ON DEVELOPMENT AT EVERY CAREER STAGE

INTERVIEW WITH DOROTA KULIKOWSKA,
HR DIRECTOR AT ASTRAZENECA



Dorota Kulikowska

People with different professional experiences and different development paths often meet in one workplace. They are students, managers, specialists, people returning to the labor market or going through reskilling. We talk to Dorota Kulikowska, HR Director, about how AstraZeneca responds to these needs and what kind of employees the company is looking for.

AstraZeneca has been present in Poland for more than 30 years. What is the company's business profile?

We have been developing dynamically for over three decades. During this time, our organization has changed a lot. We continue to create new departments and expand our teams. In addition

to Warsaw, we also have an office in Cracow. Thanks to this, the importance of the Polish site in the company's global structures is constantly increasing.

R&D remains the main focus of our activities in Poland. In 2020-21, investments for this purpose amounted to almost PLN 700 million. In 2011, the Global R&D Center was established in Warsaw, now employing more than 1,500 people. AstraZeneca's other investments in Poland include the Global Procurement Center, established in 2015, and the Global HR and Finance Centers, created two years later.

The commercial part of the company, which brings AstraZeneca's medicines to Polish patients, also operates in Poland. Such rapid employment growth (sixfold in the last ten years) presents us with considerable challenges. We work hard to ensure that our employees, who now number nearly 3,000, have opportunities for personal development and are satisfied with their work. We are committed to building a dedicated team because we believe it is people who allow AstraZeneca to achieve such fantastic results and provide patients worldwide with access to innovative medicines and therapies.

What is AstraZeneca's approach to employee development?

As I said, AstraZeneca is all about people, which is why we pay so much attention to helping them



We continue to create new departments and expand our teams. In addition to Warsaw, we also have an office in Cracow. Thanks to this, the importance of the Polish branch in the company's global structures is constantly increasing.



grow. Continuous development is essential for success in an innovative and fast-moving industry like ours.

That's why, as an organization, we invest in grants for postgraduate studies, language and professional courses. Every employee has access to an online platform with a wide range of training courses.



es, starting with the development of soft skills, such as communication, assertiveness, the art of persuasion, through hard skills, e.g. project management, programming languages, to strictly substantive skills related to the specifics of certain positions, such as clinical trial management.

Current times full of dynamic and unforeseen changes also require continuous development of leaders. What opportunities await for them in AstraZeneca?

We offer development programs for people who want to become managers in the future and develop people management. Interestingly, these are often global programs with participants from all over the world. This gives employees a unique opportunity to learn from colleagues in other parts of the world and build a broad network of contacts.

We also place great emphasis on developing our established leaders and equipping them with the skills to better manage teams and businesses. They are offered a range of training courses to enhance their professional competencies and skills in this area.

In addition, we encourage our employees to participate in mentoring sessions within our organization. The mentoring program is very popular at our organization as it is an excellent tool for gaining knowledge from experienced colleagues. I also see great value in regular meetings between line managers and their team members, where they can talk about their professional ambitions and plans for the next stages of their careers. We help them achieve these through initiatives that allow them to participate in cross-departmental projects or secondments, i.e. temporary job changes. This is a great example of learning on the job, as the employee takes over the duties of the new position for 6-18 months and gains additional skills.

Students and graduates are a group of employees at the opposite “pole” of the career stage, which requires special support because they are just starting their work adventure. What programs can people without professional experience use at AstraZeneca?

We are very interested in keeping our organization open to students and graduates, both those interested in a career in the biopharmaceutical industry and those who still need to decide on their career direction. Our organization offers a wide range of development opportunities, not only in the life sciences but also in many other areas such as finance, human resources, procurement, administration, sales and marketing. For candidates at the beginning of their careers, we have created several programs to help them get to know our organization better. One of them is our AZ Ambassadors program. Students are given the opportunity to enter the organization and get an inside look at our work culture and the specifics of each department and position. It also allows participants

to improve their work organization, project management, public speaking, and career management. Moreover, it is a unique opportunity to make their first professional contacts among our employees. This program

gives us great satisfaction, which is why we are constantly developing and improving it and inviting more students to participate.

