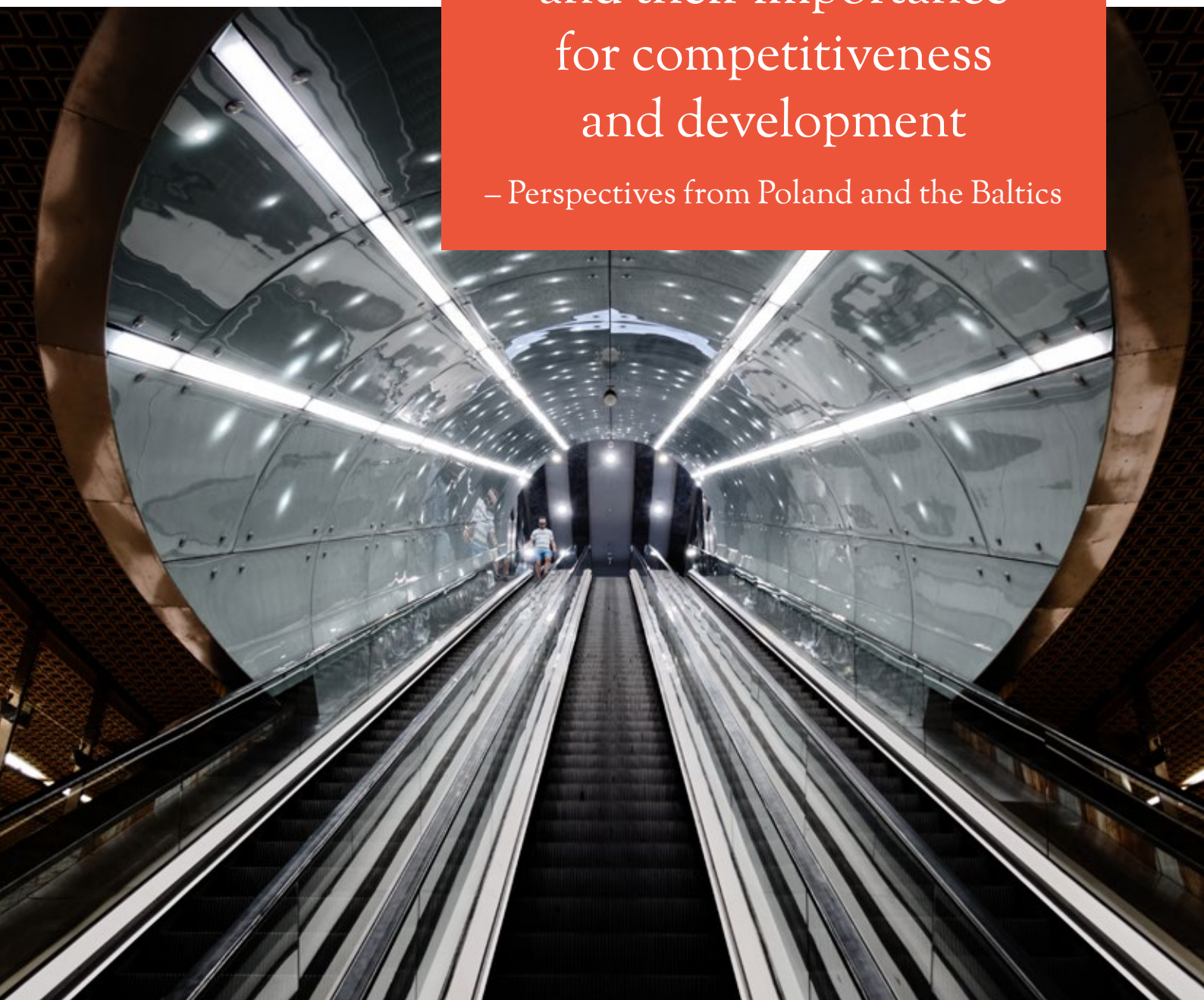


December 2018

Business climate efforts and their importance for competitiveness and development

– Perspectives from Poland and the Baltics



Authors: Nina Ekelund and Nils Westling, the Haga Initiative

Layout: Daz Kleine Menchen

Cover photo: Twixes / Unsplash photo

This publication has been produced by the Haga Initiative, at the request of the Swedish Ministry of the Environment and Energy. The contents of this publication do not necessarily reflect the views, policies or recommendations of the Swedish government.

Thank you to Jouni Keronen, Climate Leadership Coalition, for valuable perspectives and contributions.

Executive summary

Can climate efforts increase competitiveness for companies in Poland and the Baltics? Does it make business sense for companies to reduce emissions?

To respond to these questions, interviews have been conducted with CEOs and other top management representatives in some of the leading companies of Poland and the Baltics. Together, the interviewed companies employ more than 75 000 people and have revenues of almost 33 billion Euro.

The main findings from the interviews are that:

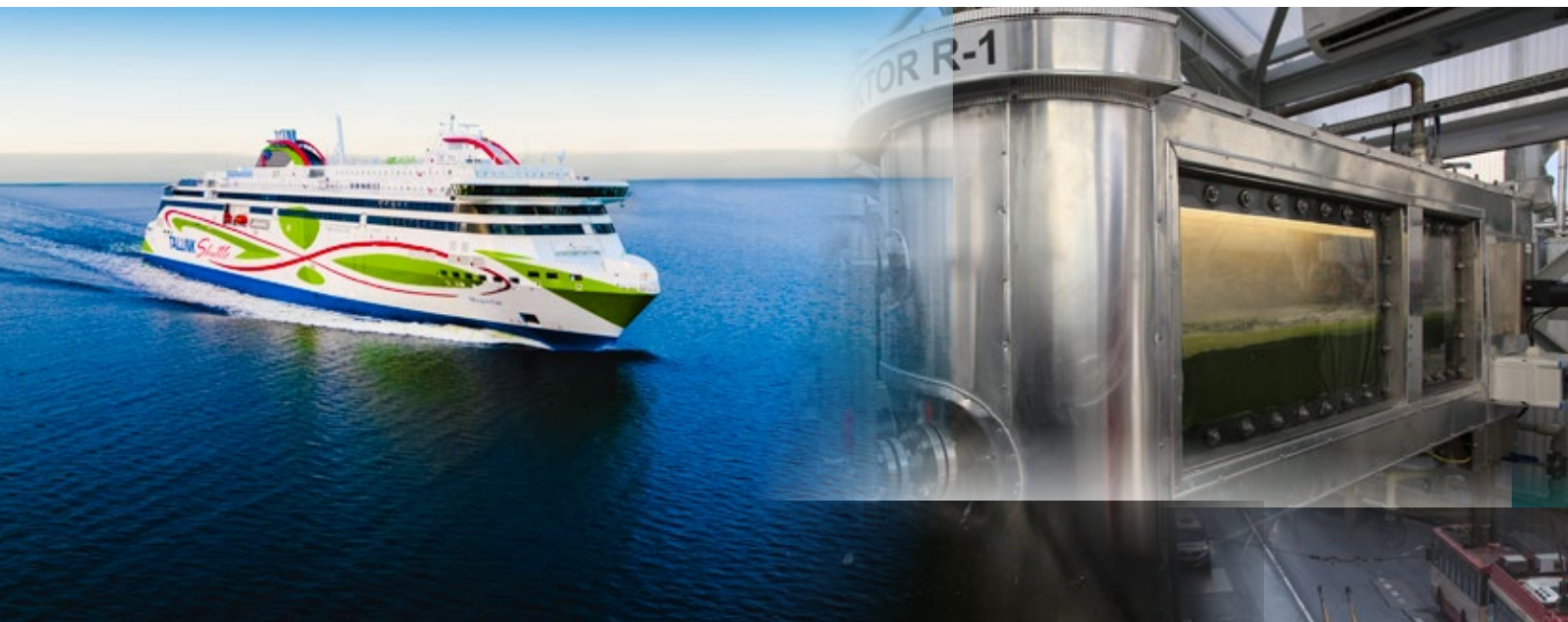
- **Climate change is an important issue to CEOs and management representatives of Polish and Baltic companies.**
- **There is a commitment from the companies to make their contribute to the global solution to climate change.**
- **All interviewed companies see a connection between climate efforts and competitiveness.**

Overwhelmingly, the companies see that climate efforts can increase competitiveness. There are several reasons for this:

- **The companies see growing demand for low-carbon products and services, not least in the young generation.**
- **A purpose to do good is important to recruit the most talented employees.**
- **Measures to use energy and resources more efficiently can reduce costs.**
- **Requirements from the financial sector translate climate responsibility into financial benefits.**

To be able to pursue climate efforts and reap these benefits, regulation is needed. Most of the interviewed companies have a positive view of climate policy, and they want stricter targets for GHG reductions and financial incentives to invest in emission reductions and new low-carbon technology.

Looking back, most companies have been able to reduce emissions during recent years and they cite technological development and regulation as the most important drivers. Most companies say that things are moving in the right direction, and they are optimistic about the possibilities of decreasing emissions. The question is: can it go quick enough?