Another program for students and graduates who are motivated to take on new challenges is the Warsaw Site Internship Program (WSIP). This year we started recruiting in February. The internship starts in July and lasts from three to six months. Interns can develop their professional skills in R&D, Finance, IT, HR, and Procurement departments. In addition to the purely operational tasks associated with working in a particular department, interns participate in a specially structured series of training courses and workshops to improve their skills. For graduates interested in working with our organization, we offer programs such as Career Starter and the Graduate Program. The former is a one-year internship covering a wide range of positions and specializations, with recruitment for individual teams continuing throughout the year. The latter is also aimed at recent graduates and is characterized by the fact that the internship is divided into several separate projects, each lasting several months and carried out in dif-

“ We strive to create a diverse and friendly workplace that fosters creativity, innovation and sharing of fresh perspectives and ideas. ”



ferent parts of a given department. This unique formula of a three-year program provides an opportunity to gain extensive experience in the chosen field. It is a program for young and ambitious people who are willing to travel abroad for a period of time, as rotational work at different AstraZeneca sites around the world is often an integral part of the program.

This is a very wide range of opportunities to join the organization for people without professional experience. How do you select these programs?

We try to adapt our entry opportunities to market realities and the changing needs of our candidates. This is, of course, linked to AstraZeneca's business objectives, which we set based on our values. We are a very people-focused organization and our employees are our most important asset. It is thanks to their commitment and passion that we have grown so rapidly.

It's often not just students who feel like they're starting over. Currently, the idea of "learn, unlearn and relearn" seems to be shaping the labor market of the future and there are a large group of people at further stages of their pro-

fessional careers who are rethinking their options on the labor market. Does AstraZeneca have an offer for such candidates?

At this point, I would also like to mention our innovative Returnship program. Although it is not aimed at students and graduates, but at experienced and mature individuals, we have created it, like the others, to support talent development. This program responds to an identified market need related to the difficulties faced by people returning to work after a long break or changing career paths. Launched three years ago, the program helps such individuals acquire new knowledge by strengthening the skills they already possess. As a result, we benefit from their diverse experience, often in industries very different from our own. Participants in this program quickly find their feet in a new environment and develop in areas that are new to them.

AstraZeneca is one of the most innovative biopharmaceutical companies in the world. What development opportunities does AstraZeneca offer for people with a scientific profile?

We are committed to initiatives that advance science and support young scientists. Last year

we launched the R&D Postdoctoral Challenge competition in Poland, inviting final-year PhD students and post-doctoral scientists to submit their own innovative ideas for accelerating drug discovery and development. Qualified candidates have the opportunity to present their research proposals to a panel of judges for the chance to win a fully-funded position at AstraZeneca.

Another example of a program aimed at young scientists is the Academy of Precision Medicine. Graduates with little or no work experience have a unique opportunity to gain in-depth expertise in this field. The program involves a three-year rotation through all of AstraZeneca's precision medicine departments.

At the end of last year, we also initiated a partnership program with the Institute of Cancer Research in London [ICR] and the Polish Alliance of Academic Technology Transfer Centers [PACTT] - the Science Prize. The aim is to select an early-career scientist from Poland for a 10-month scientific internship at the prestigious Institute of Cancer Research (ICR) in London in 2023/24.

Our organization also supports projects aimed at building sustainable and resilient healthcare systems, hence our involvement in initiatives aimed at educating and training future managers in this area. Once again, we participated in a program organized by the Lesław Paga Foundation, in which students of medical-related faculties gain practical knowledge about the specifics and functioning of the industry. The best participants will be offered internships in our organization in Warsaw or Cracow later this year.

To conclude, are there any particular characteristics that AstraZeneca is looking for that are common to all candidates, regardless of career or educational background, and that are close to your organizational culture?

We strive to create a diverse and friendly workplace that fosters creativity, innovation and the sharing of fresh perspectives and ideas. We are a truly inclusive organization where everyone can reach their potential, where everyone is respected for their individual contributions, and where everyone, regardless of seniority or position, has the opportunity to express their opinions and contribute to the success of the team.

That is why we look for and hire people who share this culture of collaboration, dialogue and diver-

sity. People who are passionate, who share our commitment to discovering the potential of science, and who are motivated to learn, take on new challenges and grow in a global organization like AstraZeneca. Their educational profile does not have to be related to pharmacy or biotechnology. We offer positions in departments such as Finance, IT, HR, and Procurement. From strictly scientific roles to enabling functions, specialists of numerous profiles can find their place in our complex structure. Above all, we are a team where difference is recognised and uniqueness is valued.



TALENT DEVELOPMENT AT DSV ISSC



Global Transport and Logistics

At DSV ISSC, we constantly strive to lead by example in employee development. This is reflected in every HR initiative we undertake by spreading awareness and knowledge. HR programs are tools that can be used at any point in the organisation. We encourage our employees to develop within DSV ISSC by showing them different career paths and opportunities.

DSV ISSC Internal Comes First Program

One of our most important programs is the Internal Comes First Program. Initiated for the first time in 2018, it has become part of DSV ISSC's company culture and an important part of the organisation's strategy to be an attractive employer.

What exactly is the Internal Comes First?

The above program defines our approach to the recruitment process. We want our employees

to grow internally at DSV ISSC. Therefore, all internal applications are welcome and if there is a choice between an external and internal candidate, we will always choose our colleague. The program is also available in ISSC in Manila and Lisbon. The main objective here is to retain talent in the organisation. If you need a change, we don't want you to look for it outside DSV. We believe we have many great opportunities for you within the organisation. With this approach we can increase the number of vacancies filled by trainees, which makes our recruitment process easier.

What makes the ICF Program so unique and innovative is the dedicated web-based application, built exclusively by DSV ISSC employees. Its main feature is the ability to compare a personal profile with existing positions in DSV ISSC. This allows the employee to see how strong a candidate she or he is and, based on this, to decide whether or not to apply for a position. The app can also be used to track (inform about) the status of recruitment for the positions in which the person is most interested. Most of the work on how to implement ICF so that users can take full advantage of it has focused on testing, validating, and improving that tool. The whole process has been a challenge, but successful.

In the words of Thomas Jansson – Managing Director of DSV ISSC:



“(…) it is extremely important for us to become a long-term employer for many of us. (...) for me the Internal Comes First Program is very important, which means we always offer jobs to our own employees when it comes to managers or specialists”.



Thomas Jansson, Managing Director of DSV ISSC



Who is the Internal Comes First is designated for?

The ICF Program is available for DSV ISSC Employees. We have almost 400 positions in our business unit, so we are confident that some of these may be an ideal career path for our colleagues. We have created this program to support professional development within the organisation and to keep the internal recruitment process transparent. Thanks to the ICF Program, more than 100 people have already changed their position in the organisation, and the number of such examples is constantly growing.

DSV ISSC Internal Trainers' Program

Another initiative we are happy to present is a program powered by employees themselves called the **Internal Trainers Program**. In a nutshell, this is the process of identifying a group of employees to deliver trainings and workshops in DSV ISSC to others and preparing them to be Internal Trainers.

Many employees are experts in different fields, and we think this is a great opportunity to share knowledge within the organisation. It is our way of recog-

nizing and appreciating their potential. Many people are interested in teaching others, and this is an interesting development path for them.

We support them to develop into this role through various training and initiatives. In this year's edition, all Internal Trainers have the opportunity to take part in the Train the Trainer workshops to improve their training skills:

- "How to create attractive Power Point presentations" workshop,
- "MS Teams meetings functionality workshop" to facilitate online trainings.