Content

| | |
|---|----|
| EXECUTIVE SUMMARY | 3 |
| CONTENT | 5 |
| 1. INTRODUCTION | 6 |
| 2. BACKGROUND | 8 |
| 3. INTERVIEW RESULTS | 12 |
| 4. THE POLISH AND BALTIC CONTRIBUTION TO REACHING THE PARIS AGREEMENT | 13 |
| 5. THE COMPANIES' GHG REDUCTION GOALS | 15 |
| 6. CLIMATE ACTION AS A BUSINESS STRATEGY | 22 |
| 7. THE ROLE OF POLICY | 28 |
| 8. CURRENT TRENDS | 35 |
| 9. KEY FINDINGS | 37 |
| 10. RECOMMENDATIONS FROM THE HAGA INITIATIVE | 39 |
| 11. APPENDIX A: INTERVIEW QUESTIONS | 40 |
| 12. APPENDIX B: INTERVIEWED COMPANIES | 42 |

I.

Introduction

In order to comply with the Paris Agreement, it is necessary for Europe to adopt more ambitious targets. This requires broad support, not least in Eastern Europe, which is currently experiencing rapid economic development and social change. In this report, we have interviewed companies in Poland, Lithuania, Latvia and Estonia in order to understand their views on how they can contribute to reaching the goals of the Paris Agreement, and what it means for competitiveness and employment. The interviews also focused on what type of policies the companies would need in order to pursue climate efforts.

Clearly, policy-makers and companies are in an interdependent relationship when it comes to climate policy. Companies need clear and long-term policies to be able to invest in the technologies needed to reduce emissions, and policy-makers need companies to stay in the country and to stay in business, otherwise climate policy fails. That is why participation and support from companies are important parts of the climate policy development.



The background of the slide is a collage of four images. The top-left image shows a green building with white windows and a red-tiled roof. The top-right image shows a dark building with many windows. The bottom-left image shows a woman walking on a modern staircase. The bottom-right image shows a modern interior space with a curved ceiling and a display case.

Together the interviewed
companies employ more
than 75 000 people
in the region.

The aggregated
revenue of
the companies is
almost 33 billion Euro.

2.

Back-ground

In the spring of 2018, the Haga Initiative, together with Fossil Free Sweden (SWE), Climate Leadership Coalition (FIN), Icelandic New Energy (ISL) and Norway 203040 (NOR) wrote a report about the views of Nordic companies on climate change efforts from a business perspective. The report showed a strong support for climate action, summarized in the following four aspects:

- **Climate change is important to CEOs, chairs and top management representatives in Nordic companies.**
- **There is a strong commitment from leading Nordic export companies both to reduce their own emissions and to be part of the global solution to climate change.**
- **There is a clear connection between GHG emission reductions and profitability and competitiveness.**
- **Companies welcome higher targets for speeding up the climate transition**

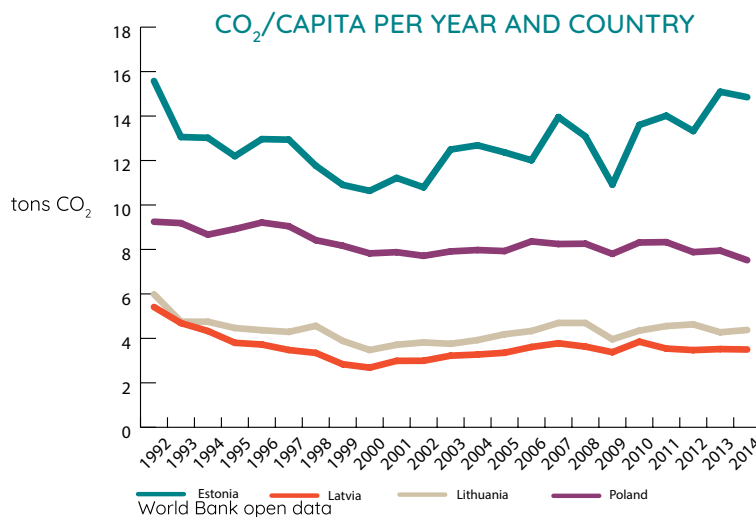
Although an optimistic message, businesses' climate efforts are needed all over the world. In this report we look to the southeastern part of the Baltic sea. Eastern Europe is experiencing rapid change, and this is not least true in the four countries that are in focus in this report: Poland, Lithuania, Latvia and Estonia. These countries are among the poorest in the EU, measured in GDP/capita, but also among those with the strongest economic development.

To understand how companies in the Baltics and Poland see climate change and what it means for business, competitiveness and development, we have interviewed CEOs and other top management representatives in the region.

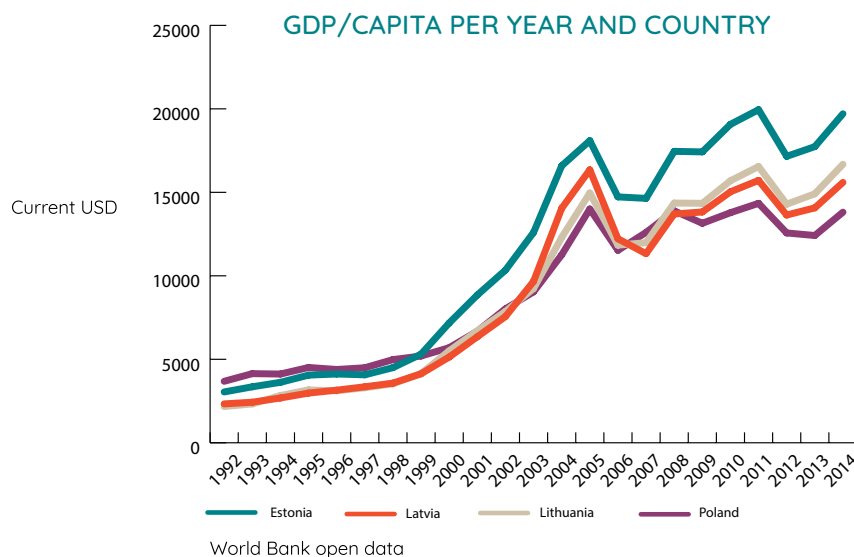
THE REGION

With high rates of economic development and quick deployment of new technology, the Baltic countries and Poland are an important area for European development in general, and for climate change mitigation efforts in particular. Greenhouse gas emission reductions in Eastern Europe are fundamental if the EU is to reach its climate change targets. At the same time, economic development and social change is fast-paced in the region, which implies great potential for innovation and low-carbon development.

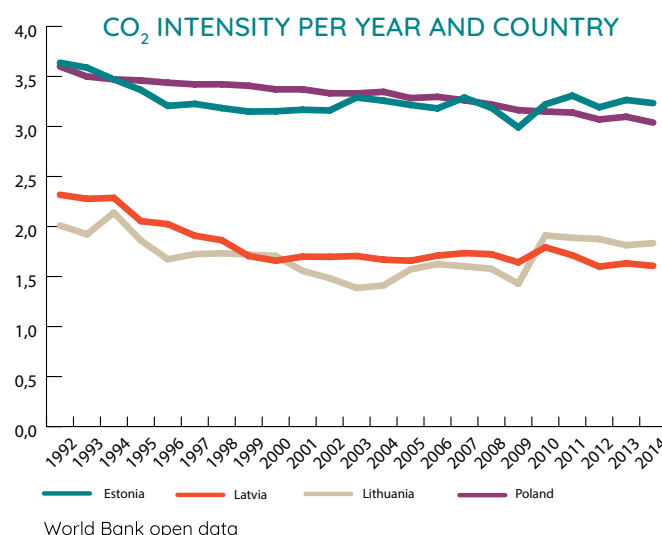
Poland and the three Baltics – Estonia, Latvia and Lithuania – are important from a Nordic perspective, and vice versa. Sweden is the most important investor in the Baltics and Nordic companies are well represented in the Baltics as well as in Poland. For Poland, Sweden is the 8th largest trading partner, significantly more important than for example the USA.



When it comes to climate change and greenhouse gas (GHG) emissions, the four countries are rather different. Poland and Estonia are among the countries in Europe with the highest GHG emissions from the energy sector. Lithuania and Latvia have significantly lower emissions from energy production. There are several reasons for this. Estonia is self-sufficient on shale oil, a very GHG intensive energy carrier, and Poland uses vast amounts of coal for its energy production. Lithuania, on the other hand, is a net energy importer, depending heavily on neighboring countries, including Sweden on the other side of the Baltic sea. Latvia has lower emissions from energy production, due to a large share of hydropower generation.



Although all four countries have experienced GDP growth rates of above four percent per year since the financial crisis of 2008, the level of CO₂ emissions per capita has stayed rather flat, except for Estonia where it has increased slightly.



POLAND

For Poland, the most important economic sectors are industry, wholesale and retail and transport. Exports and imports are predominantly carried out with other EU countries, notably Germany with over 25 percent of trade. Only smaller shares of total trade are with Russia, the US and China.

ESTONIA

The most important economic sectors are wholesale and retail, transports, hotels and restaurant services and industry. Exports and imports are dominated by countries within the European Union, especially Finland and Sweden. Cooperation between the Baltic and Nordic countries is an important part of Estonia's foreign policy.

LATVIA

The most important economic sectors are wholesale and retail, transports, hotels and restaurant services and industry. Exports and imports are dominated by countries within the European Union, especially neighboring Estonia and Lithuania with Germany and Sweden being important export markets.

LITHUANIA

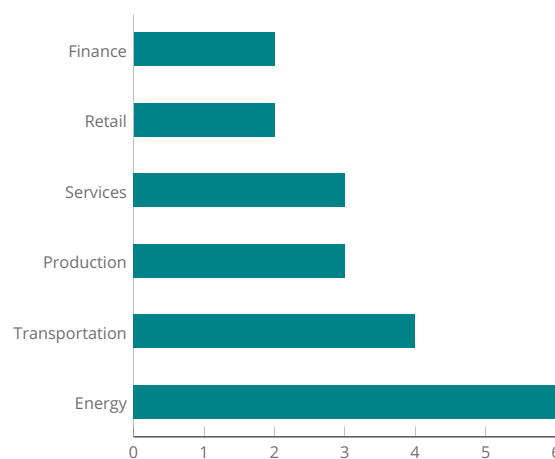
The most important economic sectors are wholesale and retail, transports, hotels and restaurant services and industry. In Lithuania as well, exports and imports are dominated by Latvia, Russia, Germany and Poland.

THE INTERVIEWED COMPANIES

This report is based on 20 interviews with CEOs and other top management representatives in companies from Poland, Lithuania, Latvia and Estonia. We reached out to companies from all sectors of the economy, mainly actors that represent a significant part of the economy.

Together the interviewed companies employ more than 75 000 people in the region. The aggregated revenue of the companies is almost 33 billion Euro, more than the entire GDP of Estonia.

ECONOMIC SECTORS OF THE INTERVIEWED COMPANIES

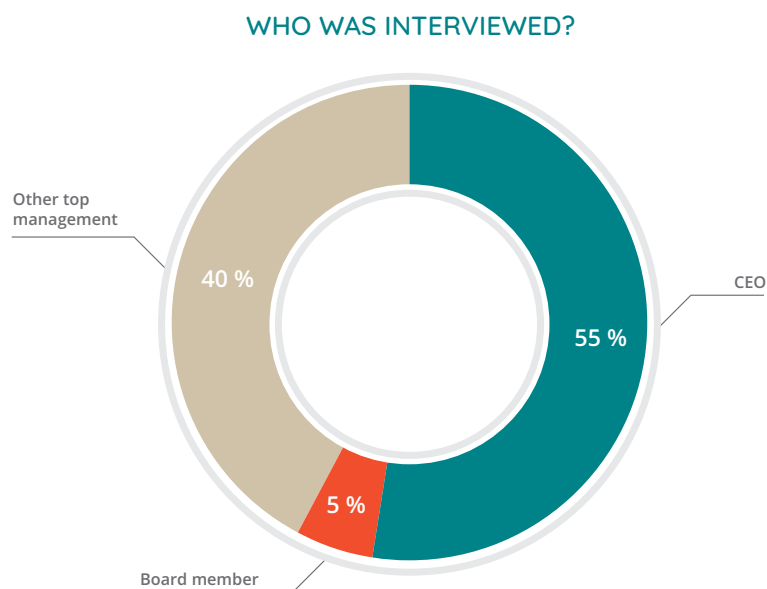


Tallink

Tallink launched their new LNG ferry Megastar in January 2017 for the Tallinn-Helsinki route. The new ferry is fueled by LNG, which produces less air pollution and emits 30 percent less CO₂. The new ferry has been well received by customers, not least for its environmental benefits, and Tallink recently ordered a similar vessel, which is scheduled to be completed by the end of 2021.

3. Interview results

Interviews were conducted during October and November of 2018 over telephone or by e-mail. The majority of interviews were with the company's CEO, but in some cases individuals from other top management positions, mainly commercial positions, were interviewed. The interviews focused on understanding the broader direction of the company in connection with climate change, rather than to find the exact number of tons of GHG emissions or costs of action. In some cases, if the interviewee did not have the information requested, the specific question was skipped. All interview questions are found in the Appendix.



4. The Polish and Baltic contribution to reaching the Paris Agreement

The signing and ratification of the Paris Agreement is a milestone in global climate action. In December of 2018, world leaders gather in Katowice, Poland, to discuss how to implement the agreement of keeping global temperature rise this century well below 2 degrees and to pursue efforts to limit the temperature increase to 1.5 degrees Celsius.

THE COMPANIES WERE ASKED: How can your company contribute in the world to achieve the goals of the Paris Agreement?

All interviewed companies say that they can make some type of contribution to reducing emissions and do their part to live up to the Paris Agreement. Different companies reported on various ways they do this today. For some companies with large emissions, their contribution is about changing and optimizing their own production processes. For other companies, it is rather about helping their clients reduce emissions, by delivering smarter products and services. Some companies work on both aspects simultaneously, like Ericsson Estonia, which has pledged to reduce its own emissions by 35 percent to 2020 while working to increase energy efficiency of their products.

“Our contribution is two-sided: First of all, we develop ICT solutions that reduce emissions for our customers. Secondly, we do what we can to reach our targets to reduce emissions from our own activities. Our formal goals come from the science-based targets for Ericsson global.”

Andrus Durejko, CEO of Ericsson Estonia

“Our target is to reduce our emissions per energy unit and massively increase renewable energy generation. We will reach 40 percent renewable energy in our portfolio by 2022, across all our markets. This will be done with wind and solar, mostly.”

Hando Sutter, CEO of Eesti Energia

“Climate change is one of our biggest global, but also local, challenges. We have come a long way in reducing our own emissions. In Poland we are already a carbon neutral company when it comes to energy usage for two years now, thanks to investments in own wind energy.”

Carolina Garcia Gomez,
CEO of IKEA Retail in Poland

“The new strategy of the Group marks a new era for us and stresses our strong promise to a sustainable future. We hope to bring sustainable solutions that will create value not only to our shareholders and investors, but also to society. To speak numbers, we are going to invest ~2.7 billion EUR to renewable generation, focusing on wind and solar power, and ~2.4 billion EUR to climate-resilient and efficient networks.”

Valentas Neviera, Head of Sustainability Communication, Lietuvos Energija

THE COMPANIES WERE ASKED: How can your country and government contribute in the world to achieve the goals of the Paris Agreement?

When asked about how their countries can contribute, most companies emphasize the importance of changing the energy mix. Especially in Poland and Estonia, with high emissions from energy production, several companies mentioned this and some of them also contribute in various ways to increase renewable energy production and commit to only purchase renewable energy. Some Polish companies believe that coal will remain an important part of the energy mix. However, even these companies pursue efforts to increase production and consumption of renewable energy.

“The best way would be to take decisions rapidly and start building nuclear power, supplemented with renewable and natural gas to kick out coal. Nuclear has been the fastest deployment of low-carbon energy. There is also large potential for energy efficiency, and we’ve been doing that for the last 25-30 years, but there is a limited amount of energy efficiency that you can do. We have to reduce by 80 percent or more, and energy efficiency can’t take us all the way.”

Adam Błazowski, CEO of Eco Scada

“The government has agreed to ratify the Paris Agreement agreement and therefore new legislation will be adopted by the end of 2018. I am pleased to mention that our company is being involved in the legislation development process by being able to provide ideas and explain what is being done towards the common goals while continuing to grow and develop as a company.”

Edvins Berzins, CEO of Latvijas dzelzceļš

“Estonia’s new energy sector development plan, saying that total electricity generation should be 50 percent renewable by 2030, would take us ahead of many European countries. I think that this is within reach, not least considering how fast the technological development is. With our smart grid, which is one of the best in Europe, we also engage customers to reduce their energy use. That also contributes to reaching the targets.”

Hando Sutter,
CEO of Eesti Energia

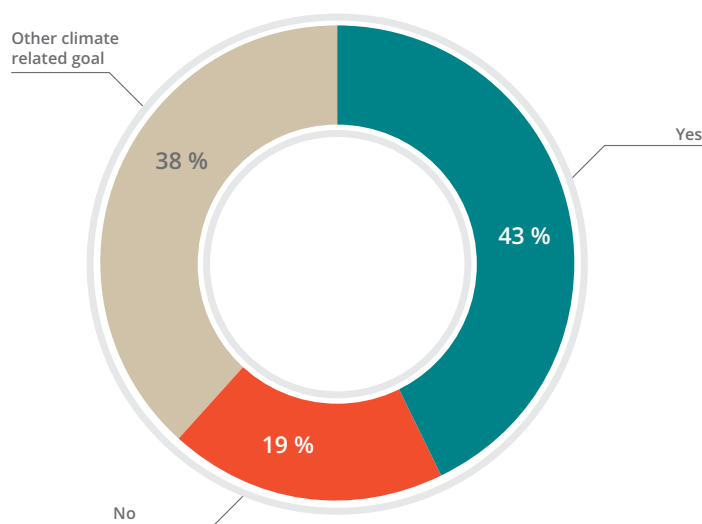
“My view is that Poland should install sun and wind energy and speed up the transition towards renewable. I also think that they should realize that they do not have to produce everything within Poland’s borders, because the energy market is regional. But “Security of supply” is a very strong argument here and there is a strong sense of having to be independent.”

Mikael Lemström, VP Heating and Cooling, City Solutions of Fortum Poland

5. The companies' GHG reduction goals

“What gets measured, gets managed”. The journey towards lower GHG emissions often starts with a measurement and analysis of the current situation and of the potential for improvement. There is large variation among the interviewed companies, where some have well developed systems for calculating GHG emissions, while others have not started measuring these. The latter case is likely explained by lack of resources. The bigger international companies seem to have come further.

DOES YOUR COMPANY HAVE AN EMISSION REDUCTION GOAL?



THE COMPANIES WERE ASKED: Does your company have an emission reduction goal? How is it specified?