The main objectives of the program:

- build a culture of knowledge exchange,
- create a network of Internal Trainers,
- develop an Internal Training Catalogue available to other employees.

The main benefits of the program:



For the employee:	For the organisation:
<ul style="list-style-type: none"> • Being an ambassador and expert for the company. • Gaining new experience as a trainer. • Developing coaching skills: public speaking, self-presentation, group management. • Building personal branding. • Learning more through dedicated workshops for trainers (Train the Trainer). • Sharing knowledge and inspiring others. 	<ul style="list-style-type: none"> • Maintaining knowledge and skill within DSV ISSC. • Engaging employees in creating the company culture. • Building awareness of internal workshops. • Creating development opportunities outside the regular career path. • Empowering employees by placing them in expert roles. • Building an image of a trustworthy employer.

Participants are supported by the Learning & Development team at every stage of the entire program – dedicated Buddy support, post-training feedback, content verification etc. We are also responding to the needs of the business by extending the Internal Training Catalogue with new thematic ranges for the ongoing development of employee competencies and skills.

DSV ISSC Leadership Academy Program

At DSV ISSC, we have many great leaders who fulfil their leadership responsibilities every day with great enthusiasm and professionalism. However, with changing market conditions, customer demands, employee expectations, digitalization

etc., it is also important to occasionally reach out and learn something new. This is why we have created the **Leadership Academy Program**. It is an initiative developed by our Global HR for all leaders who directly supervise employees. The program includes a variety of learning methods, it is a combination of: e-learning, webinars and classroom training.

At the end of June 2022, we have finished another edition of the Leadership Academy in Poland. 114 leaders from the organisation took part in the program, which was very positive evaluated. The next edition is planned for the first half of 2023. In Manila we are currently in the middle of LA Program. There is also first edition planned for leaders based in Portugal.

The objectives of the Leadership **Academy Program**:

- to impart basic leadership skills to all leaders in DSV ISSC,
- to create a common language of leadership at DSV ISSC across all branches and countries,
- to inspire leaders with new and relevant knowledge,
- to support leaders in their personal and professional development,
- to remain an attractive employer through both personal and professional by development opportunities.





ZALARIS – A WORKPLACE OF THE NEW ERA

AN INTERVIEW WITH KATARZYNA KWIATKOWSKA,
EXECUTIVE VICE-PRESIDENT, EASTERN EUROPE



Katarzyna Kwiatkowska

We talk to Katarzyna Kwiatkowska, Executive Vice-President of Zalaris for Eastern Europe, about how to build an organizational culture that meets the challenges of the market and the expectations of both employees and employers, as well as how to create a workplace that is inclusive for the younger generation.

Zalaris is a company that originated in Norway; you have been present in Poland for fifteen years. In which areas do you operate?

We have two lines of business. The first is HR and payroll outsourcing, which we run based on a private cloud and two data centres located in Norway and Germany. These services are used

by large companies with more than two thousand employees. The second type of services we provide is the implementation and maintenance of SAP solutions for HR departments. In addition, Zalaris Poland is also a Global Delivery Center, a unit that provides services to internal customers.

How many people does Zalaris currently employ in Poland? Do you plan to adjust the number of employees this year? Many people say that an economic slowdown is coming.

We currently have 170 employees in Poland. We plan to grow organically, and this year we will add about 30 employees.

Fifteen years is already a period in which you have certainly experienced both turbulence and prosperity in the market. From this perspective, how do you assess the evolution of the labour market and the needs and expectations of candidates?

Phenomena occurring in the labour market affect our activities in the aforementioned two business areas in different ways.

High inflation and post-pandemic habits are challenging operations departments. Many employees still want to work remotely or in a hybrid mode, while client contracts require in-office service delivery. Meanwhile, inflation is increasing the pressure on wages. However, it still pays to move processes to Poland and handle operational processes from our country.