Setting a goal and a timeline for reaching it is an important part of getting things done. This is true for GHG emission reductions, as well as for many other processes in companies. Whereas some companies already aim for zero emissions or climate neutrality, others have not yet set formal targets. There is, however, increasing pressure on companies to set targets and be transparent about the emission levels they aim for. Even though only a few of the companies have formal emission reduction goals, some of them have other goals related to their climate impact, like Eesti Energia that has a goal to increase the use of their by-products, thus strengthening circular economy.

“In the near future we should show our long-term vision. Where do we see ourselves in the distant future and what steps can we take to minimize risks with regards to climate change? This is clearly a business perspective.”

Adam Czyżewski, Chief Economist, PKN Orlen

“The Ingka Group has decided to go all-in in terms of renewable energy and in 2020 aims to produce as much renewable energy as it consumes in own business. Our strategies are global and so are our climate ambitions. But often we can see that in the Polish market we have come further and can achieve our goals more quickly or even exceed them. As in renewable energy – as early as 2016 we produced as much renewable energy as we used for our operations, while the global target was set for 2020.”

Carolina Garcia Gomez, CEO of IKEA Retail in Poland

“We will be climate neutral by 2020, as the rest of our group. We will not be able to reach all the way by ourselves, so we will buy carbon offsets. We are currently considering buying environmental diesel, although it costs more and there is no financial support for this. However, some of the things we do are directly positive for competitiveness, such as changing refrigerants and switching to LEDs, as it reduces costs and protects us from increased electricity prices.”

Edgar Sesemann, CEO of Rimi Baltic

“We have been doing a life cycle analysis, from raw material to dispose of waste and our goal is that the houses we build should not emit more than what comes from the lungs of those living in it.”

Bartłomiej Głowacki, CEO and Co-founder of Solace House

“For business travel and transportation, we aim to reduce emissions by 35 percent to 2020, compared to 2016. Same goal for Scope 1 and 2. It is within reach. We are on track.”

**Andrus Durejko,
CEO of Ericsson Estonia**

THE COMPANIES WERE ASKED: Can your company set more ambitious goals compared to today, provided that policies go in the right direction?

Since quite a few of the companies have not yet set any emission reduction goals, not all of them could answer this question. Among the companies that have goals, most see that it is likely that they could set more ambitious targets, given the right policies.

“We are aiming to optimize our fuel consumption and through that, reduce our emissions of GHG’s as much as it is financially reasonable. The International Maritime Organization (IMO) has set a target that will be challenging for the shipping industry to achieve, but we are of the opinion that the legislators are moving in the right direction.”

Katri Link, Group Communications and CSR Director of Tallink Grupp

“Our taskforce of energy efficiency is already looking at different scenarios of how we can continue to contribute in improving energy efficiency and assist the nation to reach the overall climate targets.”

Juris Binde, President, Chairman of the Management Board of LMT

“Regulation could make the market move faster and make it possible for us to reduce our emissions quicker. Stricter regulation about waste management efficiency would enable us to invest more, because it forces the entire market to move. We would welcome that very much.”

Lars Ibsen, CEO of Stena Recycling Poland



IKEA

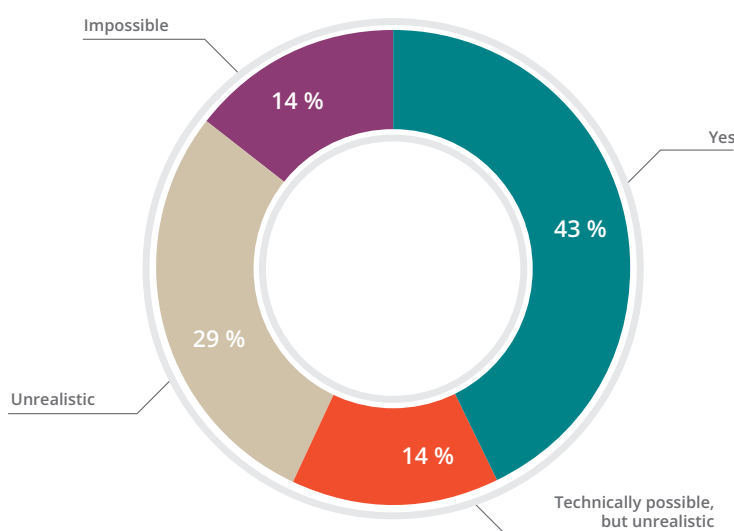
Poland was the fourth market globally where IKEA, in April 2017, introduced photovoltaic systems (PV) for households needs. Since that moment, the number of IKEA PV systems that have been installed on rooftops of customers' houses and in cooperation with solar partners on public buildings (ie. schools, social welfare homes) enable reduction of GHG emissions by more than 1 500 tons per year.

THE COMPANIES WERE ASKED: Is it possible for your company to reach net zero GHG emissions or become fossil free?

In the report *Nordic businesses on climate transition, competitiveness and growth*, 76 percent of the interviewed Nordic companies said that net zero GHG emissions is possible, and almost one out of four say they can reach this before 2030 and several other see it as possible before 2050.

Among the Polish and Baltic companies, more than one third say that net zero or near zero GHG emissions is a possibility, but most of them cannot say when. Several of the companies said they could not answer this question. The challenge of reaching zero emissions is totally different for companies in different sectors of the economy. A few companies, like Eesti Energia and Latvenergo, say that it is or will become technically possible, but that there are political or economic obstacles.

POSSIBLE TO REACH NET ZERO GHG OR BECOME FOSSIL FREE



“I think that net zero has to be the ambition. But I can’t say when it will be possible for us to reach it.”

Edgar Sesemann, CEO of Rimi Baltic

“We are already at net zero GHG emissions because our wind farms produce more energy than we consume. We are strongly committed to the transition to fossil-free operations and as a company, we are prepared to do our part.”

Carolina Garcia Gomez, CEO of IKEA Retail in Poland

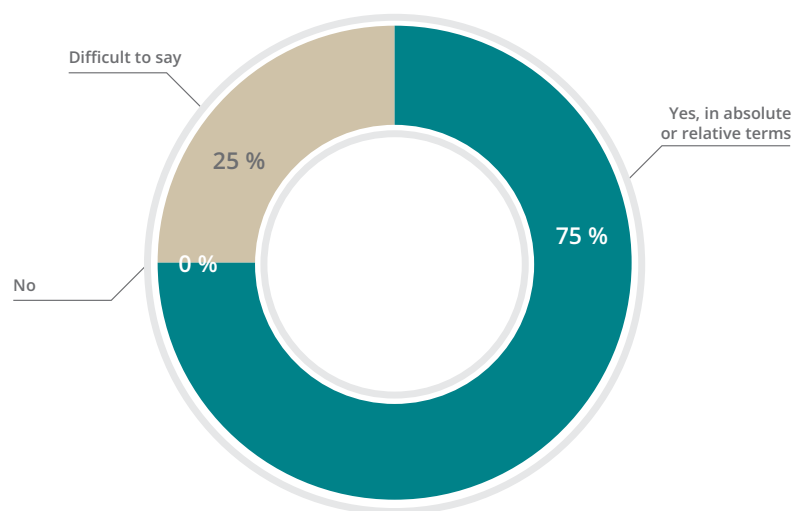
“Net zero is probably technically possible. But we need to keep in mind that the cost for consumers can’t rise too much and that we need to stay competitive. Since EU carbon prices have increased steeply, we have reduced our emissions, but electricity is being imported from Russia instead, where there is no carbon price. It is not a level playing field, when Russia is a tax-free. If we kill our economy here and import our energy from other countries, it is not better for the climate.”

Hando Sutter, CEO of Eesti Energia.

THE COMPANIES WERE ASKED: Has your company been able to reduce its GHG emissions over the last ten years?

GHG emissions have generally decreased in Europe during the last ten years and the same is true in Poland and the Baltics, even though reductions have been slower in these countries than the EU average (except for Lithuania which has reduced emissions by more than the EU average since 2007). On a company level, there is of course large variation. Companies can grow much quicker than countries, and even though they reduce emissions relative to their size, emissions can grow in absolute numbers. As mentioned, only a minority of the interviewed companies systematically calculate their GHG emissions. However, almost 80 percent of the interviewed companies say that they have reduced emissions in the last 10 years. Among the companies that cannot say that they have reduced their emissions, there are some that have not yet existed for ten years.

HAS YOUR COMPANY BEEN ABLE TO REDUCE GHG EMISSIONS OVER THE LAST TEN YEARS?



“I think that we have reduced our emissions in terms of per volume or per value. However, we have grown and acquired new companies so in global terms we emit more but we are also more efficient.”

Adam Czyżewski, Chief Economist of PKN Orlen

“We have decreased it massively. First of all, we reduced nitrogen and sulphur emissions several times, and starting in the 1990s we have also reduced CO2 emissions. For Estonia, the plan is to reduce our emissions by 80 percent to 2050, still using oil shale. This is fully in line with the EU targets.”

Hando Sutter, CEO of Eesti Energia

“During the last 10 years, Latvenergo has implemented several investment projects resulting in reduction of the Group’s GHG emission. For example, as a result of reconstruction of Riga’s combined heat and power plant 2, the overall CO2 emissions were reduced by about 20 percent, considering the amount of electricity generated. Based on the electricity generation data for 2015, the annual CO2 savings were 224,190 tons.”

Āris Žīgurs, CEO of Latvenergo

“We recycle 6 million tonnes of waste annually into new raw materials and thereby replace virgin materials, which would otherwise have had to be produced. This has an enormous positive impact on the environment. We have also improved both transportation and our own processes. At the Stena Recycling group, we have invested 50 000 Euro each day over the last ten years in new production technology and environmental protection. It has reduced both costs and emissions.”

Lars Ibsen, CEO of Stena Recycling Poland

“We are ambitious enough for setting such goals under relevant market conditions, however, it is necessary to take into account that reduction of emission cannot serve as the exclusive justification and aim for adopting decisions and implementing investment projects. Direction towards “zero” emission should also be viewed within the context with the measures of energy security, energy market, energy efficiency, use of renewable energy and reduction of greenhouse gas emission, the matters of innovation, competition, etc.”

Āris Žīgurs, CEO of Latvenergo

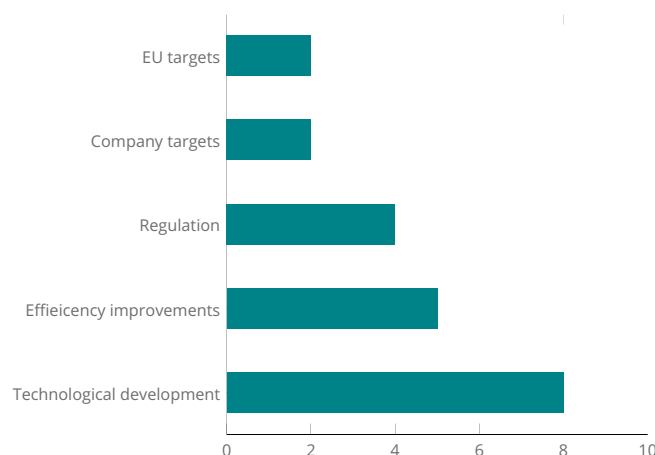
Trafi

Trafi is a technology platform for urban mobility services, powered by technology combining public transport, ride hailing and vehicle sharing. It uses so-called multimodal routing algorithms, which enables users to combine cycling, car-pooling and public transport. Trafi was founded in Vilnius in 2007 and is used in Vilnius, Riga, Tallinn and Warsaw, as well as e.g. Prague, Moscow and Rio de Janeiro. It serves companies including Lyft, Google, Apple, VW Group and others, paving the way for smarter transportation.

THE COMPANIES WERE ASKED: Which factors have made it possible to reduce emissions?

Some companies mentioned several enabling factors, and some only one. For several companies, regulations, not least from the EU, have been important in order to reduce emissions. Technological development has also been very important for the positive development during recent years.

WHICH FACTORS HAVE MADE IT POSSIBLE TO REDUCE EMISSIONS?



“Setting clear and realistic targets definitely helped us achieve emissions reduction goal. What is even more important, goals were publicly committed in our long-term sustainability strategy.”

Carolina Garcia Gomez, CEO of IKEA Retail in Poland

“The necessity to upgrade production plants, to become more efficient and competitive, as well as the requirements of reduction of industrial emission set by the European Union have all contributed to emission reduction.”

Āris Žigurs, CEO of Latvenergo

“First of all, our investment in new technologies, innovations and digitalization has helped us reduce emissions. With improved technology, we can find solutions for how to manage our processes better and emit less.”

Adam Czyżewski, Chief Economist of PKN Orlen

“Onshore wind power is competitive on the market without subsidies now, so we have a good incentive to invest in wind. Solar is also making more and more economic sense. Maybe this process has been faster due to EU regulations and ETS.”

Hando Sutter, CEO of Eesti Energia.

6.

Climate action as a business strategy

Almost all companies say that they see a connection between their climate efforts and competitiveness. This is due to a lot of different factors, the most important being:

- **Reduced costs due to increased energy and resource efficiency**
- **Increased customer demand for low-carbon products and services**
- **Requirements from the financial sector**
- **Strengthened attractiveness as employers**

Almost all of the companies say that the climate change measures that they have implemented have been positive for competitiveness.

PKN Orlen

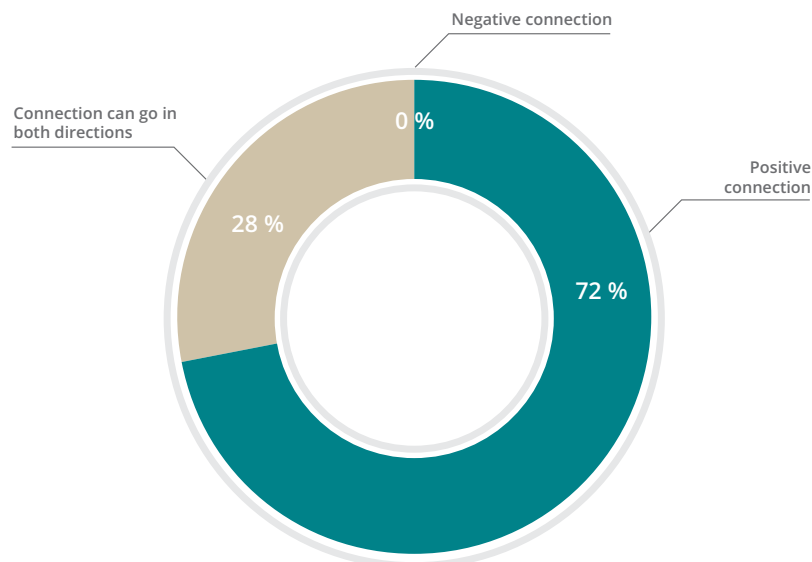
On the premises of the PKN ORLEN Production Plant in Plock there is an experimental station, in which the technology of production of biocomponents from algae, is developed. At the site, post-production water and carbon dioxide from the refining processes is used for algae breeding. The aim of the project is to assess the possibility of producing oil from algae, which can be used to produce second-generation biofuels in real conditions of refinery operation.



THE COMPANIES WERE ASKED: Do you see any connection between climate responsibility and competitiveness?

Almost every company that participated in the survey said that they see a positive connection between climate responsibility and competitiveness. They highlight different reasons for this connection but many of them emphasize increased customer awareness. Three companies however, warned that the connection can go in two ways, pointing to a risk that malfunctioning climate policy instruments harm competitiveness. For example, Achemos Grupė, a Lithuanian holding company, said that climate efforts reduce the competitiveness of a fertilizer producing company that they own, but increase competitiveness of the oil and chemical products terminal that they operate in Lithuania.

DO YOU SEE ANY CONNECTION BETWEEN CLIMATE RESPONSIBILITY AND COMPETITIVENESS?



“Yes, in our case we see this very clearly. We are benchmarked on energy consumption. But there are other aspects as well, like how we handle these issues more broadly feeds into our brand image. There is no question about it. This is true both in Estonia and globally.”

Andrus Durejko, CEO of Ericsson Estonia.

“Yes, I think that climate responsibility makes us more competitive. Especially in the long term. When we launched the organic brand I love Eco here, it sold a lot better than we thought it would. These sales show that even with low purchasing power, customers make active choices. And it is equally popular in all our three markets.”

Edgar Sesemann, CEO of Rimi Baltic

“In the future, citizens will no longer accept polluted cities and to increase livability urban areas need to foster transport, value chains and production that is environmentally friendly to stay attractive. If you can provide services and solutions that can foster this development and even spearhead it, you have a competitive advantage no matter what industry you’re in.”

Christof Schminke,
Managing Director of Trafi

“Yes. We see this, and we see that there is a strong social pressure on firms. Firms with long-term strategies to develop more climate and environment friendly business, get social approval. It is also easier for them to find financing. It is hard now, almost impossible, to get real money for coal investment. The same is almost true with regard to oil.”

Adam Czyżewski, Chief Economist of PKN Orlen

“We know from our consumer study that Polish consumers, among them our co-workers, have one of the highest climate positive behavioral indexes. At the same time, we have a huge number of people feeling disempowered – they observe pollution and degradation of the

environment, but do not know how to tackle it in everyday life. Globally, around 20 percent of consumers feel like this, in Poland over 35 percent. What we all need is a positive vision, and we as a company feel we should give a good example.”

Carolina Garcia Gomez, CEO of IKEA Retail Poland

“For our terminal company it has a positive effect. The company had to make installations due to new requirements and we became more attractive to the market. For our other company, which produces chemical fertilizer, it gives us an additional financial burden, due to the large deficit of ETS allowances, even though we reduced GHG emissions by around 49% during last decade.”

Gintautas Kanapeckas, CEO of Achemos Grupė

“In some of our gyms, we have attached machines to wires to save electricity, which is a direct cost for us. On the other hand, some of our customers come to us because they know that they are producing electricity with their muscles. We have an immediate cost, but on the other hand we attract people who care. In the long run we have no doubt that our approach is a competitive advantage.”

Robert Moren, Communications
Director of Benefit Systems

“There exists a voluntary market for companies who want to buy certificates of origin for renewable electricity, but the price level is very low, and it has not been enough to make new projects feasible. This situation is about to change because demand is growing, and prices are increasing. It could become interesting. If you have existing renewable energy production, you can earn extra revenue from this voluntary system.”

Martin Kruus, CEO of Nelja Energia

“On the one hand, power utilities become more efficient and competitive by investing in energy efficiency and new technologies. Also measures of promoting renewable energy resources create new business sectors, manufacturing facilities and jobs. However, on the other hand, over-subsidizing of renewable resources, which can be seen in many EU countries, create a high cost burden for end consumers. This, in turn, considerably undermines competitiveness of the energy intensive industry.”