On the other hand, when it comes to our second line of business, SAP consulting services, the impact of the current economic climate is very much felt, but for different reasons. The market for specialists has effectively become a global market, where people can work in any country without leaving their home. This means that as an employer we are competing with foreign companies, and very often we are not able to compete with them in terms of salary levels.

The profitability of hiring a Polish consultant or programmer to support the Group's clients becomes questionable when the salary of a Polish and a Western European programmer is at the same level. What still allows us to compete is the efficiency of our employees. However, this situation forces us to constantly look for new solutions. For example, we are developing operations in Spain, Romania and Hungary.

When most full-time employees work remotely or in a hybrid mode, employers face new challenges. How do you build an organizational culture that brings free electrons together into an effective team?

We have been doing it for 15 years. In fact, at Zalaris we have been looking for specialists with the right skills since the beginning of our activities in Poland, and their place of residence was secondary. The most important thing for me is to create an atmosphere of cooperation, a belief that we can rely on each other. These values form the framework of our organizational culture: cooperation, two-way communication, openness, willingness to share knowledge and mutual support. We all try to put them into practice, but managers have a special role to play.



We want every employee to function well in the company and feel comfortable in our organizational culture. I am aware that we can improve hard skills, but if someone has different values, we are unlikely to be able to change that.



And to compensate for the lack of direct contact in the office, in addition to our individual duties, we work together on various projects and travel to clients for deployments. We have regular team meetings, individual meetings with our supervisor, and a lot of team-building activities. We take advantage of various opportunities to celebrate important moments together.

We also have informal communication channels where the tone is much more casual, where people send each other memes or videos.

All of these little things help build relationships.

...and require willingness and commitment on the part of employees. You don't experience any problems with that?

No, but the recruitment process itself is important. When we interview candidates, we try to find out whether our values are important to them.



We want every employee to function well in the company and feel comfortable in our organizational culture. I am aware that we can improve hard skills, but if someone has different values, we are unlikely to be able to change that.

I also think we need to build employee engagement in the shorter term, five years instead of fifteen. Because there are so many options, many people do not want to work for the same employer for a long time, so if we can keep an employee for four to five years, that is a success.



Young people have a slightly different value system. For them, work is not a value in itself. Work is a way to earn money to pursue their dreams, their private goals.



In the recruitment process, it is easy to fall into the trap of perfect self-presentation. This risk exists on the part of both the employer and the candidate.

Open conversation, attentiveness and listening skills help avoid it. When I was still recruiting in person, I also relied on my intuition. And I have to say that it worked 95 percent of the time. There have been very few instances where we have hired someone who has not worked well with us. We also

have employees who, after some time, decided to work elsewhere and are now coming back to us. We even have employees who recommend working with us to their now grown children. This is perhaps the best confirmation that our system works.

Speaking of younger employees, many companies point to the problem of managing generations X, Y and Z at the same time, as they have different approaches to duties, different sources of motivation.

You can indeed see the difference. Young people have a slightly different value system. For them, work is not a value in itself. Work is a way to earn money to pursue their dreams, their private goals. Previous generations, including mine, could work long hours every day for the sake of the work itself, and we were happy with that, it gave us satisfaction. For them, things are different, and we have to learn to live with that, to listen to their needs and try to understand them. Why? Because five or ten years from now, we will be hiring people from this generation and the next, even younger ones. We simply have to meet the needs of our employees. One of the roles of a manager is to help solve problems. When employees feel that their manager is supportive, everything works better.

What does that mean?

At Zalaris, we have been able to increase the involvement of younger employees in the company by being open to different ideas and initiatives.

We are still small enough that any employee can come to me with an idea for reorganization or changes in the company. It's very important to me that everyone feels from the beginning that they are really listened to and that their initiative is taken seriously.

We try to meet each other's needs and it works great. Of course, the world is not perfect, and we also face problems, conflicts or misunderstandings.