Āris Žīgurs, CEO of Latvenergo

“We are one of the first corporates worldwide who have issued Green bonds. It allowed us to attract very strong interest from the investor community and to borrow funds under preferential conditions, even when the situation in the market was difficult. We can clearly see that being sustainable translates into actual financial benefits.”

Valentas Neviera, Head of Sustainability Communication, Lietuvos Energija



THE COMPANIES WERE ASKED: Do you see a connection between climate responsibility and employment?

More than half of the companies say that there is a positive connection between climate responsibility and employment. Most of them do not say whether climate efforts increase or reduce the total number of jobs, but several of the companies mention that in their quest to recruit the best employees, sustainability and climate change efforts pay off. Since Poland and the Baltics have shrinking populations and large labor demand, this is an important issue for companies.

“If we are looking for new employees, it’s important for them what we do. They care about what they see in our office. Our climate responsibility encourages them to join us.”

Robert Moren, Communications
Director of Benefit Systems

“We see that people working for Trafi identify with the purpose of connected cities and making urban areas greener. Our employees are striving to be part of something which is a movement, for the good of the cities, and climate responsibility is a large part of that.”

Christof Schminke, Managing Director of Trafi

“Frankly, when the company is not responsible the risk is that eventually it will be closed down and people will be fired. With a gradual change we will create new jobs in new markets and new technologies. In the coal sector, things have not changed. There is a strong political force that influences part of the government. This is due to a lack of long-term thinking. We need a social-economic strategy to deal with this.”

Adam Czyżewski, Chief Economist of
PKN Orlen

“We have a challenge on the labor market. We fight for the young employees, not only with salaries but with doing the right things. Sustainability is an important part of our employer branding and our business is in the center of the sustainability debate.”

Lars Ibsen, CEO of Stena Recycling
Poland

THE COMPANIES WERE ASKED: Can a weak climate responsibility affect competitiveness negatively?

Several companies skipped this question, perhaps because it can seem like it is already answered if you say that climate responsibility affects competitiveness positively. One company, Stena Recycling Poland, mentioned that competitors who are not responsible can probably increase competitiveness in the short run, but not in the long run.

“Yes, because if companies do not implement smart energy efficiency measures, the production costs can increase compared to the competitors. Furthermore, it can also have negative impact on the company reputation, which is an important intangible asset.”

Juris Binde, President, Chairman of the Management Board of LMT

“In the short term you can probably save some money by taking some shortcuts, but in the long term I don’t think that it will pay off. It has become a very important part of the agenda, many times on the top. This is not only in the recycling business, but all over the economy. We are in a switch from philanthropic to business-driven sustainability, which makes everything more efficient.”

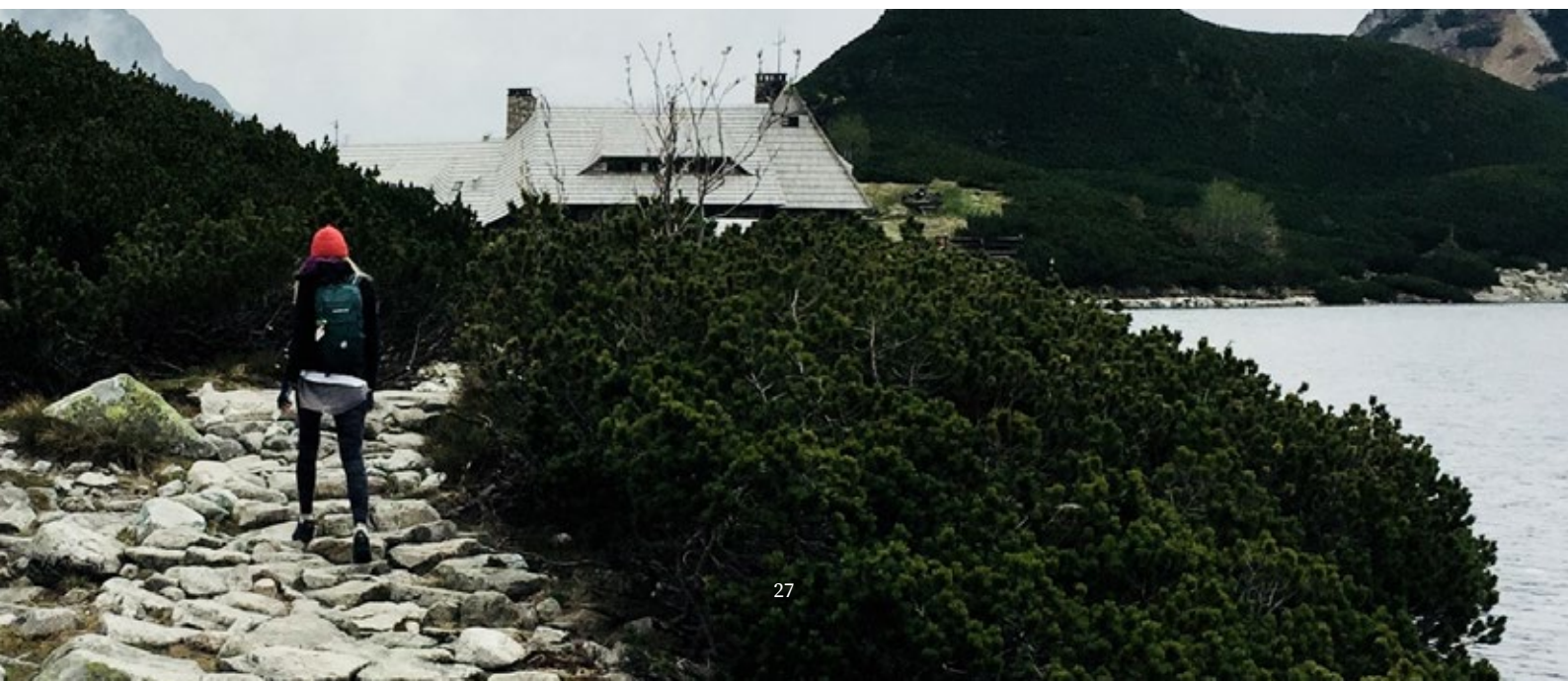
Lars Ibsen, CEO of Stena Recycling Poland

“Absolutely. I can see that this shift is coming fast, and it’s not so much from regulations but from consumers. If people start to request clean energy this is a driver of innovation and transformation.”

Hando Sutter, CEO of Eesti Energia

“Nowadays, co-workers and consumers choose companies where they work or shop basing on the brand’s social engagement. The strive for resources of tomorrow starts today and is crucial for corporate survival in the future. With more and more engaged and aware societies, companies risk huge brand damage if they remain inactive and indifferent towards climate change.”

Carolina Garcia Gomez, CEO of IKEA Retail in Poland



7.

The role of policy

As was seen in the answers on climate efforts and competitiveness, regulation plays a very important role. So, what do business leaders think that climate policy should be like? The companies were asked about their views of climate policy, both of their home countries, in the EU and globally. They were also asked what type of policy they would like to see in the future. It is clear that the interviewed companies welcome more climate policy, even though there is variation in what type of measures they demand.

Stena Recycling

A more circular economy is fundamental for reducing GHG emissions, and by increasing and improving recycling and re-use, Stena Recycling Poland contributes to lower climate impact. A recently implemented re-use project in Wschowa, Poland, has led to display panels from 50 000 waste monitors (LCD TV) being recovered and re-used, corresponding to around 25 percent of the Polish market for new devices. The recovered screens are used to produce affordable TV sets, which are purchased in the other parts of the world.

THE COMPANIES WERE ASKED: In what way does the government engage your company to climate efforts?

There is large variation in the answers to this question. Some of the interviewed companies are owned by the government, and thus totally dependent on the government to pursue climate change efforts. Others do not see that the government pushes them to do more about climate change. Several mention that they go much further in their climate change measures than what is legally required.

“The government is our owner. It is clearly outlined that our footprint has to decrease. That comes directly from the government. Last year the energy development program set new ambitious targets for us, but we see no contradiction between our own strategy, our government’s strategy and the EU strategy.”

Hando Sutter, CEO of Eesti Energia.

“Vilnius and Lithuania have opened their arms to Trafi’s mobility solution, from sharing of data to an eagerness to try out new things. Their openness has definitely been an incremental factor in the success of Trafi in Vilnius.”

Christof Schminke, Managing Director of Trafi

“Low carbon society and circular economy... I don’t see this. I see some of it in the media, but frankly I don’t see any real action. Recently we had a huge boom around air quality in the cities and it has changed a bit from coal to gas, but we are not leapfrogging, we are taking little steps.”

Bartłomiej Głowacki, CEO and Co-founder of Solace House

“It is rather the companies that engage the country to climate efforts, I think. The government is doing some things and the ministry of environment has some targets but I’m very glad that the EU is setting targets, because it pushes our government to do more. All in all, we are moving in the right direction.”

Aurimas Stabingis, Baltic commerce development manager, Eugesta

THE COMPANIES WERE ASKED: What strategies and policy instruments are needed to stimulate climate efforts for companies in your country?

All interviewed companies wish for more climate policy. However, there is variation in what type of policy, and at which level of policy-making they would like it to be implemented. A third of the companies say that they would like to see financial instruments, such as a carbon tax or tax deductions for emission savings, on the national level. On the EU level a third of the companies would like to see more regulation and stricter implementation.

...on national level?

It is commonly argued that climate policy should be international to be effective. However, many policies can be implemented on national level and the interviewed companies mention several policy interventions that they would like to see in their home countries. One of the most commonly mentioned is financial incentives to make climate responsible investments, such as renewable energy or low emission vehicles.

“It is important to make inefficient behavior more expensive, by taxing fossil fuels for example.”

Andrus Durejko, CEO of Ericsson Estonia

“All national governments should work together to develop a common scheme. At the national level, potential is not as large. The eastern bloc has not been very ambitious, which means that we can quite easily reach our mandatory targets and still have big unused renewable energy potential for export. In Estonia, 70 to 80 percent of emissions come from the energy production. With already available technology we can get this down massively.”

Martin Kruus, CEO of Nelja Energia

“In general, governments, legislators and urban planners need to incentivize green thinking. For the transportation sector, that could entail heavy taxation on fossil fuels and a tax incentive for using e-vehicles.”

Christof Schminke, Managing Director of Trafi

“I think regulation is needed in the waste sector. If the cost you pay depends on how you sort your waste, it will have immediate impact. The more we use financial instruments, the more efficient it will become.”

Lars Ibsen, CEO of Stena Recycling Poland

“It is important that there are financial resources for investment in low carbon solutions, at the same time securing growth and competitiveness. The state needs to develop guidelines, also impartial and predictable conditions for using resources from the Modernization Foundation (within the EU ETS). The state should also provide regular information about other financing sources for investments that would secure fulfilment of the climate goals.”

Āris Žīgurs, CEO of Latvenergo

“In Poland we need a clear, binding, country-level energy strategy supporting low emission economy, with clear GHG targets and obligations towards the country as a whole as well as individual organizations. In addition, companies will definitely welcome tax incentives and policies facilitating energy efficient infrastructure investments and renewable energy investments, including PV micro installations (Home Solar).”

Carolina Garcia Gomez, CEO of IKEA Retail in Poland

“The policy instrument that we ideally would like to see is a global carbon price. Fortunately, Poland is part of EU and the emissions trading system (ETS). ETS is a good system, although we would of course wish that it was global. The market will force Poland to make some difficult decisions and the longer they resist, the more expensive it will become.”

Mikael Lemström, VP Heating and Cooling, City Solutions of Fortum Poland

“There is very large potential for energy efficiency in public buildings, but some legal issues are blocking this. They lack necessary skills and tools. There needs to be a carrot and a stick, some type of program to help them do this.”

Adam Błażowski, CEO of Eco Scada

...on European or global level

Most interviewed companies welcome EU targets and EU regulations. Even though some of the companies have seen costs increase due to the ETS, not a single company expressed a negative view of the system. Several companies mentioned that global policies are needed.

“We need a long-term vision and milestones to take us to the long-term goals. The EU is imposing a lot of regulations, and this is one of the most important issues. Regardless of what the US, China and India are doing – let us do the right thing in Europe. The global transition will not happen without the EU.”

Robert Moren, Communications director of Benefit Systems

“It is not necessarily a question of new policies, but of implementation. The Renewable Energy Directive should be implemented to promote renewables across Europe. In some regions and member states they are reluctant to using this system, because they want to support local industry. However, with cross border energy trade in Europe, we will bring down costs, and promote production in effective areas like the Baltic sea region.

Martin Kruus, CEO of Nelja Energia

“With smart metering and real-time measurement of electricity use, we would stimulate efficient behavior. In Estonia this was implemented in 2017 for both households and companies, and remotely readable. It has an impact already and should be implemented all over Europe.”

Andrus Durejko,
CEO of Ericsson Estonia

“EU requirements would make things happen here. EU should demand more from these countries. For example, waste to landfill must cease and start to cost money. This would push actors to start sorting the waste properly and build for example CHP.”

Edgar Sesemann, CEO of Rimi Baltic

“There is a long-term debate, nationally as well as on EU level, about moving freight transport from highways to railways. That would achieve several goals at once – sparing roads from heavy trucks, facilitating road safety, and contributing to GHG emission goals.”

Edvins Berzins, CEO of Latvijas dzelzceļš

“Scientists create inventions, but businesses implement them. Without implementation, it will remain only an invention and will not improve anything. We need more innovative technologies that address emissions, and these cannot be implemented without the involvement of business. Many new technologies are ahead of existing regulations, which in turn is a political challenge.”

Adam Czyżewski,
Chief Economist of PKN Orlen

Latvenergo

By issuing a green bond of 100 million Euro, Latvenergo has been able to invest in increased capacity and efficiency of the hydropower stations in the Daugava river, allowing for CO2 emission reductions of up to 18 000 tons per year. The green bond also enables Latvenergo to install smart metering and expand interconnection capacity, which facilitates integration of renewable energy sources.

THE COMPANIES WERE ASKED: How can businesses contribute to challenging policy-makers? How can politics and businesses cooperate towards reduced emissions?

Although asked as two different questions, most companies saw challenging policy-makers and cooperating with them as two sides of the same coin. Many of the companies want closer dialogue with policy-makers and believe that this could improve understanding among policy-makers for the conditions that they operate under.

“In a political landscape that is open to discuss with companies, where politicians see companies as a partner, and not just someone who is out to make money. We could make it more efficient and practical if we could have a closer dialogue.”

Lars Ibsen, CEO of Stena Recycling Poland

“Creating lobby groups and coalitions seems crucial and can have more leverage when it comes to a climate positive change in regulations. What’s more, business can create a bottom-up movement by educating and encouraging their employees and customers to make conscious decisions. We try to act on implementation of good practices. In our opinion – nothing is better than a good example. People start to believe that sustainable things are possible, achievable and affordable. And this is what we aim for.”

Carolina Garcia Gomez, CEO of IKEA Retail in Poland

“Businesses as well as cities and individuals can challenge politics. If we as citizens demand better regulations that will change things. As companies we must also help policy-makers understand the situation, for example about the malfunctioning here on the eastern border of the EU, where our energy is being replaced by Russian power. We need to tell this story to people, so they can understand what’s going on.”

Hando Sutter, CEO of Eesti Energia.

“I think we need to be agnostic about the energy system, and not aim too much for a specific solution. The important thing should be: is it low-carbon and can we build it fast enough?”

Adam Błażowski,
Business Development Manager
of Eco Scada

“Business should have a vision of a long-term development in a low or zero-emission world. Researchers should work on technologies that will enable it and the policy should support such activities financially, taking on part of the risk.”

Adam Czyżewski, Chief Economist of PKN Orlen

“Public and private transport will need to increasingly merge and become more fluid. In this way, we can use a smaller number of vehicles for the same level of transport – used more efficiently and hyper looped depending on various conditions. Legislators need to lead the way in terms of inner-city regulation, and businesses need to come up with viable options to today’s non-electrical vehicles.”

Christof Schminke, Managing Director of Trafi

“Entrepreneurs should work in working groups with politicians to develop balanced, economically feasible climate change mitigation measures.”

Juris Binde, President, Chairman of the Management Board of LMT

“I’m sure that we can cooperate, and it is needed. We are working now on electrification of transportation. We help policy-makers understand the latest technologies and how the transition can be helped. We are the experts, and this is how we provide knowledge to policy-makers.”

Hando Sutter, CEO of Eesti Energia

“First of all, what we all need is an atmosphere of cooperation and trust and a feeling that we all play in one team. Government should listen more to better understand businesses’ needs. Then it would be possible to create adequate and efficient policies and instruments, consulted first with business representatives.”

Carolina Garcia Gomez, CEO of IKEA Retail in Poland



8. Current trends

The companies were asked about which trends they see today, in their home countries as well as in Europe and globally. Several companies mentioned a complex global situation with conflicting trends moving in different directions. Some believe that trends such as increased nationalism and protectionism are stronger at the moment and impact negatively on climate change mitigation. Others see that trends in technology development and renewable energy generation are stronger and strengthen the climate transition.

“The main trend is still renewable energy. We see policies and subsidies bringing it into reality. At Ericsson we are buying renewable energy at a premium, because as a buyer we influence production. There is increased renewable production in Estonia, thanks to subsidies and thanks to companies like us who are able to impact producers.”

Andrus Durejko, CEO of Ericsson Estonia.

“The growing pollution of the air and the environment, here and now, causes social pressure to build up. People do not associate storms and broken roofs with carbon dioxide emission from their own chimney. But they are disturbed by the smoke from the neighbor’s chimney. And they demand politics to do something about it. Positive effects in climate protection are easier to achieve when addressing them in a way that is directly perceivable locally. We limit the combustion of coal due to smog and this is beneficial for the climate.”

Adam Czyżewski, Chief Economist of PKN Orlen

“The surprisingly high sales of organic products showed us that the younger generation thinks very differently than the older one. A lot has happened since the liberation in 1991 and even if it takes time, things are moving in the right direction.”

Edgar Sesemann, CEO of Rimi Baltic

“There are two competing trends now. One is increasing short-termism and local interests, which is not good for climate action. At the same time, there are long term strategic European and global trends. It is hard to know which one is stronger. It seems to be the same in every country. Look at Germany, even they have critics about their Energiewende for example. France is also moving very slowly, because of short-termism, Not-In-My-Back-Yard, etc. So there seems to be a continuous struggle all over Europe.”

Martin Kruus, CEO of Nelja Energia

“The strongest trend is the development of new technology, not least in renewable energy, energy storage, and digitization. This development is really fast and will catalyze all these processes.”

Hando Sutter, CEO of Eesti Energia.

“I’m not good at trends. I see people trying to do eco-friendly stuff and buying food from the healthy shelf in the store. The “healthy shelf”, what does that say about the other shelves? They are trying to get a margin from people being responsible. The healthy shelf should not exist. Eco should not exist.”