Interestingly, one such initiative that a group of younger employees approached me with was specifically about communication challenges. In five years, we have increased our number of employees fivefold, so indeed this area needs improvement. They recognize this and want to work on it together. A team has been formed and a project plan for 2023 has been set up to improve communication and introduce new feedback mechanisms and tools.



I think we need to build employee engagement in the shorter term, five years instead of fifteen. Because there are so many options, many people do not want to work for the same employer for a long time, so if we can keep an employee for four to five years, that is a success.



What you describe is very close to the definition of the term “ownership mindset”.

Yes, employees are incredibly engaged and take responsibility for implementing and seeing the project through to completion because they feel it is “theirs”.

For younger generations and beyond, life balance and well-being are important. How do benefits address these needs?

Many benefits, such as health insurance or a multisport card, are no longer motivational and are treated as part of compensation. Of course, we also offer them. However, I think that in the context of well-being, it is much more important to create a good working atmosphere and appro-

priate mechanisms for two-way communication. Although, of course, the real change for young people is brought about by the so-called “assistance” benefits – child care, company kindergartens – they help both to maintain the balance in employees' lives and to get them started in their careers.

And how do you see the “workplace of the new era”?

For me, Zalaris is the workplace of the future, because we are already building our company with the future in mind. We follow the needs of employees and design activities to create new opportunities. We try to be in touch with the younger generation and meet their needs. Above all, we need to be open to each other and flexible to the changes around us.

Interview conducted by

Ewa Lisiewska-Szczygieł

Sylvia Wojtaszczyk-Ciąćka



„KMD GOOD LIFE”

HOW WELL-BEING ACTIVITIES CAN CREATE A POSITIVE EMPLOYER BRAND IMAGE?

Magdalena Czyżewska, Senior Communication Specialist,
Aleksandra Dudczak, Senior Employer Branding Specialist



Over the past few years, employers have faced many challenges such as a pandemic, war and economic crisis to properly care for the well-being of their employees. How in KMD have we addressed this area? Below we share our initiatives under the common name “KMD Good Life”.

According to one definition, well-being is a state of satisfaction and fulfillment, which includes aspects such as mental, physical, emotional and economic satisfaction. One of the oldest opinion polling centers, the Gallup Institute, scores 5 important elements that create well-being. These are a sense of meaning, the ability to establish relationships,

economic satisfaction, physical and mental health, and belonging to a community. Considering all these aspects, our Scandinavian work culture, as well as the piling up economic and social challenges, we decided to introduce a series of activities, initiatives and benefits at KMD to raise awareness of well-being and mental health among our employees.

Caring about well-being in every aspect

During the pandemic period, we have introduced a special initiative dedicated to well-being and mental health called “KMD Good Life.” It was our response to the growing anxiety, insecurity and uncertainty that was emerging among our employees due to the ongoing COVID-19 pandemic. As part of the “KMD Good Life” program, our employees were given access to several materials on well-being, mindfulness, or stress management in the broadest sense. We have organized many meetings and webinars on mental health, which were conducted by our employees as well as external experts. Last year, we organized a special event called “KMD Sports and Health Day,” during which one of the thematic tracks was mental health. As part of this initiative, our employees were able to participate in a workshop with a psychologist on the mental challenges of working remotely and attend a presentation conducted by the coordinator of the “KMD Good Life” program, who visited our Warsaw office. Due to the social unrest that is caused by a difficult economic situation, armed conflict or pandemic, we have also introduced psychological assistance for our employees. They can receive online consultations with a psychologist or psychotherapist on an ongoing basis. The “KMD Good Life” initiative is constantly being continued by us and developed with new thematic areas. Over the course of several months, we have introduced “walk&talk meetings” to promote direct



In addition to creating professional relationships among KMD employees, the company creates space for building relationships not only based on everyday tasks in different project teams, but on cultivating mutual passions and hobbies. Passion Clubs are an excellent idea to gather people with the same interests and a great place to build non-business relationships.

Regular meetings of employees on football and volleyball pitches, running events or board games meetings (and many other disciplines) create amazing relationships. I am a leader of the Running Passion Club myself and every time we meet in the colors of KMD to take part in an event, it gives us a lot of joy and fun. Mutual motivation, a lot of smiles, joy, constant jokes - this is how every meeting of our Passion Club looks like. It is a great initiative created by employees for employees, which gives a lot of joy to every participant and has a positive impact on integration in the team.

*Michał Brzuszkiewicz, Actuarial Analyst
Leader of the Running Passion Club*



relations between employees, which can replace conference calls in the online space, and we have supplemented our materials with topics related to symptoms of professional burnout. We also deliver workshops and meetings for our leaders on an ongoing basis, so that they can better diagnose and respond more quickly to mental health issues among their team members.

Another measure to improve the sense of well-being among our employees was the ability to choose their work mode. They can work stationary from the office, choose a hybrid work model or work remotely. Our priority is their good self-esteem and a sense of meaningful work regardless of location.

Individual approach to benefits

In view of the rapidly changing work model that followed the pandemic, we have also introduced “tailor-made benefits.” Our employees have a possibility choose the benefits they are interested in depending on their lifestyle, needs, work mode or the structure of their home budget. They can exchange their Benefit Systems points, for private medical care, life insurance, sports passes, vouchers to stores, trips, personalized catering, veterinary care for pets and many other activities. This gives them a sense of a certain flexibility and independence that positively affects their well-being both mentally and economically.

“Passion clubs” – passion at work and beyond it

To address further elements related to well-being among our employees such as building relationships and belonging to the community, we are continuing the project of interest groups, “Passion Clubs,” at our company. This is our response to years of pandemic work, which contributed to weakened social bonds among employees, increased feelings of isolation and reduced interpersonal relationships within teams. Our “Passion Clubs” include

a running club, a football club, a motorcycle club, a tennis club and an automotive club. Among our employees, there are also board game enthusiasts, a theme group dedicated to cyber security or e-sports players. Employees associated with thematic groups take part in several events, meetings or sports competitions, which have a positive effect on their mutual integration and sense of belonging. The “Passion Clubs” project helps us to build stronger bonds between employees who can pursue their passions outside of work, and it has a real impact on more effective cooperation in teams, which very often work in dispersion due to the model of remote or hybrid work.

As a part of taking care of the well-being of our employees, we have also introduced a calendar of activities and meetings in the office, so that our employees have the opportunity for “face2face” contact. Last year, we have organized such events as “Programmer’s Day,” “Hygge Day,” “Halloween,” “Health and Sports Day” and “Christmas Lunch in Ugly Christmas sweaters.”

To check the effectiveness of our broad well-being activities, every year we conduct satisfaction surveys at our company. Last year, this indicator increased by 2 points. This is a result that reinforces our conviction that the activities we conduct are on the right way and have a measurable impact on

creating the positive image of the Scandinavian employer brand and are an important element of our Employer Branding strategy for the coming years.





“I WOULD LIKE TO WORK HERE. SALARY DOESN'T MATTER.”

PAWEŁ STEMPIAK

whitebits



Paweł Stempniak, Digital Marketing Consultant
Founder & Co-owner, WhiteBits

As soon as we realise that a brand is neither a logo nor a name, but what a person - let it be a consumer or an employee - thinks about an organisation, we will start to see that every message, behaviour or decision of the company and its representatives influence the brand. They build it or break it. They sharpen or blur it.

Developing a brand strategy (yet you won't go far without it), being answering the question of what we - as an organisation - want to say and to whom - won't cut it. Neither will building a communication strategy, i.e. how to deliver the message. Ultimately, what an employee (or potential employee) thinks about the employer brand will be influenced by specific experiences: from reading the content of an advert or a post on LinkedIn, through a recruitment interview and onboarding, to decisions relating to a pay rise or new job responsibilities.

Is the brand even worth building?