Bartłomiej Głowacki, CEO and Co-founder of Solace House

“I don’t see people denying climate change anymore. People are generally aware, and they want to install wind, solar etc. They also support nuclear. So, there is not much opposition from the public. But the government is not doing anything. We have lost a decade on nuclear, and also lost much time on wind and solar. Poland will meet its 2020 target but to meet our 2030 targets, we need to kick out coal and we should start now. I think it’s possible for Poland to meet the 2030 targets, but it requires immediate action.”

Adam Błażowski, CEO of Eco Scada

“The trade barriers which are implemented do not have a positive impact on the environment. It limits comparative advantages and hinders getting resources and materials in best way. In short, restricting trade reduces efficiency and competition.”

Lars Ibsen, CEO of Stena Recycling Poland

“The general knowledge about climate change is increasing, but it takes time here, just like it did in Finland and Sweden. But that’s where it comes from, when public opinion changes, politics change.”

Mikael Lemström, VP Heating and Cooling, City Solutions of Fortum Poland of Eco Scada



9.

Key findings

In order to investigate how climate efforts and competitiveness are connected and provide opportunities for companies in Poland and the Baltic countries, CEOs and the top management of some of the leading companies in the four countries have been interviewed. In total, 20 interviews were conducted, and their answers are summarized and analyzed in this report.

The interviewed companies are found in all sectors of the economy in Poland and the Baltic countries and they employ more than 75 000 people in the region.

These companies are eager to contribute to tackling climate change and to deliver solutions, because they believe that it is the right thing to do, but also because they see that it makes business sense and increases competitiveness. Almost every company that was interviewed saw one or more reasons why climate efforts increase competitiveness. Most commonly, they highlighted the following reasons:

- **Growing demand for low-carbon products and services, not least in the young generation.**
- **A purpose to do good is important to recruit the most talented employees**
- **Reduced costs due to more efficient use of energy and other resources**
- **Requirements from the financial sector**

Some companies see that the main way they can contribute to the Paris Agreement goals is by reducing their own emissions, like PKN Orlen, a large Polish energy company. Others, like the fast-growing Lithuanian mobility company Trafti, believe that they can achieve the most important impact by making more people utilize their climate friendly solution, instead of driving their own cars. Some companies aim for both at the same time, like IKEA in Poland, which produces more renewable electricity than it consumes, while also selling home solar to their customers so that they too can decrease their emissions.

There is large variation in how far the companies have come in calculating and analyzing their own emissions. Measuring GHG emissions and setting clear quantitative goals for reduction is standard procedure among large companies in many countries but does not seem to be common in Poland and the Baltic states, except for in large foreign-owned companies. This is likely a question of resources.

Most companies say that they have been able to reduce emissions during the last ten years. The main reasons for this positive development are technological development and regulation, often driven by EU targets. Cooperation within the EU is mentioned by many companies as a positive force, and they want to see more of this.

Some challenges have also been highlighted by the companies. Whereas many of them welcome incentives to reduce emissions, like the EU ETS, some companies worry that competitors outside the system will take market shares. A fair global system to reduce emissions would be preferable. Some companies also raise the issue of energy security and independence.

Many of the interviewed companies want politicians to step up and they welcome demands from the EU, because it forces action. They welcome higher targets, as well as a strengthened polluter pays principle. A majority of the companies want some type of financial incentives for increased climate responsibility, either higher carbon prices, or tax deductions for measures that reduce emissions. Some companies are disappointed that the change of policy has been slow, but overall, most companies say that things move in the right direction.



10.

Recommendations from the Haga Initiative

Based on the key findings in this report, the Haga Initiative wants to make a few recommendations for business leaders in the Baltics and Poland.

CALCULATE GHG EMISSION

Knowing the environmental impact of your company is part of knowing your own business. Transparency of GHG emissions is increasingly demanded. What gets measured, gets managed.

SET REDUCTION TARGETS, ALIGNED WITH THE PARIS AGREEMENT

Once a company knows its impact, it can find the best way to reduce it. With a clear target to reduce emissions, and a date when it should be done, companies can unleash the creativity to find the best way to succeed and position themselves for the business opportunities of the future.

EXPLORE BUSINESS MODELS AND OPPORTUNITIES OF THE TRANSFORMATION

The world is moving towards lower emissions and will speed up the pace of the transformation. This leads to increased business-to-business opportunities for companies that deliver solutions. What does increasing consumer awareness mean for your business?

EXPLORE COOPERATION OPPORTUNITIES FOR INCREASED SUSTAINABILITY

Businesses across the globe work to reduce emissions and find the smart solutions for the market of tomorrow. This report, as well as our Nordic report, shows that companies want to see increased cooperation and trade, thus benefiting from the business opportunities of the climate transition.

II.

Appendix A: Interview questions

QUESTIONS TO BE ANSWERED:

1. HOW CAN YOUR COMPANY CONTRIBUTE IN THE WORLD TO ACHIEVE THE GOALS OF THE PARIS AGREEMENT?

a. How can your country/government contribute?

2. DOES YOUR COMPANY HAVE AN EMISSION REDUCTION GOAL? HOW IS IT SPECIFIED?

- a. If yes, can your company set more ambitious emission reduction goals compared to today, provided that policies go in the right direction?
- b. Is it possible for you to reach net zero GHG emissions or fossil free?
- c. If yes, until which year?

3. HAS YOUR COMPANY BEEN ABLE TO REDUCE GHG EMISSIONS OVER THE LAST TEN YEARS?

- a. In what GHG Protocol scopes?
- b. If yes, which factors have been important to allow this to happen? If no, which factors have hindered emissions reductions?

4. IN WHAT WAY DOES YOUR COUNTRY ENGAGE YOU TO CLIMATE EFFORTS?

5. DO YOU SEE ANY CONNECTION BETWEEN CLIMATE RESPONSIBILITY (E.G. REDUCED EMISSIONS) AND COMPETITIVENESS?

- a. If yes, please give examples.
- b. If yes, is there an equivalent connection between climate responsibility and employment?
- c. Can a weak climate responsibility affect competitiveness negatively (cost of inaction)?

6. HOW HAS CLIMATE CHANGE EFFORTS AFFECTED THE COMPETITIVENESS OF YOUR COMPANY?

- a. In your own country?
- b. In international markets?

7. WHAT STRATEGIES AND POLICY INSTRUMENTS ARE NEEDED TO STIMULATE CLIMATE EFFORTS FOR COMPANIES IN YOUR COUNTRY?

- a. ...on a national level?
- b. ...on a European level?
- c. ...on a global level?
- d. What of the answers on questions a, b and c is on the top of your wish list?

8. HOW CAN BUSINESSES CONTRIBUTE TO CHALLENGE POLITICS ON CLIMATE CHANGE?

9. HOW CAN POLITICS AND BUSINESS COOPERATE TOWARDS REDUCED EMISSIONS?

10. WHAT TRENDS DO YOU SEE IN YOUR COUNTRY / THE EU / GLOBALLY, THAT CAN STRENGTHEN YOUR WORK TOWARDS REDUCED EMISSIONS?

- a. What trends do you see that can counteract your efforts to reduce emissions?

I2.

Appendix B: Interviewed companies

| Company | Interview with | Position | Sector | Country |
|------------------------|-----------------------|---|----------------|-----------|
| Achemos Grupė | Gintautas Kanapeckas | CEO | Finance | Lithuania |
| Benefit Systems | Robert Moren | Communications Director | Services | Poland |
| Eco Scada | Adam Błażowski | Business Development Manager | Services | Poland |
| Eesti Energia | Hando Sutter | CEO | Energy | Estonia |
| Ergo Hestia | Adam Roman | Member of the Board, Corporate Insurance | Finance | Poland |
| Ericsson Estonia | Andrus Durejko | CEO | Production | Estonia |
| Eugesta | Aurimas Stabingis | Director of Commerce | Transportation | Lithuania |
| Fortum Poland | Mikael Lemström | VP, Heating and Cooling, City Solutions | Energy | Poland |
| IKEA Retail Poland | Carolina Garcia Gomez | CEO | Retail | Poland |
| Latvenergo | Āris Žīgurs | CEO and Chairman of the Management Board | Energy | Latvia |
| Latvijas dzelzceļš | Edvins Berzins | CEO | Transportation | Latvia |
| Lietuvos Energija | Valentas Neviera | Head of Sustainability Communication | Energy | Lithuania |
| LMT | Juris Binde | President, Chairman of the Management Board | Services | Latvia |
| Nelja Energia | Martin Kruus | CEO | Energy | Estonia |
| PKN Orlen | Adam Czyżewski | Chief Economist | Energy | Poland |
| Rimi | Edgar Sesemann | CEO | Retail | Latvia |
| Solace House | Bartłomiej Głowacki | CEO and Co-founder | Production | Poland |
| Stena Recycling Poland | Lars Ibsen | CEO | Production | Poland |
| Tallink Grupp | Katri Link | Group Communications and CSR Director | Transportation | Estonia |
| Trafi | Christof Schminke | Managing Director | Transportation | Lithuania |



In order to investigate how climate efforts and competitiveness are connected and provide opportunities for companies in Poland and the Baltic states, CEOs and top management representatives of some of the leading companies in the four countries have been interviewed.

This report is produced by the Haga Initiative at the request of the Swedish Ministry of the Environment and Energy.