Consistently building a distinctive brand may just help! Close your eyes. You are an HR Manager. Imagine a person who comes across your job advert. She hasn't considered changing employers before, but she has an idea of what the rules of collaboration are in your organisation. She knows what is important to you, what she can expect. And she likes it. She feels that the values of your organisation resonate with her. You are making the change this person wants to see in the world!

Let's go back.

This candidate thinks so because you have built a brand. As long as your brand holds truth (i.e. behaviours and decisions in line with the communicated values), you have gained a loyal employee who will adapt smoothly to the organisation.

Now: can your company build an employer brand based on 'Scandinavian' values?

You can check this using the simple method of recognising the truths about your organisation in these 3 areas: VALUE – BENEFIT – NEED.

1. The Value

Scandinavian origin is a feature that many consumers and employees associate with certain values. A first step is to understand what these values are and whether they are present in your organisation. What might these be? In the workshops we run, the most common answers are: equality, work-life balance, flexibility, inclusivity, respect, collaboration, trust, transparency, feedback.

Are values of your organisation among them? Or are they different.

2. The Benefit

Now see if there are any benefits ushered in by these values. Benefits that might appeal to a job seeker and make him think: oh, this is something for me.

Work-life balance can mean that I can leave the workplace after 5pm and no one will bother me.

Flexibility can mean understanding or even support of my colleagues or supervisors when I need to take my child to the doctor during working hours.

Equality can be demonstrated by the fact that by joining you I can influence decisions impacting the whole company, not just the exact designated area of responsibility.

Recognising and naming the benefits that come with values verify their... value and truthfulness. Got it? Let's go further.

3. The Need

Understanding what needs we can meet by offering value-based benefits allows us to target the message to the right person.

There are people who separate their working life with a dash on the number 17, because it is very important for them to pursue their passions: yoga, indoor climbing or decoupage.

Parents in the flexibility of working hours can realise the need for closeness and care for their loved ones.

Those seeking a sense of influence – will appreciate equal treatment.

Understanding the need is understanding the person. While we may often see messages about values, what marketing messages tend to overlook are the real needs of prospect employees. And these are the messages that we remember the most!

The quote from the title of this article is a user comment under an advertising video telling what kind of workplace Volvo Cars is. You will find it under the title 'Made by People'. Plan communication not to employees. Plan for people.

THE BIGGEST SCANDINAVIAN EMPLOYERS IN POLAND

	Company name	Number of employees
1	IKEA in Poland*	16500
2	Medicover Sp. z o.o.	11200
3	Netto	9500
4	Nokia	7000
5	Sokołów (Danish Crown)	6900
6	Electrolux	6000
7	Securitas Polska	5500
8	Nordea	5000
9	VELUX Group and sister companies	4790
10	MOWI	4000
11	Volvo Polska	4000
12	Demant in Poland	3570
13	Autoliv Poland	3500
14	DSV in Poland	3300
15	AstraZeneca	3000
16	Jysk	2500
17	ISS in Poland	2300
18	Ericsson	2092
19	H&M Logistics Sp. z o.o.	2072
20	Espersen Poland	2050
21	Miralex Sp. z o.o.	2000
22	Stora Enso in Poland	1898
23	Cargotec	1700
24	Falck Medycyna	1700
25	Hydro Excursion Poland	1630

* Companies from the group: Ingka, Inter IKEA, IKANO and Interogo



About SPCC

We are a non-profit organisation created by business people. For nearly 20 years, we have supported the development of economic relations between Poland, Scandinavia, and the Baltic States. We integrate and inspire the Polish-Scandinavian business community.

As Poland's third largest international chamber, SPCC has 400 members representing the most important economic sectors.

We cooperate closely with the embassies of the Nordic countries in jointly supporting investors and working to develop Polish-Scandinavian business relations.

Membership in SPCC gives access to knowledge and information, a wide range of business meetings and the opportunity to establish contacts and build long-term relationships, which play a crucial role in Scandinavian business culture.

SPCC Patrons



